

Commonwealth Secretariat Annual Results Report

July 2017 – June 2018



The Commonwealth

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Foreword



The year covered by this report was a period of encouraging progress for the Commonwealth Secretariat.

In a time when fragmentation and conflict increasingly threaten international cooperation, the Commonwealth Heads of Government Meeting - CHOGM 2018 - and the forums and events which convened alongside it demonstrated the continuing ability of the Commonwealth in its rich diversity to find consensus on challenging contemporary global issues.

The Commonwealth Secretariat gives expression to this valuable global contribution by working to deliver on a range of mandates, and in accordance with our Strategic Plan and the Delivery Plan associated with it. We carry forward programmes of work which are well established and prove to be of enduring value to our member countries. We also embark on fresh initiatives in response to needs arising from challenges which are addressed most effectively through coordinated Commonwealth action and collaboration.

The facts and figures presented in these pages are the practical outworking of the collective aspirations and ambitions of the governments and people of the Commonwealth as set out in our Charter which, in its opening paragraph declares that: "in an era of changing economic circumstances and uncertainty, new trade and economic patterns, unprecedented threats to peace and security, and a surge in popular demands for democracy, human rights and broadened economic opportunities, the potential of and need for the Commonwealth – as a compelling force for good and as an effective network for co-operation and for promoting development – has never been greater".

The Rt Hon Patricia Scotland QC
Secretary-General of the Commonwealth

41 projects being
delivered, across all
53 Commonwealth
countries

4

Commonwealth Observer Groups
were present for **elections**
(Papua New Guinea, Tonga, Kenya,
Sierra Leone)



8

Ministerial Meetings were held, attended by



13

countries received
leadership training for
law enforcement agencies

The Office of Civil and
Criminal Justice Reform (OCCJR) now gives access to

18



Commonwealth model laws and

35

Legal knowledge products for use by member states



60

countries now utilise the CWS debt
expertise, with 3 successfully piloting
the new Meridian software in the year



11

online training courses
were run for **276** Debt
Management Professionals



11

countries have stepped forward to be **Champions** on 8 areas of ocean action under the **CW Blue Charter** initiative

12



countries and 3 regions utilised the **Geneva** and **New York** office space to amplify their voices

3



The Gambia

re-joined the Commonwealth

£4.1m

in climate finance secured by the **Climate Finance Access Hub**

Grenada,

fulfilled reporting to the UN Office of the High Commissioner for Human Rights

47



African countries accepted Secretariat recommendations related to seabed exploitation

3

Country Evaluations of Secretariat Support undertaken – **Namibia, Grenada, Papua New Guinea**



Innovation hub launched

YOUTH



Commonwealth Alliance of Youth Workers Association (CAYWA) launched

15

Youth Work Associations in the Commonwealth advocating for youth work professionalization



HRH

the Duke of Sussex appointed as Commonwealth Youth Ambassador, to amplify the youth agenda globally

16

Universities across the Commonwealth now offer a low-cost, internationally recognised Youth Development Work bachelor degrees





The Commonwealth

CHOGM 2018 IN NUMBERS



10 Royal Family Members



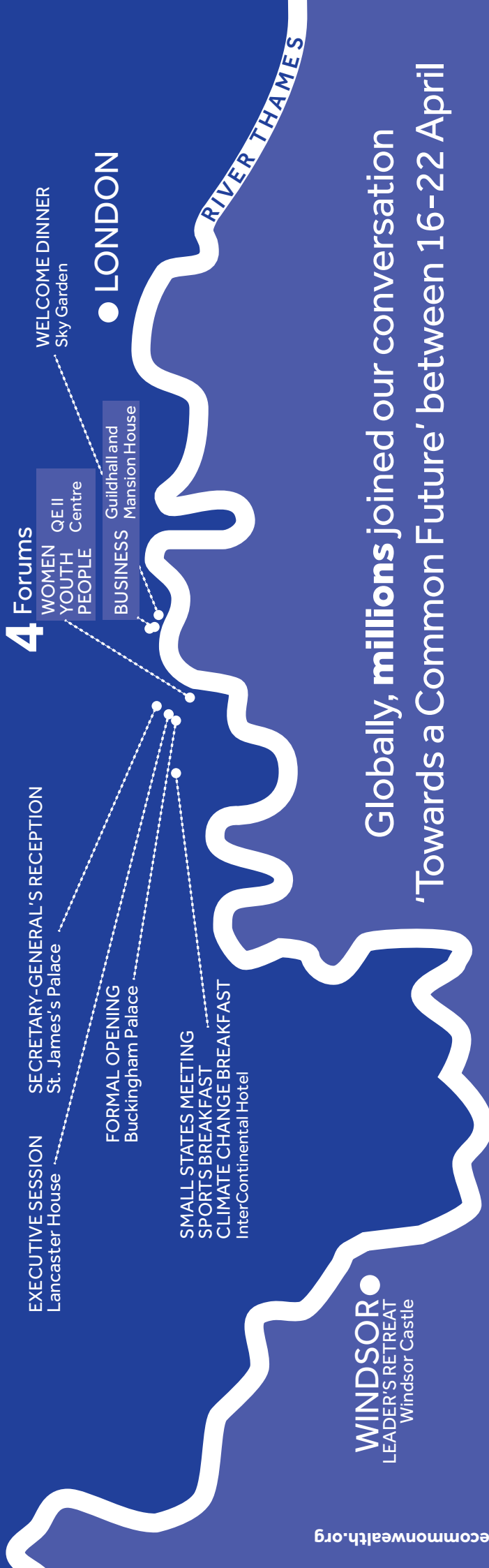
46 Heads of Government



49 Foreign Ministers



5,000 Delegates



WINDSOR
LEADER'S RETREAT
Windsor Castle

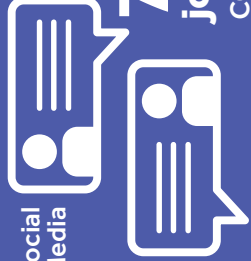
Globally, **millions** joined our conversation
'Towards a Common Future' between 16-22 April



Website
107K
visitors



Over
3M
saw the conversation



Over
70K
joined the conversation



Media Coverage
19K
articles and broadcast mentions of the Commonwealth

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Acronyms

AfCFTA	African Continental Free Trade Area
CARICOM	Caribbean Community and Common Market
CCID	Commonwealth Charter for Infrastructure Development
CEP	Commonwealth Election Professional
CEPF	Commonwealth Education Policy Framework
CHOGM	Commonwealth Heads of Government Meeting
CFAH	Climate Finance Access Hub
CFTC	Commonwealth Fund for Technical Cooperation
CMAG	Commonwealth Ministerial Action Group
COG	Commonwealth Observer Group
CS-DRMS	Commonwealth Secretariat Debt Recording Management System
CYF	Commonwealth Youth Forum
CYP	Commonwealth Youth Programme
EBR	Extra Budgetary Resources
ECJ	Electoral Commission of Jamaica
EMB	Electoral Management Body
ERM	Enterprise Risk Management
GDPR	General Data Protection Regulation
GIS	Geographic Information System
IATI	International Aid Transparency Initiative
ICSA	Intra-Commonwealth SME Association
ICT	Information and Communication Technology
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NCD	Non-Communicable Diseases
NA	National Climate Finance Advisors
OECD	Office of Economic Cooperation and Development
PEO	Parliamentary Elections Office
PMIS	Programme Management Information System
PNG	Papua New Guinea

RBM	Results Based Management
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SME	Small and Medium-Sized Enterprise
UCC	Uganda Communications Commission
UK	United Kingdom
VAWG	Violence Against Women and Girls
YDI	Youth Development Index

Highlights

The Climate Finance Access Hub – Delivering Value for Money

The Commonwealth's Climate Finance Access Hub (CFAH) is an initiative established in 2016 to build the capacity of member states to access climate finance in support of their national climate action plans. This objective is achieved through the deployment of long-term National Climate Finance Advisers who are typically embedded in key agencies and ministries important for climate change adaptation and mitigation. Globally, developed countries have pledged to make available USD100 billion/year in climate finance for developing countries. This initiative is designed to provide the keys for Commonwealth Member States to unlock this finance.

The CFAH is based in Port Louis, Mauritius and benefits from in-kind support of the Government of Mauritius as its host. It has also received financial support from the Government of Australia with a grant of £518,000 for 2017 – 2018. In the period since the CFAH's inception, climate finance advisers in country have successfully secured £4.1m in climate finance for two member states (Jamaica and Mauritius).

Jamaica secured funding of £2.3 million for five projects, including a US\$0.6 million grant from the Green Climate Fund, to fund REDD+ (Reducing Emission from Deforestation and Forest Degradation) readiness actions as part of its Forest Policy and to support the country's aims for 'no-net-losses' to forest cover. In May 2018, the Global Environment Facility also approved the project concept for harmonized domestic Measuring, Reporting and Verification system for the effective implementation of the Jamaica's Nationally Determined Contribution, with indicative funding of \$1.3m. The European Union (EU)/African Union (AU) Global Environmental Monitoring Environmental Systems and Africa Support Programme approved a €2 million grant for the Mauritius Oceanography Institute to implement an East Africa regional project promoting more sustainable management of marine and coastal resources by improving decision making process

and data availability. The project, approved for funding in November 2017, will be implemented for a period of 36 months.

A list of the Climate Finance Institutions disbursing global pledges is included in Annex 3.

Through its current investment the CFAH has been able to place National Climate Advisers in eight Commonwealth countries¹. Advisers are placed for a period of two years, and work to build the capacity of their host institutions to access climate finance. Requests have been received from a further ten countries for Adviser placements. Looking ahead the UK and Australia have made further financial commitments to the CFAH of £500,000 (2018 - 2020) and £540,000 (2018 – 2019) to continue to support its work.

As well as partnering with member states in its delivery, the CFAH is building up a wider network of partners within the climate funding space. This includes the Green Climate Fund (collaboration relating to streamlining proposals from NAs), Indian Ocean Rim Association (discussion relating to inclusion of Indian Ocean Commission – IOC - in the CFAH Steering Committee), Adaptation Fund (collaborating on training opportunities and event participation), and the UN Office for Disaster Risk Reduction (discussion of extending the new United Nations International Strategy for Disaster Reduction – UNISDR- Early Warning System for disasters for Small Island Developing States - SIDS - to the Indian Ocean Region in collaboration with CFAH). The establishment of the CFAH has been widely commended by member states and other stakeholders in the global climate space. It has been acknowledged as a timely and fitting initiative by the Commonwealth to extend technical assistance to the climatically most vulnerable group of countries in unlocking the potential for climate finance and assisting in the implementation of national adaptation and mitigation measures. The CFAH Manager, based in Port Louis, oversees the running of the Hub, and is supported by Secretariat technical staff, and a CFAH Steering Committee that provides policy direction and strategic guidance.

1 Antigua and Barbuda, Barbados, Jamaica, Mauritius, Namibia, Swaziland, Tonga and Vanuatu.

The Commonwealth Innovation Hub



Commonwealth Secretary-General Patricia Scotland at the launch of the Commonwealth Innovation Fund

Innovation – finding new solutions to problems – is the primary engine of socio-economic development and the principal tool for confronting global challenges such as climate change. Upon her appointment as Commonwealth Secretary-General, the Secretary-General promised to put both ‘common’ and ‘wealth’ back into the Commonwealth. This included the wealth of our common ideas and innovations from 53 member states, 89 organisations of the family and 2.4 billion people of the Commonwealth. She has fulfilled this promise by creating the Commonwealth Innovation Hub.

