

Learn and Adapt to Accelerate Action

Translating a Decade of Learning
into Transformational Change

Evaluation and Learning Week
27 – 29 April 2021



The Commonwealth

LEARNING REPORT

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Introduction

The Commonwealth Secretariat hosted its second Evaluation and Learning Week in April 2021. The event, which was hosted in collaboration with the World Bank's Global Evaluation Initiative (GEI), marked the Commonwealth Secretariat's second Evaluation and Learning Week, following the success of the inaugural event in April 2019. Unlike the inaugural event, this year's Evaluation and Learning Week was conducted remotely due to the COVID-19 pandemic. While it was regrettable that it was not possible to host the event at Marlborough House, the online nature allowed greater participation from across the globe.

The Evaluation and Learning Weeks reflect the Commonwealth Secretariat's commitment to ongoing learning, reflection and improvement. Like the inaugural event, this Evaluation and Learning Week provided an opportunity for Secretariat staff and external partners to take a step back from their day-to-day work to reflect on their achievements, the challenges they have faced, and lessons learnt from their implementation experience.

The Evaluation and Learning Week featured ten sessions on a variety of learning focused topics, each with multiple speakers that presented on the session topic based on their perspective and experience. The event involved more than 60 leaders, thinkers, researchers, practitioners, governors and experts sharing their stories of success and failure. Over the course of the week, there were more than 600 instances of people tuning in from across the world to join the Commonwealth Secretariat on its learning journey.

These sessions were complemented by five learning papers developed by five Action Learning Groups within the Commonwealth Secretariat. Each group explored a cross-cutting theme of the Commonwealth Secretariat's work (capacity development, connectivity, consensus building, implementation, and policy and legislation) to identify lessons learnt and make recommendations for how the Commonwealth could adapt to increase its impact and evidencing.

This report summarises the main themes and lessons from the 2021 Learning and Evaluation Week to help inform the Commonwealth Secretariat's new Strategic Plan. The main themes, lessons and recommendations presented in this paper stem from the presentations and discussions from the ten online learning week sessions and the five learning papers produced and disseminated by the Commonwealth to inform the week.

Day One: A Decade of Learning

1. Session One: Opening Session

"In 2019, we called for a commitment to change and to drive the demand for evaluative evidence. We called for deploying evidence to inform and maximise impact. We called for deepening engagement and impact in member countries. We called for the Commonwealth's visibility to be driven by its impact. More still, we called for harnessing evidence to reinforce trust in our results. We called for a systematic approach to organisational learning."

Ms Evelyn Pedersen, Head of Evaluation and Learning – Strategy Portfolio, Partnerships and Digital Division of the Commonwealth Secretariat

Key message: The opening session of the 2021 Evaluation and Learning Week sought to set the foundations for the rest of the week, by looking at the past to understand how far the Commonwealth Secretariat had come, its current position in relation to the Sustainable Development Goals (SDGs), potential challenges that lay ahead and, finally, how it could further embed evaluation and learning to strengthen its impact.

The Secretary-General of the Commonwealth Secretariat, the Rt Hon. Patricia Scotland QC, opened learning week by welcoming all speakers and participants and stating that translating a decade of learning into transformational change was mission critical as the Commonwealth Secretariat embarked on the next decade towards the achievement of the SDG 2030 targets. She also noted that we were living through a time of great transformation and challenge, which made adapting to disruptions and crises essential.