The Innovation Hub – www.comminnowealth.org – was launched on the opening day of CHOGM 2018. It is a digital platform to tap and unleash the ideas and innovation wealth of the Commonwealth. It is a new facility provided by the Secretariat to share, collaborate and co-create a common future. The Innovation Hub is designed, among

other things, to be a peer-to-peer networking and information-sharing platform, where stakeholders will be able to more easily identify opportunities for collaboration across governments, Commonwealth organisations and international partners.

Already, the Innovation Hub has gained traction with member countries and partners, including being cited as a resource in the United Kingdom’s Parliamentary Questions. Memorandums of Understanding have been signed with the Global Innovation Fund to establish a Commonwealth Innovation Fund that will identify and invest in innovative social and business initiatives with a clear pathway to achieving SDG-related impact in Commonwealth countries; and with Bloomberg Philanthropies to explore joint initiatives in support of trade, innovation and sustainability. Planning is underway for the Commonwealth Secretary-General’s Innovation for Sustainable Development Awards, which will celebrate outstanding innovators and innovations that are helping Commonwealth countries and their people achieve the Sustainable Development Goals (SDGs).

The Commonwealth Blue Charter

In April, the Commonwealth Blue Charter² was adopted at the Commonwealth Heads of Government Meeting. The Blue Charter is a Commonwealth commitment to working together to protect and manage our oceans. It calls for ambitious, coordinated action, to sustainably manage, protect and preserve our oceans now, for the sake of present and future generations. Eleven countries have stepped forward to be ‘Blue Charter Champions’ and lead on different topic areas relevant to sustainable ocean development and conservation:

2 http://thecommonwealth.org/sites/default/files/inline/Blue_Charter_07062018.pdf

Blue Charter Topic Area	Champions
Aquaculture	Cyprus
Blue Economy	Kenya
Coral Reef Restoration	Australia, Belize and Mauritius
Mangrove Restoration	Sri Lanka
Marine Plastics	United Kingdom and Vanuatu
Ocean acidification	New Zealand
Ocean and Climate Change	Fiji
Ocean Observation	Canada

The Commonwealth Secretariat has been working with the Champions to establish membership and 'Action Plans'. Priorities, initiatives and outputs will be member-driven, and by sharing knowledge and experiences, new innovations can be developed and implemented through the Action Groups.

The Commonwealth Connectivity Agenda

In response to the risks to growth presented by rising protectionism, leaders at the Commonwealth Heads of Government Meeting (CHOGM) expressed their strong support for the multilateral trading system and adopted a six-point connectivity agenda to boost trade and investment links across the Commonwealth³. Leaders committed themselves to the vision of increasing intra-Commonwealth trade to US\$2 Trillion by 2030, and expanding intra-Commonwealth investment. The Commonwealth Connectivity Agenda will leverage the Commonwealth Advantage by creating a forum for Commonwealth countries to exchange best practices, approaches and experiences to trade and investment. This cross-fertilization will contribute to further reducing trade frictions among members.

³ <http://thecommonwealth.org/media/news/commonwealth-adopts-forward-looking-connectivity-agenda-trade-and-investment>

Impact and Success Stories

Democracy

Projects being implemented under this strategic pillar are designed to support the strategic objective of **greater adherence to Commonwealth political values and principles**.

Commonwealth Ministerial Action Group

The Commonwealth Ministerial Action Group (CMAG) met bi-annually and in its report to Heads confirmed satisfaction with the Secretariat's support. Presenting to heads of Government, the outgoing Chair conveyed CMAG members' sincere gratitude to the Secretary-General and her team for all the support and advice provided. The Chair also conveyed CMAG's commendation of the efforts of the Secretariat in providing technical assistance to member countries to strengthen their electoral processes throughout the electoral cycle.

The impact of the Commonwealth's approach to strengthen adherence to values and principles throughout the election cycle was demonstrated by the Good Offices engagement of the Secretariat in the context of the elections in Sierra Leone.

Elections

Commonwealth Observer Groups (COGs) were present for national elections in **Papua New Guinea, Tonga, Kenya and Sierra Leone**.

The Commonwealth Election Professional (CEP) Initiative builds the capacity of young election professionals in the Pacific and Caribbean regions. An impact survey from the Pacific intervention highlighted that 100% of young professionals trained agreed or strongly agreed that participation in the CEP initiative has had a positive impact on their career and increased their effectiveness and ability as an electoral administrator. Two of the nine trainees had been promoted to a more senior role and 55% reported that their Electoral Management Body (EMB) was doing differently as a result of their post training report or recommendations. This included testing new ideas in strategic planning, updating manual cross check systems and seeking technical assistance. The programme is also creating opportunities for networking and regional cooperation within regions.

HIGHLIGHT: POST-ELECTION GOOD OFFICES ACHIEVE DIALOGUE IN SIERRA LEONE

A Commonwealth Observer Group was deployed to observe elections in March 2018, chaired by former President of Ghana John Dramani Mahama. As the election results were contested the Commonwealth Observer Group was able to switch to a 'Good Offices' mode to facilitate dialogue between parties and support the Electoral Commission in taking forward its mandate. Following the election, a technical adviser was deployed to the election management body with good results. Follow up is planned for 2018/19.

The valuable impact of the Commonwealth Good Offices post-election was commended by the President of Sierra Leone during the Commonwealth Heads of Government Meeting. Julius Maada Bio expressed his appreciation to the Commonwealth Secretariat for their support during and after the 2018 election:

"especially the flexibility of the observation team, who were quickly able to change their mandate to mediating what was a very difficult election. This was creative and pragmatic on the part of the Commonwealth Secretariat to ably deal with very difficult circumstances. At the end, Sierra Leone had an election that was credible."

IMPACT STORY: STRENGTHENING DEMOCRACY IN PAPUA NEW GUINEA

The Commonwealth's engagement with Papua New Guinea (PNG) this year demonstrates the value of an election cycle approach to election support and the impact of Commonwealth wide collaboration. Elections were observed by a COG in PNG in June/July 2017, chaired by former Governor General of New Zealand, Sir Anand Satyanand. The COG report was presented to the Prime Minister of PNG by the Secretary-General in September 2017. A post-election strategy was developed and a follow up visit by Sir Anand Satyanand allowed for engagement of key stakeholders. These efforts resulted in the Prime Minister publicly announcing his intention to implement COG recommendations to strengthen PNG's ability to deliver fair, credible and inclusive elections. Election reforms on the basis of the recommendations are now being implemented with the support of the Government of Australia.

At the Commonwealth Heads of Government meeting in London in April 2018, PNG Prime Minister Mr Peter O'Neill commented:

"The Commonwealth has a proud history of taking affirmative action to protect democratic principles and has worked tirelessly to strengthen institutions that are essential for economic growth and development. This underpins a clear commitment of the Commonwealth values of human rights, gender equality, good governance, democracy and rule of law. This commitment was demonstrated in the past year as Commonwealth international observers were in Papua New Guinea observing the national elections. The Group played a very important role in ensuring that elections were free from any interference and democracy prevailed."

THE COMMONWEALTH ELECTION PROFESSIONALS INITIATIVE AND THE IMPACT OF NETWORKS

Among the Commonwealth Elections Professionals (CEP) Initiative's objectives is to create regional peer support mechanisms for the sharing of experience, challenges and identified solutions. A result of Commonwealth fostered collaboration is an Information and Communication Technology (ICT) project initiated in 2017 by the Parliamentary Elections Office (PEO) of Grenada that electronically mapped the boundaries of its fifteen electoral districts. As it planned this project the PEO was aware that it lacked the requisite in-house expertise in Geographic Information Systems (GIS) technologies and, that the cost of GIS equipment and software would be prohibitive. To overcome these challenges a CEP alumnus (from Phase I) at the PEO recalled discussions with a fellow participant, a GIS expert from the Electoral Commission of Jamaica (ECJ), at the 2014 Junior Election Professionals Initiative Caribbean and Americas regional training event. Following discussion on the CEP WhatsApp group, which was created as part of the encouraged networking during CEP events, an official request for assistance was made by the PEO to the ECJ. Agreement was quickly reached on a two-phased approach. This would involve an initial scoping visit by the PEO to Jamaica to learn and understand the application of GIS technologies, followed by a return visit from the ECJ to Grenada to train PEO staff in its use. The GIS equipment would then be loaned to the PEO to conduct the mapping exercise. Implementation of the project was delayed while the PEO organised the March 2018 Grenadian General Election. However, discussions have continued and, with the ECJ's assistance, the GIS mapping exercise is expected to be completed ahead of the next General Election. The CEP Initiative is an integral part of the Secretariat's offer to support Commonwealth EMBs in organising ever more credible, inclusive and transparent electoral processes. The connections and relationships made by Commonwealth Election Professionals – and the opportunities thereby provided for the sharing of experience, knowledge and solutions – represent a viable, cost effective and collaborative solution to ensure that project impact is both sustainable and meaningful.

Trinidad and Tobago has developed a National Counter Terrorism and Countering Violent Extremism Strategy with the Secretariat's support. Engagement with civil society and religious leaders also contributed to greater awareness and participation. The Secretariat is also supporting Tanzania, Cameroon and Jamaica to develop National Action Plans for Countering Violent Extremism.

Public Institutions

Projects being implemented under this strategic pillar are designed to support the strategic objective of **more effective, efficient and equitable public governance**.

Human Rights

During the reporting period, the Secretariat attended both sessions of the Human Rights Council, and strengthened its relationship with the Office of the High Commissioner of Human Rights (OHCHR) Trust Fund for Least Developed Countries (LDCs) and SIDS, partnering with OHCHR to provide office facilities to Commonwealth delegates. The Secretariat also provided financial and technical support for Tuvalu's delegation to the 30th session of the Universal Periodic Review, preparing the delegation for the review itself. The Secretariat was also able to deepen its relationship with the Permanent Mission of Guyana, providing advice and guidance, which resulted in an official request for capacity building on treaty body reporting. Similarly, the Secretariat developed a sound working relationship with the Permanent Mission of Fiji, particularly around its candidacy to the Human Rights Council. Finally, the Secretariat supported a number of Commonwealth small states in the delivery of side events on the margins of the Human Rights Council and Universal Periodic Review: on disability rights in the workplace with Sierra Leone and Vanuatu; on climate change and human rights with Tuvalu; and on increasing the participation of SIDS in the work of the Human Rights Council with The Bahamas and Fiji.

The UK government signed a Memorandum of Understanding (MoU) with the Secretariat to provide funds to place two human rights technical experts at the Commonwealth Small States Office

in Geneva. Speaking at the signing ceremony, UK's Permanent Representative in Geneva Ambassador Julian Braithwaite, commented:

"The Commonwealth Small States Office provides a platform for addressing that particular problem, which is how can those small states have their voice heard in the multilateral system, and their voice can be just as loud as that of any other state."

In relation to support to small states through the Commonwealth Small States Office, the Chargé d'affaires at the Permanent Mission of the Republic of Vanuatu said,

"This is a step forward for us as small and developing states. It's difficult for us to be present in all these expensive cities, and this initiative shows the willingness of the Commonwealth to work better for the small ones. And that's the spirit of the Commonwealth; to continue helping others. From Vanuatu's perspective this initiative is a very important one and one that can also help others who are not present here in Geneva. They can use this platform to expose themselves and share practices."

Public Sector Governance

The Commonwealth is supporting Antigua and Barbuda, Botswana, Guyana and Sierra Leone with in depth technical assistance in Strengthening Internal Audit and Public Procurement respectively. Risk management is being improved through introducing Enterprise Risk Management in the Ministry of Finance, coordinated by the Internal Audit Departments.

Youth and Social Development

Projects being implemented under this strategic pillar are designed to support the strategic objective of **People of the Commonwealth fulfilling their potential with dignity and quality in a healthy environment**.

HIGHLIGHT: STRENGTHENING RISK MANAGEMENT IN BOTSWANA

The Government of Botswana has improved risk management and accountability in its public sector through the successful piloting of Enterprise Risk Management (ERM) in the Ministry of Finance and six line ministries in 2017 with the Commonwealth's support.

ERM is widely implemented by organisations and governments across the World to enhance their ability to manage uncertainty and to consider how much risk to accept as they strive to increase value and service delivery. Hence, the Botswana Government also noted the significance of implementing ERM as a key financial management reform tool. The ERM concept, which is being spearheaded by the Internal Audit Division in the Ministry of Finance, was previously uncommon in Botswana. Its introduction through Commonwealth support has resulted in the appointment of Risk Champions, Chief Risk Officers and risk teams across implementing line ministries and the introduction and management of risk registers respectively.

The Commonwealth Secretariat's financial management support in reviewing the ERM Policy and Framework, providing capacity building through exchange learning and technical assistance in piloting the ERM contributed to its successful introduction by the Ministry of Finance in 2017.

There is now increased risk awareness across the Botswana public sector and enhanced application of risk-based internal audit by the Internal Audit Division Ministry of Finance, resulting in increased transparency and accountability in the management of public resources.

"Public sector reform will include a very operative Enterprise Risk Management, so as to effectively deal with strategic risks thereby delivering value for money for all stakeholders. This improved strategic management will create a better environment for enhanced service delivery."

Tshepo Sepedung Chief Risk Officer-Ministry for Presidential Affairs, Governance and Public Administration,

Youth

The positive impact that the Commonwealth Youth Programme (CYP) continues to achieve was described by Nancy Amunga, National Coordinator of the Commonwealth Alliance of Young Entrepreneurs - East Africa.



"My name is Nancy Amunga from Kenya. I run a last-mile delivery service company in Nairobi and its environs. We help small and medium sized companies deliver efficiently and offer storage for the small

online sellers. In 2018, I was invited to London for the Commonwealth Youth Forum (CYF) during the 2018 Heads of Government meeting. It was my first time out of Africa and in Europe. I was awarded the Commonwealth Young Woman Entrepreneur of the Year and I supported the writing of policies as part of the CYF submissions to CHOGM and co-moderated a breakout session.

"This experience took my confidence to the next level. I see the engine of my business growth as mentorship, networking and constant learning. After returning from London, my client list expanded as I built on the connections I made at the Youth Forum. I am benefitting from new relationships with several mentors and was invited to speak at the international forum on "Boosting youth employment opportunities" in South Africa. I am currently the national coordinator of the Commonwealth Alliance of Young Entrepreneurs - East Africa, and this has also given me the opportunity to influence other young and upcoming entrepreneurs through trainings and mentorship. The personal and business growth I have experienced in the past year, and the impact

I am able to have on other young people was only possible through the Commonwealth Youth Program. The CYP is making a real difference to young lives in the Commonwealth."

The Faith in The Commonwealth programme was designed specifically with the intention of supporting young people to build the Mindset, Attitudes, Knowledge, Experience, Reach and Skills (MAKERS) to foster respect and youth empowerment locally and across the Commonwealth. In the 2017/18 delivery year a pilot-testing phase was initiated in Kenya, Trinidad and Tobago and Bangladesh.

The Commonwealth Youth Programme supports a blogging website www.yourcommonwealth.org. It is a platform for the voices of young people from the Commonwealth to be heard. Contributors aged 15-29 exchange perspectives on political and social issues and events happening in their country or community or issues that affect young people around the world, such as poverty or climate change.

The Commonwealth Youth Development Index (YDI) continued to influence partners and bodies involved in youth programmes. The Commonwealth supported the AU to develop youth development indicators to monitor progress on youth development in Africa, helping to fulfil the African Youth Charter Decade Plan of Action mandate to produce a biennial report on the Status of African Youth. The Commonwealth will continue to build on this work by building the capacity of the youth researchers employed by the AU to produce evidence based youth policy reports and briefs.

Demonstrating the contribution of the Commonwealth to effect change outside the Commonwealth, the YDI was utilised by the Mexico Youth Institute to influence and inform the evidence base of the Mexico National Youth Programme and Strategy (2012-2018). The Latin America and Caribbean region utilised the indicators, methodology, scoring system and data

IMPACT STORY: FAITH IN THE COMMONWEALTH

Following the Kenya workshop Vannessah Wambui Ochieng started an anti-rape campaign in her school, Moi University.

"This was as a realization of the many rape incidents that were happening in our campus. Seeing no action plan from the school management, I brought together some students and we began having monthly discussions. After the Commonwealth training in Nairobi, I learnt a lot. When we hold the discussions, I first choose a very free space (physically) like a field where people can feel at ease to contribute. This was among the grounding techniques we were taught".

On 23rd June 2018 an #EndRapeCulture open talk was held, partnering with media company Zero Chills TV to promote and document the event.

"It was a productive discussion. I felt that there was some degree of honesty as the people talked. However, there was a heated discussion on the causes of rape especially when we got to the subject of dressing".

"We are working with one of our lecturers who is very involved in theatre for social change. Also we want to continue making more networks in Eldoret to reach more marginalized groups. In July we will hold a march into the village around us to protest rape".



Photo credit: Zero Chills TV, Kenya

IMPACT STORY: YOURCOMMONWEALTH.ORG AND "THE POWER OF THE PEN"

A Commonwealth Correspondent has enacted real change in his home country of Uganda using, what he calls, "the power of the pen". In January 2018, Badru Walusansa wrote an article describing the scams that were running on late-night radio, and how, in his view, the Uganda Communications Commission (UCC) was "not doing a lot as far as regulating content on radio stations is concerned." *He said the result of this was "daunting costs for the listeners who are manipulated and exploited by some radio programmes". In a call to action, he urged the UCC to "come out with clear guidelines intended to regulate purportedly social and spiritual programmes on radio" before adding that Ugandans needed "to see efforts to protect listeners from all sorts of exploitation".*

The article, published on yourcommonwealth.org, resulted in a positive response from the UCC who moved to take action. The Commission gave five radio stations ten working days to refund all money lost by different people as a result of promoting and advertising witch doctors. They also directed the stations to commit in writing stop airing such content. Speaking on his action as a young agent of change, 26-year-old Badru said, *"yourCommonwealth.org has accorded me an opportunity to actively influence change within my country. I am proud to have leveraged my youth to make a difference in society. This has only been achievable through commitment to serve as a Commonwealth Correspondent for Uganda."*

sets of the YDI to develop their regional youth development index contextualising it to their region's priorities.

The Commonwealth Youth Programme in partnership with the UK Government delivered the largest youth leader's meeting in the Commonwealth in April 2018. His Royal Highness HRH the Duke of Sussex was appointed as the Commonwealth Youth Ambassador, to amplify the Commonwealth youth agenda globally, and over 500 youth leaders and stakeholders from UN, Regional Intergovernmental bodies, governments and youth led bodies worked together to develop a youth led action plan on priorities facing young people. The second Youth led General Assembly was also held, where youth leaders elected a new executive, produced accountability reports for the 2015-2018 period and agreed procedures and processes to strengthen the Commonwealth Youth Council.

Sport

Sport was a major talking point in the Commonwealth this year, with the Gold Coast 2018 Commonwealth Games and the 9th Commonwealth Sports Ministers Meeting (9CSMM) both providing a highly visible platform for sport to showcase its significance in helping to enhance sustainable development, help build more cohesive communities and impact on human rights.

The Commonwealth Games was far more than just a sporting event; it symbolised many of the Commonwealth's shared values and key aspirations. It was the first major international multisport event with equal medals for men and women, and featured the largest para-sport programme in the history of the Commonwealth Games. It was also the first major Australian multisport games with a Reconciliation Action Plan, aimed at leaving a tangible legacy for indigenous communities. Inclusive growth and development, promoting equality and respect for all is at the heart of the shared aspirations that bond the Commonwealth.

The broader impact of the Gold Coast Games is the highest profile example of how the Commonwealth harnesses the potential of sport as a development tool. This does not happen automatically, and requires a deliberate strategy, inclusive programming supported by effective governance and sport integrity and human rights protections. Sport plays a valuable role in helping Commonwealth member states work towards the global Sustainable Development Goals (SDGs). The Commonwealth has undertaken detailed analysis⁴ of the role sport can play with a specific focus on its contribution to six prioritised SDGs and practical policy guidance and toolkits have been developed for member countries. This analysis has been directed credited with influencing a shift in globally policy on sport and

4 https://www.sportanddev.org/sites/default/files/downloads/enhancing_the_contribution_of_sport_to_the_sustainable_development_goals_.pdf

development with the Sixth International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport (MINEPS VI) recognising the leadership of the Commonwealth Secretariat in this area⁵. To compliment this work, the Commonwealth Secretariat provided direct technical assistance to **Botswana, Bangladesh, Mauritius** and **Sri Lanka** to develop policies and strategies to maximise the contribution of sport to sustainable development and peace.

The third annual Commonwealth Debate on Sport and Sustainable Development, held on the International Day of Sport for Development and Peace on 6 April 2018 was also held at Commonwealth House. This year, the debate topic was 'Sport pays for itself in the Commonwealth' and considered how the returns from investing in sport can be enjoyed by more people and more communities across the Commonwealth. The debate was part of the Value of Sport event – 'Maximising Opportunities in the Commonwealth' – a collaboration between the Queensland Government, City of Gold Coast, the Commonwealth Secretariat, Griffith University, the Australian Department of Foreign Affairs and Trade and Office of Sport.

Education

The Commonwealth Education Policy Framework (CEPF) was developed to enable member countries to align their respective national education policies within the context of the prevailing 2030 Agenda for Sustainable Development. In October 2017, the Secretariat collaborated with the Ministry of Education, Heritage and Arts, Fiji to conduct a pilot workshop for the CEPF, attended by education policy officials from Fiji, Tuvalu and the Solomon Islands. Using the CEPF as a guide, participants were able to systematically review their respective education plans and identify gaps, areas for

"We found the workshop very helpful, and the experience we gained will go a long way in informing the priorities of the next cycle of our National Education Action Plan."

Constance Nasi, Undersecretary National Education Services, Solomon Islands

improvement and priorities most relevant to the education systems in their country contexts. At the end of the workshop action points for each participating country were agreed for taking forward the CEPF workshop recommendations.

Economic Development

Projects being implemented under this strategic pillar are designed to support the strategic objective of **more inclusive economic growth and sustainable development**.

Trade

On 21st March 2018 the agreement establishing the African Continental Free Trade Area (AfCFTA) along with three Protocols: Trade in Goods, Trade in Services and Rules of Procedures for the Settlement of Disputes in the journey of Africa's trade and economic integration were signed by 44 African countries in Kigali. [The Commonwealth Hub & Spokes Programme](#) contributed significantly to the successful conclusion of Phase 1 of the AfCFTA negotiations which started in 2015, through technical, legal and trade advisory support and services by National and Regional Trade Advisers assigned to a number of African countries and Regional Economic Communities as well as the African Union Commission. National Trade Advisers continued to provide strategic trade advisory services to their host governments during the technical working group meetings and final rounds of negotiations.