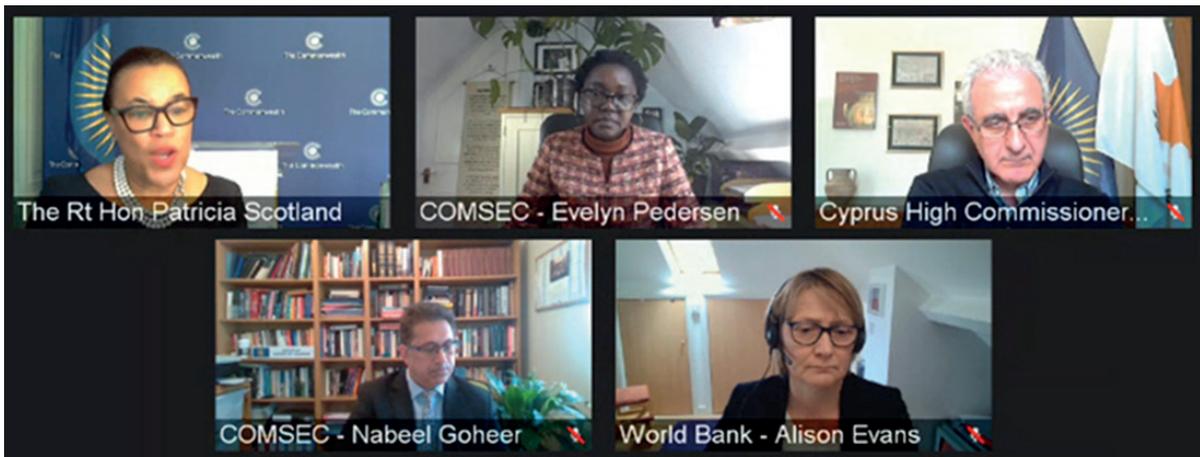
The Secretary-General took the opportunity to reflect on the previous Evaluation and Learning Week in 2019 and outlined the progress the Commonwealth Secretariat had made since, namely: raising the profile of evaluation and learning within the Secretariat, incorporating results-based

management (RBM) into the core of project delivery, and improving the way in which evidence was being used at the highest levels to challenge organisational approaches and promote action.

The Secretary-General highlighted how evidence from the previous decade (and particularly over the previous five years) had demonstrated how the Commonwealth fast-tracked several approaches to affirm its global presence as a multilateral partner of value. Evelyn Pedersen, Head of Evaluation and Learning – Strategy Portfolio, Partnerships and Digital Division of the Commonwealth Secretariat, presented the three learning lenses that had informed the development of the Evaluation and Learning Week programme.

The first lens was a global one, which traced the Commonwealth's journey and response to major trends over the previous decade. The second lens was horizontally cross-cutting and aligned with the thematic focuses of the five Action Learning Groups – capacity development, connectivity, consensus building, implementation, and policy and legislation. The third lens focused on drawing lessons at a country level and from the member country perspective to understand the impact of the Commonwealth Secretariat's work and how these changes occurred.

The three lenses were a good approach for expanding from evaluations that ask 'what worked' to addressing what Dr Alison Evans, Director-General of International Evaluation Group (IEG) at the World Bank, noted were increasingly complex or even significant problems that challenged well-defined and predictable win-win solutions. She noted that the IEG had tried to move beyond one-off thematic evaluations to examine the nexus of two fundamental problems of natural resource degradation and vulnerability, and the World Bank's supporting of clean-energy transitions with mobilising technology for development.



"In a time of a pandemic, as fiscal space declines and the demands of responding to the pandemic increase, the need for timely, robust and relevant evidence and learning from country-led monitoring and evaluation systems could not be greater. This is not a luxury that can wait. This is not a 'nice-to-have' when resources allow. This is both business- and mission-critical. If we are to turn the unprecedented challenges of today into a greener and more resilient and inclusive future, countries need the ability to know – and know quickly – whether or not the direction they are headed in is yielding the results that they need, and to change course rapidly. Their citizens, private sectors and civil societies have a right to know how policies, programmes and the like are working on their behalf."

Other presentations from this session featured Dr Masahiro Igarashi, Chair of the United Nations Evaluation Group (UNEG) and Director of Evaluation of the Food and Agriculture Organization (FAO), His Excellency Dr Kevin Isaac, High Commissioner of Saint Kitts and Nevis and Chair of the Commonwealth Board of Governors, and Dr Nabeel Goheer, Assistant Secretary-General at the Commonwealth Secretariat. These discussions highlighted the importance of monitoring, evaluation and learning (MEL), and explored ways that other multilateral organisations had strengthened their MEL capacities. The Chair of the Board of Governors noted the role that the Board must play in the Secretariat's learning journey and referred to the Board's establishment of a designed MEL fund to advance this objective. All speakers agreed that international organisations needed to embed a learning culture to ensure that a focus on results and learning was not left to the evaluation teams but was an organisation-wide endeavour.