At the Gold Coast Commonwealth games, the Trade 2018 Forum provided an opportunity for the launch of the three initiatives in the Pacific region that are designed to boost intra-Commonwealth trade: The Intra-Commonwealth Small and Medium-sized Enterprises (SME) Association (ICSA); the Commonwealth Alliance for Young Entrepreneurs (CAYE) in Asia-Pacific; and the Commonwealth SME Trade portal. The ICSA, initiated in 2016, provides MSMEs from the Commonwealth the ability to regularly meet, to build awareness of existing global standards and to encourage regional and international investments in areas where countries have competitiveness but lack capacity. The SME Trade Portal will provide e-business linkages, information exchange services and online access to new markets. The director of the Federation

5 MINEPS VI working document: <https://en.unesco.org/mineps6/documents>

HIGHLIGHTS: DEBT MANAGEMENT SUPPORT

To maximise accessibility and reach of the Secretariat's Debt Management expertise, the Secretariat provides eLearning programmes for debt management officials in member states on public debt management concepts, CS-DRMS debt management software and Medium Term Debt Management Strategies. In the delivery year 2017/18 the unit had 234 enrolments on these training programmes and was able to run 11 courses to meet the demand for support.

Among other countries assisted by the Secretariat's, the Bahamas received support in May 2018 to draft Public Debt Management legislation and a Fiscal Agency agreement between the Central Bank and Ministry of Finance. The delivery of this assistance was supported by an EBR from the Central Bank of the Bahamas and was noted in the 2018/19 Budget Communication of the Deputy Prime Minister and Minister of Finance.

"The Central Bank has approached the Commonwealth Secretariat to provide technical assistance to modernize public debt management infrastructure. Work to date suggests the establishment of a new framework consistent with international best practices."

Commonwealth of the Bahamas 2018/2019 Budget Communication, 30th May 2018

In the lead up to CHOGM, the Secretariat undertook research aimed at developing policy recommendations on LDC transition. The Kickstarter project was funded by the UK to inform CHOGM 2018 and the Commonwealth Business Forum. The research analysed two countries, **Mozambique** and the **Solomon Islands**. In Mozambique the work focussed on understanding how to increase the bankability of investment projects, and therefore investment, and utilised tools such as the Commonwealth Charter for Infrastructure Development (CCID)¹ and the Global Infrastructure Hub Framework². In the Solomon Islands work focussed on applying a novel framework for assessing the trade-related impact costs of transitioning from

LDC status. The policy recommendations that resulted from the research have been well received by partners on the project's steering committee including the UK Cabinet Office, the City of London and the Office of Economic Cooperation and Development (OECD). Outputs from the research have generated interest from other member states, including **Vanuatu** where there is interest for similar research to be applied to Blue Economy bankable investment projects.

The Secretariat's support to the Government of **Fiji** through advisory assistance facilitated the adoption of re-opening of bonds and benchmark issuance policy, and is allowing the Government of Fiji to begin a number of initiatives to develop local currency bond market including dematerialisation of government securities and establishing a Central Securities Depository. The support of the Secretariat was noted by the Minister of Finance, in parliamentary debate in Fiji.

In October 2017 the Secretariat signed an MoU with the government of **PNG** for technical assistance to upgrade the Commonwealth Secretariat Debt Recording Management System (CS-DRMS), provide training to Treasury staff, and validate debt data held by **PNG**. The Secretariat arranged the deployment of a technical advisor to provide the support requested, and in April 2018 undertook a follow-up visit to review progress under the MoU. The visit used the most recent World Bank Debt Management Performance Assessment (DeMPA) for PNG to identify further support requirements and prepare a forward looking technical assistance plan.

1 The CCID is now referenced on the UN's LDC graduation website: <https://www.gradjet.org/>

2 An initiative of the G20: <https://www.gihub.org/>

of the Bangladesh Chambers of Commerce and Industry and ICSA board member, Shafquat Haider, demonstrated the new SME portal, noting:

"We know that in the major part of the world 80 to 90 per cent [of businesses] are SMEs. To get them connected the biggest and best way is through information technology because it crosses all barriers and has no geographical boundaries, so this portal is the way to go."

The Commonwealth's Diaspora Investment Project has provided a wealth of new insights into the determinants of the Commonwealth's U.K diaspora's willingness and motivation to invest in their homelands. A particular focus of this reporting period was the inaugural Commonwealth Diaspora Survey Report, which was motivated by the fact that little is known about diaspora interest in savings and investments, as only a small number of surveys exist. To address this knowledge gap, the Commonwealth Secretariat commissioned this survey to provide evidence for stakeholders aiming to leverage diaspora capital. The survey, undertaken between October 2017 and March 2018, focused on diaspora communities in the UK from six Commonwealth countries – Bangladesh, Fiji, Ghana, Jamaica, Kenya, and Nigeria. The questionnaire examined diaspora savings and investments in their countries of origin and covered current practices and motivations; obstacles to saving and investment; and preferences for future saving and investment. The aggregate report results were launched during CHOGM by Fiji's Minister for Industry & Trade and Tourism. Individual country report results, aimed at assisting Commonwealth countries are expected to be launched in September 2018.

Oceans and Natural Resources

The Secretariat's Oceans and Natural Resources team continued to provide support to member countries to sustainably manage their natural resources, in the ocean and on land, for the benefit of present and future generations.

In the **Seychelles** the 2-year period for development of the Blue Economy and Strategic Framework Roadmap was completed in January 2018 with the approval by the Government of the draft Framework and Roadmap. The support of the Secretariat in achieving this milestone, provided through a long-term resident adviser and engagement by the ONR team's advisers, was recognised by the Vice-President of the Republic of the Seychelles.

"I would like to express my sincere gratitude to the Commonwealth Secretariat for having supported us in completing a milestone in our Blue Economy journey. With the support of the Commonwealth we have articulated a holistic approach to an ocean based sustainable development in ways that benefit all Seychellois."

(Letter from the Vice-President of the Republic of Seychelles, Mr Vincent Meriton, to the Secretary-General, March 2018.)

With respect to natural resources, support to the development and reform of regulatory frameworks, covering legislative and fiscal reform including revenue management mechanisms, to enhance the governance of the extractives sector was provided to **Barbados, Belize, Guyana, Jamaica, Namibia** and **Papua New Guinea** for their petroleum sectors; to **the Bahamas, Cook Islands, eSwatini** for their mining sectors, and to **Kiribati** for deep sea mining. The Secretariat has continued to assist member countries in engaging in the development of the international fiscal and legal regime for the international seabed area with two regional workshops for the African group and Pacific region, which lead to coordinated and informed engagement in the international discussions.

The Secretariat also participated in the New Petroleum Producers Discussion Group⁶ – a joint initiative by the Commonwealth Secretariat, Chatham House and the Natural Resource Governance Institute involving over 30 countries half of which are Commonwealth Member States. The 5th annual meeting was held in Suriname in October 2017 and included training sessions on designing fiscal regimes, assessing environmental impacts, and understanding the effect of evolving global climate policy on petroleum projects. In May 2018 the group also organised a local content workshop, in Beirut, which was attended by **Namibia, Guyana, Ghana and Uganda**.

6 <https://www.chathamhouse.org/about/structure/ee-department/new-petroleum-producers-discussion-group-project>

Small and Other Vulnerable States

Projects being implemented under this strategic pillar are designed to support the strategic objective of **strengthened resilience of small and other vulnerable states, including adaptation and mitigation against climate change.**

The Secretariat launched an ambitious project aimed at helping small and vulnerable Commonwealth countries to implement the SDGs. Initial consultation through a pilot of fourteen African countries identified common SDG data challenges, including weak ministerial coordination, slow execution of national development plans, outdated legal frameworks and weak statistical systems across countries. This led to the development of the Commonwealth SDG Implementation Toolkit, which offers practical solutions to prioritising, implementing and monitoring the SDGs. Officials from nine small and vulnerable countries welcomed the toolkit at a workshop hosted by the Secretariat in Johannesburg, May 2018.

The second phase of the project will see the toolkit customised and implemented in member states requesting support. In an effort to maximise complementarity and avoid duplication, the project relies on close partnerships with the African Union Commission (AUC), UN Economic Commission for Africa (UNECA), and New Partnership for Africa's Development (NEPAD) – key international bodies championing the 2030 Agenda.

The Commonwealth collaborated with the Government of Malta to operationalise the Small States Centre of Excellence in time for its official launch at CHOGM (London, United Kingdom, April 2018). The Malta-based Centre was established, a website developed, and a Director and Advisor successfully recruited. The first piece of technical assistance saw 25 small states representatives trained in strategic negotiation skills (New York, June 2018), bringing positive feedback from those attending.

Pacific Island Countries Benefit from Brunei Darussalam – Commonwealth Training Programme

Policymakers, government officials and environmental experts from several small island developing states in the South Pacific completed a training programme in Brunei Darussalam in

August 2018 on 'environmental sustainability and management', which was sponsored by the Government of Brunei Darussalam and delivered in partnership with the Commonwealth Secretariat. The training programme was aimed at disseminating knowledge, promoting awareness and increasing understanding on biodiversity, marine ecosystems, environmental risks and ecological sustainability in line with the Sustainable Development Goals.

As part of the programme, the participants took part in workshops and group discussions at the University of Brunei Darussalam and attended lectures by world-renowned experts and researchers. These were complemented by field activities in the rainforests of Brunei Darussalam, which principally involved gaining hands-on experience of the various tools and techniques useful for understanding forest dynamics and gathering of relevant research data at the Kuala Belalong Field Studies Centre. The participants also visited the Tropical Biodiversity Centre under the Ministry of Primary Resources and Tourism as well as the University of Brunei Darussalam Botanical Research Centre to learn about the many innovative initiatives underway in the country on environmental sustainability and management.

Partnerships and Innovation

The Secretariat's Partnership Strategy was approved by the Board of Governors in June 2018. The Strategy represents the first time the Secretariat has had a shared vision of partnership and a clear articulation of how its own objectives will be achieved more effectively through partnerships. A more intentional, strategic approach, supported by increased dedicated resource, set the tone for both expanding and deepening the Secretariat's partnership network.

Accredited Organisations played a key role in the development of the strategy. Consultation and analysis of how their work aligns with the Secretariat's work has already prompted a gear-shift away from more piecemeal, one-off engagements towards closer strategic alignment and joint working.

During the year, the Commonwealth family expanded to 86 Accredited Organisations, welcoming the addition of the Commonwealth Jewish Council and the Commission on Science

and Technology for Sustainable Development in the South. Representatives from 65 Accredited Organisations played an important part in contributing to the success of CHOGM week, including through presenting work to Ministers and Senior Officials, attending the main forums and receptions, and hosting diverse side events.

The Secretariat expanded its wider network of partnerships, including signing six memorandums of understanding (MoUs) with country governments, international organisations, the private sector and non-governmental organisations across sectors. These include an MoU with the Caribbean Community and Common Market (CARICOM) Development Fund to collaborate on areas of mutual interest such as debt management, youth, and the Blue Economy; joint-working with Brunei Darussalam to administer a training programme for participants from Commonwealth developing countries; and collaboration with Bloomberg Philanthropies in areas of mutual interest including international trade, innovation and climate change.

The Commonwealth Secretariat, the Association of Commonwealth Universities and Commonwealth of Learning signed a historic partnership agreement to work even closer together to ensure better education for member states. The signing of the Commonwealth Education Partnership for Sustainable Development was achieved as part of the 20th Conference of Commonwealth Education Ministers (CCEM) in Nadi, Fiji. The new partnership will strategically leverage each organisation's niche and comparative advantage and develop joint education projects for the benefit of member states.

The four organisations involved in the Commonwealth House initiative – The Commonwealth Secretariat, the Commonwealth Local Government Forum, the Royal Commonwealth Society and the Commonwealth Games Federation – agreed on common branding for a “pop-up” space at the front of Commonwealth House, and organised several events in the space during Commonwealth Week.

Gender Mainstreaming

Teams across the Secretariat have been taken forward the commitment to gender mainstreaming in a number of policy areas, in line with Strategic Plan

intermediate outcome and priorities. These include violence against women, democracy, rule of law, human rights and health.

Violence Against Women and Girls

Violence Against Women and Girls (VAWG) is a major violation of human rights. International commitments for the attainment of gender equality and ending VAWG are at the heart of Commonwealth priorities. Following on this commitment, the Secretariat has embarked on a new project to determine the economic cost of VAWG for various sectors in the economy, and ultimately for the State, through development of a ground-breaking framework, that is complimentary to those based on needs and justice.

Seychelles is the first Commonwealth country where the framework has been developed with real country level data and information. The model is a live product and officials and other stakeholders are able to update the results with new information as this arises. The Seychelles costing model is based on official data and covers services such as healthcare; law enforcement; social services; and specialised services. It also includes out of pocket personal costs incurred by survivors of VAWG, and cost of learning time lost at schools. Income loss due to absent from paid work and household activities has also been estimated. The findings of the report completed in June 2018 point to an economic cost of VAWG of up to 1.997 % of GDP.

The Report recommends actions such as strengthening the capacity of national statistics offices and agencies in data collection on VAWG, in order to design effective strategies, monitor progress and, strengthening the capacity of frontline service providers. In 2018/19 the Secretariat will expand the application of the framework to two new countries and continue to work with the Government of Seychelles to utilise the framework and implement the recommendations.

Democracy

To enhance women's effective participation in political party structures, electoral processes and decision-making levels, the Secretariat launched a checklist for Gender and Elections in July 2017 with both African and Caribbean Commonwealth stakeholders. The checklist has been designed as a tool to strengthen the gender recommendations of

Commonwealth Election Observer Missions within the context of the Commonwealth Secretariat's focus to strengthen the participation of women in the political and decision-making process.

In addition, four research outputs were validated focusing on strategies to advance women's leadership and participation within political parties and electoral management bodies in the Africa and Caribbean regions. A 'Gender and Election Handbook' was produced for CW Africa, with a clarion call for a similar Handbook to be produced for the Commonwealth. A research report entitled "Women and Political Parties in Five Small States of the Commonwealth Caribbean" was produced and provided data on the pivotal role of political parties, particularly in the Westminster system, in the participation of women in representational politics and how this can be enhanced. These publications were launched at the 2018 Commonwealth Women's Forum in London.

Human Rights

The Secretariat pursues a human rights based approach to gender equality and a gender mainstreaming approach to human rights work. In supporting the establishment and strengthening of National Human Rights Institutions in 2017/18, the Secretariat has enabled the Ombudsman of Samoa to conduct a national inquiry on family violence and has supported national human rights institutions in taking stock and reporting progress on the Kigali Declaration and SDG 5.3 (Eliminate all harmful practices, including child, early and forced marriage).

In supporting improved and constructive engagement with the United Nations Universal Periodic Review Process and human rights mechanisms in Geneva, the Secretariat delivered a regional best practice knowledge platform for 9 Caribbean member states in June 2018. The knowledge platform focused on treaty body reporting including reporting against the Convention on the Elimination of All Forms of Discrimination Against Women.

Health

The Commonwealth Health Ministers Meeting in May 2018 addressed some key issues for the health of women and girls, including prevention of cervical cancer and violence against women and girls. Ministers discussed and noted policy

options in regards to Commonwealth collaboration and collective action on the increased access to immunity from the human papilloma virus (HPV) infection through vaccination, and health facility-based coordinated response to gender-based violence.

Sport

In 2016 the Commonwealth Secretariat received a request from the Government of Botswana, as Chair of the International Working Group (IWG) for Women and Sport, to assist in the development of a national strategy to promote gender equality in and through sports. Commonwealth Secretariat gender and Sport for Development and Peace (SDP) staff provided technical advisory services and presented at both the IWG Africa Women and Sport Conference, in October 2016, in Gaborone and the 7th World Conference on Women and Sport in May 2018, also in Gaborone. Through the Commonwealth Secretariat's support a gender expert was commissioned to convene several workshops with key actors to develop the 'Gender Mainstreaming in Sport National Strategy for Botswana which was presented to the World Conference. As a legacy of this work the Commonwealth will work with additional countries to develop gender mainstreaming in sport strategies drawing on the learning from Botswana.

The opportunity to engage with and support the sports movement on this issue aligns with commitment made at CHOGM 2018 and the 2030 Agenda for Sustainable Development. In the CHOGM 2018 communique Heads of State affirmed the valuable contribution sport can make to the 2030 Agenda and committed to work with Commonwealth sports bodies to maximise this positive impact and take collective action to promote good governance, address corruption, protect the integrity of sport, and promote human rights through sport.

Heads commended the impact of the Commonwealth Games and Commonwealth Youth Games in promoting Commonwealth values. They highlighted the achievement of the Gold Coast 2018 Commonwealth Games as the first multi-sport event to offer an equal number of medals for both men and women, and acknowledged the Games featured the largest integrated sports programme in Commonwealth Games history.

comprising 18 sports and seven para-sports. Heads urged sporting institutions at all levels to work towards gender equality across sport.

Trade

The International Trade Centre and the Commonwealth Secretariat joined forces to boost trade following the signing of a new MoU to encourage the establishment and growth of small and medium sized businesses, including those owned by women and young people, with specific focus on the #SheTrades Agenda.

The MoU sets out fresh commitments to work together with countries to create effective national export strategies, and provide trade frameworks which empower young people and women with the skills and capacity to grow their businesses. This endeavour will also open up broader market opportunities by connecting SMEs into networks. The MoU will directly support the commitment made by Leaders at CHOGM 2018 (CHOGM) to combat protectionism and improve multilateral trade.

The partnership will also assist in delivering outcomes of the 2018 Commonwealth Women's Forum, including those calling on Heads to promote and support women in economic development from the local to the national level and to promote internal trade and investments, especially for women-owned enterprises. Through this partnership, the Commonwealth will continue to deliver greater impact by supporting women's economic empowerment, youth entrepreneurship and by helping countries to reduce barriers to trade. The International Trade Centre (ITC) and the Commonwealth Secretariat have been working together for over fifty years to deliver interventions in the Commonwealth that support growth, poverty reduction and job creation.

Consensus building

The Secretary-General worked tirelessly to build consensus between members, promote Commonwealth values and raise the profile of the Commonwealth. Momentum around the Commonwealth grew, in particular around CHOGM, and international recognition of its value is evident through Gambia being readmitted as a member and two further countries (Togo and Angola) progress applications for membership. The Secretary-General visited 27 Commonwealth countries, met 27 Heads of State and one Prime Minister (as well as all 53 at CHOGM), and spoke at 38 high level events.

In addition to CHOGM, seven Ministerial Meetings were held in 2017/18. In total, 315 Heads of State and Ministers attended Commonwealth consensus-building meetings from across the 53 member countries.

The **Commonwealth-La Francophone G20 dialogue** (Washington, United States, April 2018) saw member states advance key developmental priorities including on education, development financing and health. The dialogue also explored further mechanisms for strengthening developing country engagement.

Table 1: Commonwealth Ministerial Meetings 2017/2018

Ministerial Meeting	Host	Delegates	Key topics	Outcomes
Youth Ministers Meeting (CYMM)	Uganda	32 countries including 20 ministers	Resourcing and financing youth development	26 countries made specific commitments to strengthen policy environments. Young people from across the Commonwealth took an active role, including forming a ten-member Youth Ministers Taskforce to monitor progress against the recommendations of the meeting.
Foreign Affairs Ministers Meeting (CFAMM)	United States	48 countries including 35 ministers	Commonwealth Secretariat Reform Plan and joint priorities such as CHOGM	Foreign ministers commended the Secretary-General and her team for reforms which serve to make the Secretariat more responsive and relevant to its members.
Finance Ministers' Meeting (CFMM)	United States	39 countries including 28 ministers	Advancing jobs and resilience through innovation	The Secretariat was commended for the relevance of its agenda, and Ministers made several calls on the Secretariat including the proposed Commonwealth Innovation Awards.
Law Ministers and Attorneys General Meeting	Bahamas	29 countries including 21 ministers	Strengthening the Rule of Law through Technology	Ministers pledged to pursue key law reforms in a number of areas, and the outcome statement reflects Commonwealth consensus on key issues including rule of law and sustainable development, foreign terrorist fighters, countering violent extremism, international humanitarian law, child, early and forced marriage, and overrepresentation of vulnerable people in the justice system.
Education Ministers Meeting (CEEM)	Fiji	34 countries including 17 ministers	Sustainability and Resilience: Can education deliver?	The resulting Nadi Declaration outlines a series of commitments to make sure no one is left behind when it comes to receiving high quality education. These include the need to promote climate change awareness through mass education beyond the classroom, and invest in early childhood learning, Technical Vocational Education and Training, and higher education.
Sports Ministers Meeting	Australia	45 countries including 27 ministers	Strengthening policy coherence to maximise the benefits of investing in sport	The meeting provided a high profile platform to advance consensus on key sport policy issues. Members reiterated their commitment to utilise sport as a development tool and address key issues within sport (integrity/human rights).
Ministerial Meeting on Small States	United Kingdom, Fiji	44 countries including 41 ministers	Actions to address small states' vulnerability	Ministers highlighted the unique role of the Commonwealth in championing the priorities of small states, and advocated for the international community to do more to address the vulnerability of small states. A unified approach was agreed ahead of the 2018 UN Climate Summit
Health Ministers Meeting (CHMM)	Switzerland	44 countries including 31 ministers	Enhancing the global fight against NCDs: raising awareness, mobilising resources and ensuring accessibility to universal health coverage	Ministers discussed opportunities to build consensus around collective action to address Non-Communicable Diseases in the Commonwealth, such as cervical cancer, and effective funding models for universal health care. Joint policy recommendations were presented at the 71st World Health Assembly meeting.

Delivery Progress Data

The Board of Governors approved the Commonwealth Secretariat's Strategic Plan 2017/18 – 2020/2021 on 1st June 2017. Following approval of the budget, 40 projects were designed that would deliver the strategic intent of the organisation over the four-year period of the strategy⁷. In spring 2018, one additional project was added to the Secretariat's portfolio, bringing the current number of active projects to 41⁸.

Each project has a project-specific results framework which identifies activities, **outputs** and **short-term outcomes** that the project is designed to deliver. Cumulatively, these project level **outputs** and **short-term outcomes** contribute to the delivery of the **intermediate** and **strategic outcomes** in the Strategic Results Framework of the Secretariat's Strategic Plan.

For this first annual report of the current Strategic Plan, the Secretariat has chosen to report quantitative data⁹ at two levels: progress against delivery of **project outputs**; and progress in achievement of **short-term outcomes**.