Dr Alison Evans,
Director-General of International Evaluation Group at the
World Bank

No.	Recommendation	Proposed action
1.	The Secretariat should further strengthen the evaluation function as an independent voice to improve programme delivery and organisational learning.	Assess the current evaluation function in line with evaluation good practice standards and make recommendations for changes to the Board of Governors.
2.	The Commonwealth Secretariat should consider the alignment of efforts to bridge the SDG monitoring- and evaluation-capacity gaps.	Assess the depth of SDG alignment in the Secretariat's Strategic Results Framework and identify gaps and opportunities for improvement. Assess the current Secretariat SDG platform and make recommendations to strengthen its utility for identifying national SDG capacity gaps that the Secretariat can respond to.
3.	The Secretariat must establish monitoring and evaluation institutional partnerships at the global, regional and national levels.	Co-produce impact studies with Commonwealth organisations to establish a Commonwealth-wide database of evaluative evidence.

2. Session Two: A Decade of Learning (2010–2020)

"How do we bring value to the developmental space as a political organisation? How is the Commonwealth working across its organisations to deliver on its Charter? Where are we as a Commonwealth with respect to the critical global issues impacting member countries? What are the key lessons? What have we learned? What can we learn from others?"

His Excellency Ellison E Greenslade,
High Commissioner, The Bahamas High Commission, London

Key message: 2020 marked a critical juncture in the Commonwealth's history and was an important opportunity to reflect on and learn from the major trends of the previous decade and the significant achievements the Commonwealth had made to improving the lives of Commonwealth citizens, from strengthening democracy and human rights, facilitating economic growth, and helping countries to build resilience to climate change.

This session fulfilled an important function in setting the scene for the Learning and Evaluation Week by exploring the major trends and the significant accomplishments that the Commonwealth Secretariat had achieved over the previous decade. As part of its transformation into a learning organisation, the Commonwealth Secretariat could

sometimes focus on criticisms and lessons and recommendations put forth in evaluations. While self-reflection and a commitment to improvement was important, it was also essential to identify and celebrate its considerable success – and especially so when viewed within the rapidly shifting context of the previous decade. This session also looked forward, with many of the speakers proposing areas that were likely to form the trends of the coming decade – such as technology, health and engaging with the Commonwealth's youth population.

A recurring theme of this session was that the Secretariat was a fundamentally political organisation and could therefore level its political nature to advance the goals of the Charter through soft power and soft diplomacy. The quiet, slow and often behind-the-scenes nature of this work did not always match the speed of social media, but it was an important part of the Commonwealth's strength. It was, however, necessary to innovate to make the most of opportunities and address challenges.

“First, we have to understand the context in which we operate. Big shifts are happening. We have to be cognisant that, if the rate of change on the outside exceeds the rate of change on the inside of the organisation, the end is near. The point is that we have to be contextually aware, and that is the point that Heads of Government have been making at different Commonwealth Heads of Government Meetings (CHOGMs), which is the relevance of the Commonwealth as an organisation. Second, we have to create spaces and learning mechanisms within the organisation and across the system. They need to be acknowledged, nurtured and appreciated, as collective reflection will keep us relevant, valuable and impactful.”

Dr Nabeel Goheer,
Assistant Secretary-General at the Commonwealth
Secretariat

The Commonwealth Secretariat was supporting its member countries across a broad range of themes and mechanisms, including debt management, the development of the vulnerability index,

and supporting education and health systems strengthening. One of these potential areas for the Commonwealth to focus on as an emerging trend was the nexus between trade, climate change and the environment. All three areas had become increasing priorities over the previous decade, and this was likely to continue. However, it was important to look at the effects of one area upon others, as they were closely interconnected. As such, siloed programming had the potential to help one area while disadvantaging another. Instead, it was fundamental to address all three together as complex global policy problems, to be able to achieve the goals of the Paris Agreement.

Speakers noted the need to ensure that the Commonwealth saw the COVID-19 pandemic as an opportunity to 'build back better', by helping to manage member countries transition to green growth and circular economies while remaining cognisant of their realities. Similarly, the Commonwealth had to also ensure that its work was inclusive. Through the work of the Commonwealth Foundation, it could work to ensure that civil society and voices of marginalised communities were heard and reflected in the Commonwealth's work. At the heart of all this was the Commonwealth's commitment to the values and principles enshrined in its Charter.

No.	Recommendation	Proposed action
4.	As a relatively small organisation with limited resources, the Commonwealth Secretariat must consider how it can access competitive funds.	Review the current Partnership Strategy and develop a Resource Mobilisation Strategy, to bring coherence to the organisational approach to leveraging partnerships and accessing competitive funds.
5.	The Secretariat should ensure that all the work of the Commonwealth aligns with the principles and values enshrined in the Commonwealth Charter.	One action (as proposed by the Commonwealth Foundation) is to place the values and principles of the Charter not just in the Strategic Plan but also in all staff members' job descriptions and performance assessments.
6.	The Commonwealth Secretariat should be more deliberate in applying a politically aware lens to its development work.	Consider how Commonwealth staff can be trained in (where necessary) or supported to use political analysis to identify where legitimate opportunities for transformation exist and where constraints exist. This does not need to be a formal document, but instead should be an informal but constant practice.

3. Session Three: The Value of Multilateralism and International Co-operation

Key message: In the previous decade, multilateralism had faced its greatest attack since the establishment of the international rules-based order after World War II. At the same time, the COVID-19 pandemic had highlighted that multilateralism was the only way to combat global crises like pandemics and existential threats to humanity like climate change. It was therefore more important than ever.

"At a time when countries around the globe are fighting the COVID-19 pandemic and its socioeconomic impacts, the importance of effective multilateral platforms in facilitating global collaboration for both preparedness and response cannot be overstated."

Mr Oscar Garcia,
Director of the United Nations Development Programme's
Independent Evaluation Office

The third session of the week focused on the value of multilateralism in facing current challenges. The previous decade had seen the rise of many complex challenges in the international system. Mr Oscar Garcia, Director of the United Nations Development Programme's (UNDP) Independent Evaluation Office, reflected on these challenges, noting that the previous decade had been 'probably the toughest for the United Nations in its approach to multilateralism due to rising international conflict, climate action, economic downturns and complex security challenges, many of which have been further amplified by the COVID-19 pandemic'. He further noted that effective multilateralism was in the interest of countries and the broader global good, as it provided a platform to advocate and co-ordinate global action.

"Despite [multilateralism's] current limitations, there is a consensus, for all the right reasons, that effective multilateralism is in the interest of global public good."

Mr Oscar Garcia,
Director of the United Nations Development Programme's
Independent Evaluation Office

While this was undoubtedly true, Professor Luis Franceschi, Senior Director of the Commonwealth Secretariat's Governance and Peace Directorate, commented in response that 'while the world has changed, the way multilateral and international organisations are run has not changed much'. He highlighted the importance of finding a way for the Commonwealth Secretariat and other multilateral and international organisations to 'get up to speed' in order to ensure the survival of democratic values. Professor Franceschi continued, commenting that the challenges that the world faced today, such as the climate crisis, the growth of inequality, evidence of ballooning of debt in some countries and the pandemic, proved that individual countries could not solve their own problems, and that there was a need to address these (and other) issues through multilateral systems.

"How are we learning to practice multilateralism and international co-operation better in a complex, large, unpredictable, open and dynamic world?"

Dr Nabeel Goheer,
Assistant Secretary-General at the Commonwealth
Secretariat

Each speaker reflected on their experiences to propose solutions on how the Commonwealth Secretariat and multilateral and international organisations more broadly could adapt to better face these challenges.

Mr Oscar Garcia shared how the UN had focused on breaking down siloes to make itself more effective and accelerate its contribution to the achievement of the SDGs. He identified three areas in which multilateral organisations should focus their efforts: the deficit of trust, the deficit of participation and the deficit of communication.



Ms Francisca Pretorius, Head of the Commonwealth Secretariat's Office of Civil and Criminal Justice Reform, reflected on the fundamental tensions between hierarchy and network-based systems. She noted it was essential for multilateral organisations to find a balance between the two, to be more agile and help members to solve complex transnational issues. Referring specifically to the Commonwealth Secretariat, she noted that, as a 'network of networks', it should be a proactive broker of international co-operation.

Ms Ada Ocampo, President of the International Development Evaluation Association (IDEA), reflected on the importance of multilateralism, but noted that multilateral organisations provided

insufficient evidence of the effectiveness of multilateralism. She used this to call for more and better-quality evaluations to provide an evidence base for decisions and policy adjustments.

Mr Stefano D'Errico, Head of Monitoring, Evaluation and Learning (MEL) at the Institute for Environment and Development (IIED), noted, however, that evaluation came with inherent power dynamics based on who organisations decided to listen to.