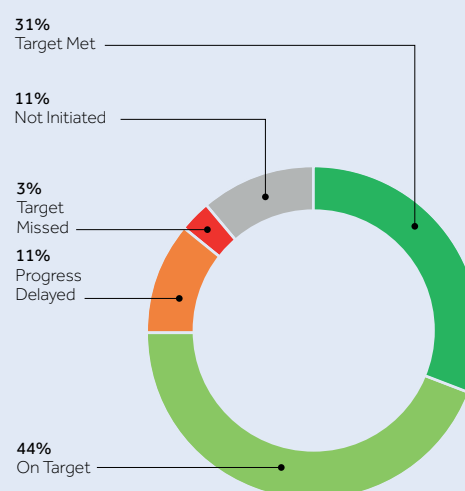
In the first year of a four-year delivery period, there are limitations to the level of data that it is possible to report, for instance, data against Intermediate and Strategic Outcomes since the activities, and outputs that contribute toward their achievement are not yet at an advanced enough stage.

Delivery of Outputs and Short-term Outcomes

Across the forty-one projects being implemented there are **350** discrete project outputs to be delivered. For the delivery year 2017-2018, **75%** of these outputs were rated as having met their targets or being on target; **11%** were rated as having been delayed but in progress; **3%** had missed their target for completion, and **11%** were not initiated.

- 7 Data is now published on the International Aid Transparency Initiative (IATI) website: <https://www.iatiregistry.org/publisher/commonwealthsecretariat>
- 8 Additional project added on Strengthening cooperation among Commonwealth member states to tackle the illicit proliferation of conventional weapons
- 9 Data is self-reported by project leads, via the Secretariat's online Programme Management Information System (PMIS). Data is checked and validated by the Strategy, Portfolio and Partnerships Division.

FIGURE 1
DELIVERY STATUS OF PROJECT
OUTPUTS 2017–2018



Output progress contributes to the delivery of 116 discrete project related **short-term outcomes** across the 41 projects being implemented. Analysis of short-term outcomes provides a measure of the progress being made toward each individual project's targets, and therefore the Delivery Plan.

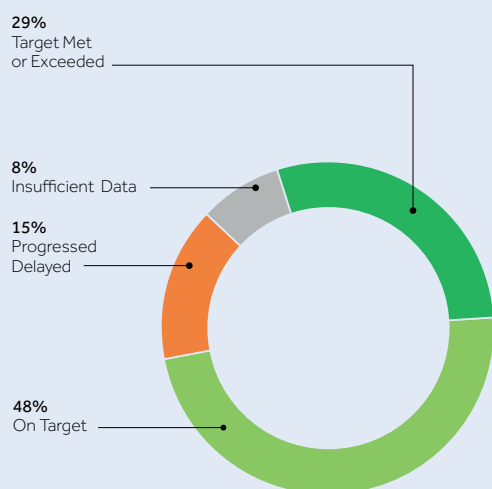
77% of short-term outcomes are on track for completion in line with the aspirations of the Delivery Plan, **15%** progressed less well than expected and steps are being taken to improve performance in these areas. For **8%** there is insufficient data at this stage of implementation to report accurately on.

Figure 1 shows delivery status of project output; Figure 2 shows the overall delivery status of all short-term outcomes; and Figure 3 shows the delivery status of short-term outcomes by intermediate and strategic outcome included in the Secretariat's strategic plan.

Analysis of delivery progress

For the delivery year 2017/18 the % of project outputs on target or with target met is 71%; the % STOs making fair progress or meeting targets has risen from 61% at the six-month report stage to 80% by the end of the delivery year.

FIGURE 2
DELIVERY STATUS OF SHORT-TERM
OUTCOMES FOR 2017-2018



The number of Outputs and Short-term Outcomes with delays reported, or with targets missed has remained more or less the same in second half of the year, and a minor increase has occurred for outputs not initiated, compared to the six-month stage. Analysis of the reasons behind these amber, red and grey rated statuses reveal the following challenges experienced by the Secretariat's staff and teams:

Amongst the outputs and outcomes relating to the Secretariat's support to member states, the most frequent causes of project outputs or short term outcomes not being on track were delays within host governments that were outside the Secretariat's control. These causes included elections taking place in target countries; staff changes within supported ministries; hurricanes diverting capacity away from planned support; and time frames in host government responses causing project delays. The areas of work most impacted by this were Oceans and Natural Resources, Rule of Law, Countering Violent Extremism and Elections.

Gaps in human resource, both at the Secretariat and at beneficiary institutions, contributed to delays in certain activities, for example the meeting of the CEN which has been moved into the 2018-2019 delivery programme. Shortages of staff expertise in key technical areas at the Secretariat, owing to financial constraints, have also lead to delays in certain areas such as climate finance,

debt sustainability and gender. In the majority of cases delayed activities are being re-programmed into the current delivery year. In a small number of instances, the resource gaps have required rationalisation of project objectives, and indefinite postponement of some areas of work, for example work on international tax agendas.

Challenges in Monitoring and Evaluation (M&E), in particular measuring a small number of the new outputs included in the new delivery plan, and their allied output and outcome indicators have also contributed to a small number of data gaps. This has been recognised, and as part of the Secretariat's ongoing commitment to Results Based Management, a designated M&E fund, and associated policy has been created for the delivery year 2018/19. During the project revision stage for the 2018/19 delivery year, all teams have been required to plan in greater detail their M&E activities aimed at increasing the strength of data and information used to measure strategic progress.

Other less common reasons behind red, amber and grey ratings that are currently being addressed through the project design process for 2018/19 included: Over-ambitious time frames being set by project teams; host governments not taking up an offer of support (leading a project to miss its targets); Project postponement for strategic reasons (e.g. to align a project output with another event, or increase time necessary to carry out a pilot phase); and a small number of targets were set high based on the assumption additional funding would be received that did not materialise.

Amongst the Secretariat's internal outputs and short term outcomes, red, amber and grey ratings were primarily due to capacity constraints around CHOGM as well as staff changes. This covers areas of work such as the Secretariat's budgeting and planning process, and the development of an Extra Budgetary Resource Strategy, which were not completed on time due to delays around the approval of the organisation's delivery plan. All of these strands of work were either completed with delays, or have been shifted to 2018/19.

FIGURE 3 DELIVERY OF SHORT-TERM OUTCOMES



FIGURE 3 DELIVERY OF SHORT-TERM OUTCOMES

Financial Performance

Summary

The Secretariat's total direct budget expenditures during the financial year ending 30 June 2018 amounted to £25.9 million. This reflects 88% expenditure of the approved direct budget of £29.5 million for the financial year 2017/2018. The Secretariat implemented a total of 41 projects in the 2017/2018 programme of work. Of the approved budget, 52% was allocated to the Commonwealth Fund for Technical Cooperation (CFTC), 41% and 7% were allocated to the COMSEC fund and CYP fund respectively. The funds had been partially financed by £1.4 million in designated funds and £3.4 million in Extra Budgetary Resources for specific programme implementation.

The approved direct budget of £29.5 million for the financial year 2017/2018 is split between programme costs budget at £17.3 million (58%) and staff costs budget at £12.3 million (42%). Total direct budget expenditures of £25.9 million during the financial year constitute £15.1 million (58%) and £10.8 million (42%) towards programme expenditures and staff expenditures respectively.

Expenditure across the funds of £25.9 million constitute £10.5 million of a planned £12.1 million in COMSEC (87%); £13.5 million of a planned £15.4 million in CFTC (88%); and £1.9 million of a planned £2.1 million in CYP (91%). Figure 1 below illustrates the performance of each fund.

FIGURE 4

TOTAL DIRECT BUDGET – SUMMARY PERFORMANCE BY FUND [£'000]

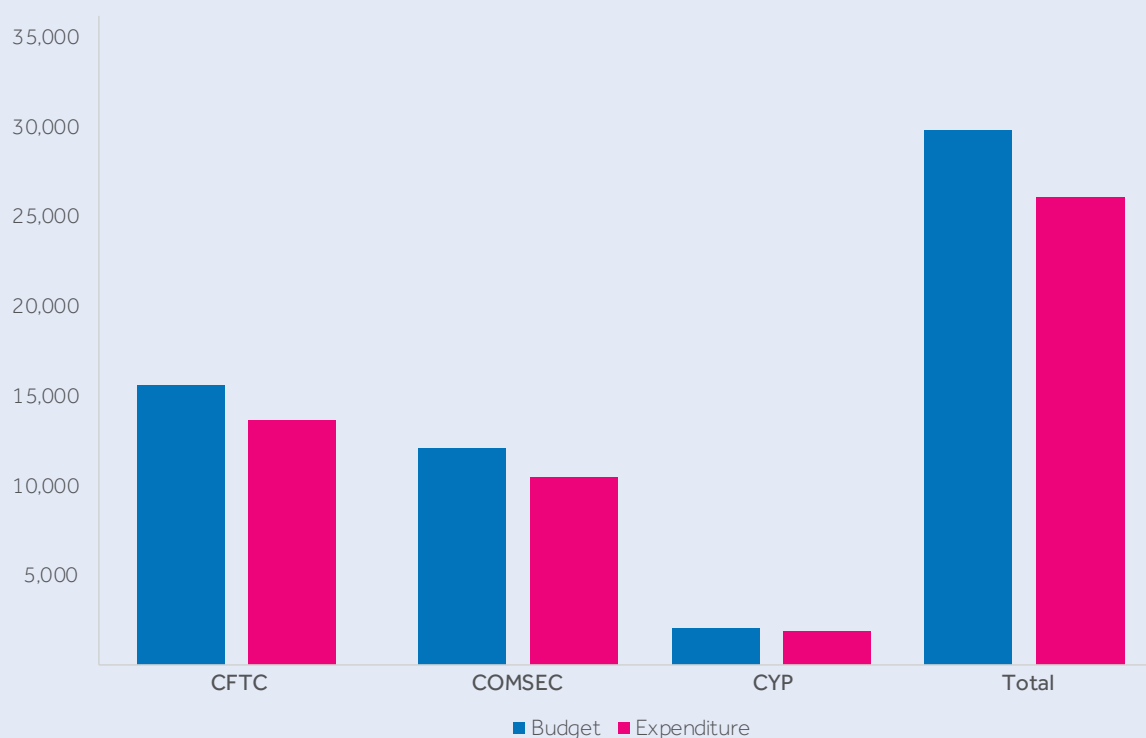
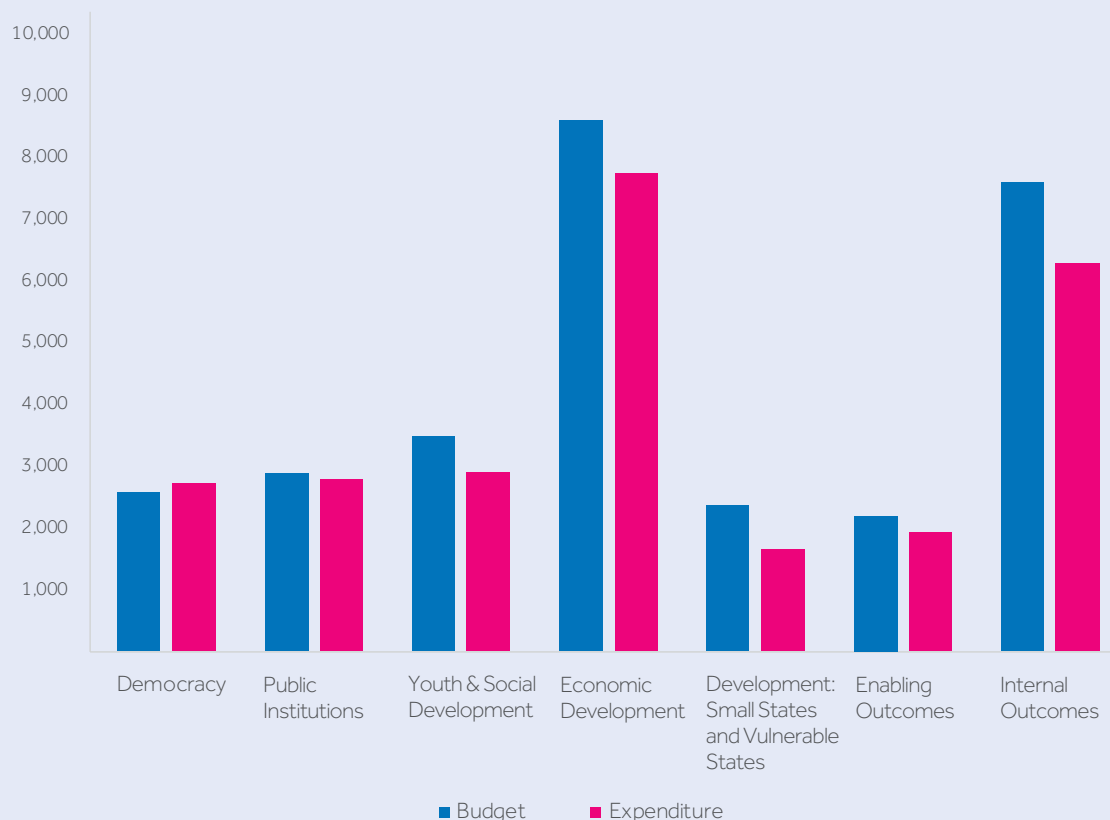


FIGURE 5:**TOTAL DIRECT BUDGET – SUMMARY PERFORMANCE BY OUTCOME [£'000]**

Performance by Strategic Outcome

Of the total approved direct budget for the financial year 2017/18, the Secretariat allocated the highest share of the budget to its strategic outcomes¹⁰ amounting to £19.8 million (67%), where expenditure reached £17.7 million (89% of the budget). Internal outcomes¹¹ received a 26% share of the budget at £7.6 million with £6.3 million (83%) spent. The remainder of the share of the budget was allocated to enabling outcomes¹² at £2.2 million (7%) with £1.9 million (88%) spent. Figure 2 illustrates the performance at each outcome and figure 3 illustrates the expenditure across each outcome.

10 Democracy; Public Institutions; Youth & Social Development; Economic Development; Small & Other Vulnerable States

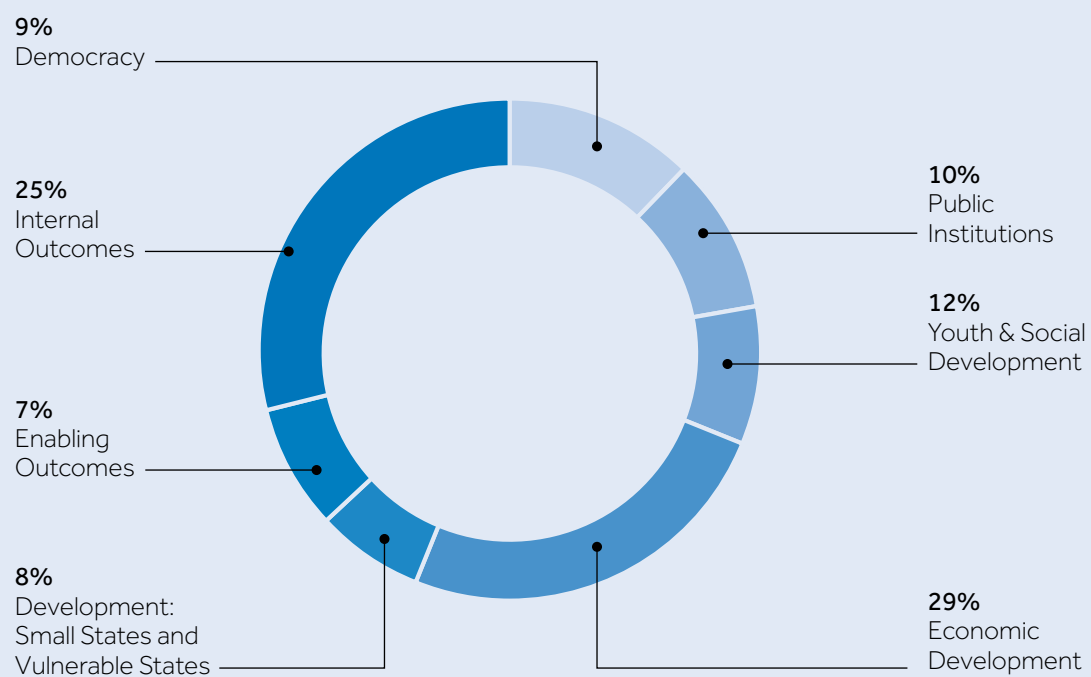
11 Strategy, Portfolio & Partnerships; Communications; Small States Offices; Office of the Secretary-General; Corporate Services

12 Gender Mainstreaming; Consensus Building; Partnerships & Innovation

Extra Budgetary Resource (EBR) funding

As described earlier, £3.4 million of the budget had been funded through EBRs and £1.4 million had been funded through designated funds. The majority of the designated funds (87%) were related to development outcomes with £1 million towards economic development projects and £0.3 million towards the development of small & vulnerable states and youth & social development with the remaining used for internal outcomes. The largest portions of Extra Budgetary Resources were related to development outcomes as well with £1.6 million towards economic development and £0.7 million towards small & vulnerable states and youth & social development. A further £1 million towards democracy and public institutions related projects as well as £0.1 million towards the enabling and internal outcomes of the Secretariat where funded by EBRs.

FIGURE 6
SUMMARY OF EXPENDITURE BY OUTCOME



Internal Outcomes

Improved Organisational Performance and Results

This was the first year of implementation under the new Strategic Plan (2017/18- 2020/21), and the first ever where the Secretariat has been guided by an overarching Delivery Plan. As well as renewing its commitment to results-based management, transparency and accountability, the introduction of a Delivery Plan has sharpened the Secretariat's focus on strategy implementation, with more detailed and transparent budgets and key performance indicators against which performance can be monitored and evaluated in an ongoing way, in order to inform better decisions.

Focus across programming divisions was initially on developing and strengthening the quality of their projects' design in line with the Delivery Plan, and implementing baseline data collection against which progress will be assessed for the whole Strategic Plan period. In line with the Secretariat's aim to continually check 'what's working' – highlighting strong performance and addressing any issues – Quarterly Performance Reviews were successfully piloted, to be implemented across the Secretariat in 2018/19.

The Secretariat has continued to build the capacity of Programme Directorates in Results-based Management (RBM) as well Project Management. In the delivery year 2017-2018 45 Programme staff have now been certified as Prince2 Project Management Professional and an online RBM training course has been rolled out. The latter was developed in line with the Secretariat's systems and the Strategic Plan and is a comprehensive training tool including gender analysis as well as monitoring, reporting evaluations and learning. It is additionally providing cost-saving to the Secretariat through removing the need to run live training courses, and improving the availability of the training to staff in both Secretariat and partner Commonwealth organisations.

Despite its successes, CHOGM interrupted the normal time-line for the preparation of the 2018/2019 Delivery Plan and Budget. This, combined with the requirement to incorporate CHOGM mandates in the Delivery Plan, negatively impacted

the ability of the Secretariat to ensure that these key documents were approved on time. As a result of the challenges encountered in the development of the Budget and Delivery Plan, a timetable for the preparation of these tools for 2019/2020 has already been developed. Additional time will be made available through encouraging planning weeks to take place in January and June 2019.

Communications

The Secretariat saw increased visibility across all major communication channels, including mentions in mainstream media (newspapers, radio and television), visitors to the Commonwealth website, traffic on social media, and iLibrary publication downloads. Spikes were evident around CHOGM, Commonwealth Day, and when Zimbabwe announced they would like to re-join the Commonwealth.

Globally, there was an average of **2,860 articles** per month about the Commonwealth on mainstream media (up from 695 articles per month in 2016/17). Mentions about CHOGM became more frequent in the second half of the year in international online media and UK broadcast channels (e.g. BBC, News, BBC radio, ITV, SKY Sports, LBC radio). In particular, there were 5,554 mentions of the Summit on UK national channels. CHOGM articles appearing in mainstream media increased **from 11,049 to 18,924**.

Website visitors increased from **1,548,340 to 3,559,783 (129.9% increase)**. Views of Commonwealth videos across all channels increased significantly from **124,044 to 412,732 (232.7% increase)** due to improved video quality and by placing video content on a wider range of social media channels. The amount of time (in minutes) people spent watching videos increased from **130,000 to 337,066 (159.3% increase)**, again demonstrating the improved quality and relevance of the content.

There was steady growth on all social media indicators. Audience engagements such as likes and retweets increased from **2,300,000 to 4,627,174 (101.2%)**. Twitter impressions totalled **10,250,849** which is an average of **854,237** per month. This represents solid growth from the

previous year. For example, in September 2017 there was a 109 per cent increase in engagements compared to September 2016. This growth translated into follower growth across all social media platforms: The Secretariat's main channels, Facebook and Twitter had average monthly growth rates of 4,604 and 1,539 respectively.

Despite a planned decrease in the number of publications produced, citations of Commonwealth publications in other publications/materials increased from **437 to 857 – an increase of 96%**. (Google citations covers January-December). iLibrary downloads increased from 8,900 in July 2017 to 112,088 in June 2018. There was an average of 8,599 downloads per month from July 2017 to June 2018. Upgrade of the Library Management System (SOUTRON) will result in a better search experience for Library and Archive resources, use of an Application Programme Interface (API) will broaden the search capability.

Internal Communications also flourished, with more articles published on Compass and an increasing amount of multimedia content alongside staff blogs, profiles, events and notices. Staff engagements on Compass exceeded the target of **85,800 to 156,670** – nearly doubling the expected engagement. Comments on Compass also exceeded the target of 102 to 252.

Corporate Services

The Secretariat is following a Reform and Change Plan, as shared with the Board of Governors in July 2017. Progress continued against the Plan during the reporting period, including through the roll-out of new strategies and improved processes across Corporate Services – in line with the requirements of the Delivery Plan.

Human Resources:

A new People Management Strategy was finalised and implemented, and a new online staff Performance Appraisal tool introduced. A new three-stage Recruitment Strategy, implemented at the beginning of the year, has successfully supported the management of 76 completed recruitments.

A two-day staff induction programme was introduced for new starters, with 98% reporting to be highly impressed. Meanwhile existing staff were given the opportunity to choose from ten professional courses. The Secretariat now has 45

staff trained on Prince2 Project Management, and 72 trained in Leadership. Wellbeing Week saw clinics held on mental wellbeing, diabetes, managing stress and maintaining a healthy heart.

Facilities:

A new Health and Safety Policy was implemented along with Key Performance Indicators and a Health and Safety Training Matrix. External re-accreditation was achieved for ISO 50001 Energy Management Standard. The organisation's energy reduction target of 8% based on 2014/15 figures was achieved a year early. Efficiencies of £10,000 per year were found in re-negotiating the Secretariat's Services Contract, and the vehicle fleet was rationalised achieving a one-off amount of £15,000 in addition to £6,000 per year.

Finance:

The Secretariat reviewed both its month-end and year-end financial closure processes in order to identify areas for improvement, and opportunities to streamline procedures. In both cases, lead time was significantly reduced, with each of the Secretariat's three funds having their unqualified financial statements signed before 31 December 2017. The monthly management reporting was aligned with the Delivery Plan programme areas, facilitating interpretation and analysis of spend by staff. The Secretariat also commenced work on implementing paperless invoicing through CODA, the financial management system.

Pension auto-enrolment was introduced including training sessions for staff, and General Data Protection Regulation (GDPR) compliance for the Commonwealth Secretariat Pension Fund.

Challenges included the development of an improved travel and expense tool as the tender process was unsuccessful due to the complexity of the Secretariat's travel process, including the Daily Subsistence Allowance. Follow-up will continue in 2018/19.

Information and Communications Technology

A new ICT and Digital Strategy was developed, drawing on a resilience assessment and comprehensive ICT internal security and external infrastructure assessment and review. IT service availability increased to 99% as a result of key upgrades.

Monitoring, Evaluation and Learning

In the reporting period the Secretariat has conducted the first sessions of the '**Quarterly Portfolio Review and Support Mechanism**'. In this mechanism, corporate and portfolio teams support Programme Directorates to monitor their progress against objectives outlined in the Delivery Plan, identify issues and take actions.

As part of its wider commitment to transparency and accountability, the Secretariat commenced quarterly reporting on key project and financial information through the International Aid Transparency Initiative web portal in October 2017, in line with internationally recognised transparency standards.

The Secretariat successfully piloted a country evaluation framework, which was expanded to deliver three country evaluations during the reporting period (Namibia, Grenada and PNG). The country evaluation framework was designed to holistically assess performance over the last strategic plan period, providing qualitative evidence of outcomes and impact of the Secretariat's work in the member state. Evaluative evidence will inform strengthened programme planning and delivery. As reported in the July - December 2017 Six-month report, the first country evaluation of Namibia was successfully completed. In the delivery year 2017-2018, fieldwork for further country evaluations of Secretariat support to Papua New Guinea, and Grenada was completed, and for a thematic evaluation of the Secretariat's work on democracy. Reports for all three evaluations are currently being finalised.

Highlights: Country Evaluation, Grenada

Grenada Country Evaluation highlighted the significant contributions that technical assistance under the CFTC programme makes to the development of a member state. In 2014, the Government of Grenada embarked on a Home-grown Programme of Fiscal Adjustments and Reforms. The Secretariat's CFTC Technical Assistance was instrumental in the delivery of the key reforms, through the placement of the following CFTC long-term experts:

- *Macro-Economic Planner/Adviser, Prime Minister's Office (Nov 2014 - Nov 2015)*
- *Senior Commercial Counsel, Attorney General's Office (2014 - 2016)*
- *Policy Adviser, Prime Minister's Office (2014 - 2016)*
- *Legislative Drafter, Attorney General's Office (2015 - 2016)*
- *Regional Advisers (Legislative Drafter) based in CARICOM (2010 - 2014)*

Grenada's National Development Plan 2030:

As part of the Fiscal Adjustment and Reform, Grenada, led by the Ministry of Finance and supported by the Macro-Economic Planner/Adviser from the Office of the Prime Minister, embarked on the development of a National Sustainable Development Plan anchored on the SDGs. At the time of evaluation, there was still progress in the national plan development led by the National Planning Commission in the Ministry of Finance. Public consultations, started in July 2017 were in progress and one sectoral consultation (Ministry of Agriculture) was completed.

Corporate Plan Development and Implementation:

As part of the Home grown Structural Adjustment Programme, all Ministries and Departments were required to develop Corporate Plans. The Policy Adviser in the Office of the Prime Minister, was requested to lead the process, and supported the successful development and review of 3-year Corporate Plans in all Government Ministries and Departments. The evaluation confirmed and verified with the various Ministries and Department visited that Corporate Plans were effectively being implemented and guiding programme delivery.

Legislative Drafting: The Secretariat was commended for establishing the Legislative Drafting Unit in Grenada through the support of Technical Assistance. Systems and processes established were still in operation and sustained to date. Grenada also benefited from legislative drafters placed by the Secretariat in CARICOM. The evaluation assessed progress on a number of legislations, most of which were passed and under implementation.

Risk Management

The Secretariat has implemented all measures identified in the internal audit report on risk management from March 2017 and has refocused on engagement and prioritisation of risk management with all staff. The Secretariat's risk appetite was agreed in July 2017 by senior management and shared with all staff. Project level reports continue to include an assessment of risks and challenges. Directorates continue to update their divisional risk registers and issues log on a quarterly basis.

As detailed in our risk management policy, high level risks and risks with common themes identified by directorates continue to be escalated to the strategic risk register. The strategic risk register was reviewed in November 2017 (and again in August 2018) by senior management, with consideration given to the Secretariat's risk appetite during the review. The strategic risk register and general risk management update continues to be presented at every Executive Committee of the Board meeting and on a quarterly basis to the Audit Committee. The risk management policy and strategy documents have been updated and are currently awaiting final approval, upon which will be shared to all staff.

The delivery of CHOGM was the largest gathering of Heads of Government that the UK had ever hosted and the biggest operation the Met Police had ever run. Its scale and profile required extensive liaison and planning with the UK taskforce in the lead up to the event, ensuring that all of the Secretariat staff received appropriate briefings and training to cope with any anticipated issues, as well as the necessary confidence to deal with the unexpected. The CHOGM specific risk register was created and used during the period and provided further background as evidence of the embedding of risk management throughout the entire process. Key staff were given Media training, Crisis Management and Project Griffin (counter-terrorism) training, and risk was a standing agenda item at the weekly CHOGM meetings. There was also a desk-top scenario session in one of the UK's COBRA rooms (Cabinet Office Briefing Room for use in emergencies) with the UK CHOGM team, the United Kingdom Foreign and Commonwealth Office, Border Force, Metropolitan Police, and Royal Protection teams' scenario planning how a variety of crisis incidents would be handled. Planning was successful and the event went smoothly with all events were dealt with at the lowest possible level. Communication between all teams on the ground meant issues were able to be dealt with quickly and efficiently.

Annex 1: Secretariat Publications 2017/18

Economic Affairs

Commonwealth Trade Review 2018: Strengthening the Commonwealth Advantage:

Trade, Technology, Governance

Commonwealth Secretariat

April 2018

E-Commerce and Digital Trade: A Policy Guide for Least-Developed Countries, Small States and Sub-Saharan Africa

Paul R. Baker

August 2017

Emerging Trade Issues for Small Developing Countries: Scrutinising the Horizon

Teddy Y. Soobramanien, Leah Worrall

September 2017

Future Fragmentation Processes: Effectively Engaging with the Ascendancy of Global Value Chains

Jodie Keane and Roland Biambill-Johnson

August 2017

Navigating Uncertainty: Towards a Post-Brexit Trade and Development Agenda

Brendan Vickers

April 2018

Small States: Economic Review and Basic Statistics, Volume 20

Commonwealth Secretariat

April 2018

A Sustainable Future for Small States: Pacific 2050

Resina Katafono

September 2017

Elections

A Handbook for Gender-Inclusive Elections in Commonwealth Africa: Achieving 50:50 by 2030

Commonwealth Secretariat

April 2018

Gender

Judicial Resource Book on Violence Against Women for Asia: Combating Violence against Women and Girls for Cambodia, India, Pakistan and Thailand

Niaz A. Shah

April 2018

Rule of Law

Changing the Law: A Practical Guide to Law Reform

Commonwealth Secretariat

December 2017

Commonwealth Legislative Drafting Manual

Roger Rose

November 2017

Youth

Youth Mainstreaming in Development Planning: Transforming Young Lives

Commonwealth Secretariat

August 2017

Youth Work in The Commonwealth: A Growth Profession

Commonwealth Secretariat

August 2017

Annex 2: List of Climate Finance Institutions

Climate Finance Institution	Type	CFAH Collaboration
Green Climate Fund (GCF)	Global Fund	Yes, projects in the pipeline
Adaptation Fund (AF)	Global Fund	Yes, Funding proposals submitted
Global Environmental Facility (GEF)	Global Fund	Yes
African Development Bank (AfDb)	Regional Development Bank	Yes
Asian Development Bank (ADB)	Regional Development Bank	None to date
Inter-American Development Bank (IDRB)	Regional Development Bank	Yes, in the Caribbean region
European Union (EU)	Regional/Global Entity	Yes
Islamic Development Bank (IsDB)	MDB	None to date
European Development for Re-construction and Development (EBRD)	Regional Development Bank	None to date
Climate Investment Funds (WBs)	World Banks	None to date

Annex 3: Measurement of Progress

Reporting process

Each project has a project-specific results framework which identifies **activities, outputs and short-term outcomes** that the project is designed to deliver. Cumulatively, the projects contribute to the delivery of the **intermediate and strategic outcomes** in the Strategic Results Framework of the Secretariat's Strategic Plan. Each results framework includes SMART indicators to measure outputs, short-term outcomes and intermediate and strategic outcomes.

Project leads are required to report at least bi-annually through PMIS against their results frameworks. Activity, output, short-term and intermediate outcomes are measured by providing the **status** of progress from a drop-down set of options.

In addition, indicator data must be entered, and a narrative (qualitative) summary given to accompany the quantitative data. This data is checked, cleaned and validated by the Strategic Planning and Partnerships Division (SPPD).

The status of an output or outcome is selected from a list of standard options. The status selected is validated by SPPD by comparing the status selected against the quantitative and qualitative data reported alongside the status, and in other narrative reporting sections of PMIS. Where gaps

or inconsistencies are found these are queried and resolved with project teams to ensure that the data reported on PMIS is an accurate reflection of project status. Prior to each reporting interval (six-monthly and annual) SPPD provides training for new staff and refresher briefings on the PMIS reporting system.

Explanation of progress ratings

Once the self-reported status updates for outputs and outcomes have been validated by SPPD, this data is translated into a traffic light rating tool to allow progress to be reported in the six-monthly report, as shown here below.

Status options	RAG rating
Target met	Green
On target	Yellow
Progress delayed	Orange
Target missed	Red
Not due/Insufficient data	Grey

Examples of status reporting in PMIS (screenshots) for period Jul – Dec 2017:

Short term Outcome 3.3.2. Improved understanding and respect for diversity and promotion of social cohesion

Indicator: % of youth targeted/trained who are satisfied with their capacity to promote social cohesion in their respective communities

Baseline: 0

Target: 60

Target Status: Target met or exceeded

Units: Units

Progress	Progress Date	Updated By
86	18/01/2018	m.callender

Jul to Dec 2017 Progress: Participants in the Kenyan training of trainers workshop were provided with evaluation forms. Of the 28 responses, 75% reported that they felt 'very confident' working with diversity; 86% reported that they 'strongly agreed' that they have improved [their] respect and understanding for people who are from different backgrounds to myself.

Jul to Dec Countries: Add ...
X Kenya

Short term Outcome 2.3.3. Streamlined public administrative structures and improved public service coordination

+ Output 2.3.3.1. Draft Policies on public sector reforms, administrative and management structures

Output Status: Delayed but in progress

Scheduled: QTR2

Output Progress: The manuscript for the PSGU publication on 'Key Principles of Public Sector Reforms' has been finalised and sent to (Comms) for publishing.

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