No.	Recommendation	Proposed action
7.	The Commonwealth Secretariat should make multilateralism more diverse and inclusive, by increasing participation in multilateral deliberation and the decision-making process.	Consider how the Secretariat can take more deliberate actions to increase participation and inclusion in Commonwealth consensus-building activities.
8.	The Commonwealth tends to focus on short-term outputs. However, it must consider what can be delivered and reported, and how it can shift the paradigm towards a more long-term approach.	Take steps to improve the focus on long-term engagement and sustainability within the Secretariat's programming from the design stage.
9.	The Commonwealth Secretariat should avoid duplication and competition between multilaterals.	Improve co-ordination both within the Secretariat and across other multilateral organisations, to ensure our contributions are adding value and leveraging our core assets.

Day Two: Learn and Adapt

The programme was designed to open with broad topics covered on the first day and gradually become more focused and specific over the three days. The second day focused on monitoring, evaluation and learning [MEL] systems, with a specific focus on the Commonwealth Secretariat's MEL system and organisational MEL capacity and how it interplayed with the Secretariat's programme delivery.

4. Session Four: Pathways to Enabling Change in the Commonwealth

"We are doing such big policy work in member states. The level at which we do it in member states is very high. We engage with policy-makers. If we were able to step back and integrate monitoring and evaluation in a much more intentional way into our way of engaging at policy level, and also in building capacity, we would begin to see how this whole process can have a multiplier effect."

Ms Evelyn Pedersen, Head of Evaluation and Learning – Strategy Portfolio, Partnerships and Digital Division of the Commonwealth Secretariat

Key message: This session focused on how the Secretariat's impact pathways had acted as an enabler to build member countries' capacity to accelerate their development and make national-level reforms that contributed to the achievement of the SDGs. While looking internally at the Commonwealth Secretariat's contribution to member countries' development, this session also explored the fragmented evidence base of this work and the lack of data and systems that could act as a barrier to effectively capturing progress towards the achievement of the SDGs.

The session was opened and facilitated by Dugan Fraser, Programme Manager of the World Bank Group's Global Evaluation Initiative (GEI), who spoke about strengthening the evaluation capacities of national governments, a subject highly relevant to the Commonwealth's work. The GEI was a relatively new initiative launched in November 2020 that sought to develop country-owned and

sustainable monitoring and evaluation frameworks and build national government capacity to support the use of evidence in public decision-making to enhance accountability and lead to better results, consistent with the achievement of the SDGs. To achieve these objectives, the GEI was bringing together a range of partners from bilateral and multilateral organisations, academic institutions and think tanks, civil society organisations, evaluation practitioners in the private sector and voluntary associations. The GEI was seeking to fulfil a convening and co-ordination role within this ecosystem and to become a resource for knowledge, support, guidance and collaboration.

Many of these themes were echoed in the presentations of Dr Shagun Sabarwal and Dr Candice Morkel, the respective Directors of Regional Centers for Learning on Evaluation and Results (CLEAR) in South Asia and Anglophone Africa. Dr Sabarwal emphasised the need to strengthen governments' capabilities to interpret, absorb and use data and evidence to make informed decisions, while also raising the importance of considering policy windows – that is, considering what evidence and data policy-makers needed at a specific time if they were to be able to act. This presentation was complemented by Dr Morkel, who spoke about how the CLEAR Anglophone Africa approach involved strengthening and developing or establishing national evaluation systems, while also building government capacity to use them. CLEAR Anglophone Africa used an extensive consultative process to identify the tangible (for example, bureaucratic functions and staff structures) and intangible elements (such as the extent to which a professional development practice existed within a system) that would feed into the design of an evaluation system.



Dr Rose Namara, Head of the Research and Innovation Centre at the Uganda Management Institute, presented her experience on strengthening monitoring and evaluation systems and building monitoring and evaluation capacity in Uganda. UMI worked by targeting interventions at the individual, institutional and policy levels, by providing tertiary study and short courses, strategic advice to the national working group on monitoring and evaluation, and also through its policy think tank that produced and disseminated evaluations through policy dialogues. Dr Namara shared lessons from UMI's work in the Ugandan coffee sector, noting that monitoring and evaluation capacity and systems building was a continuous process due to the ever-changing environment. She also raised the importance of gaining buy-in and support from the head of an institution and investing in research and knowledge translation.

Policy and Legislation Pathway

The Policy and Legislation Impact Pathway Action Learning Group identified three core lessons:

- As the Commonwealth Secretariat worked mostly in a demand-driven manner, responding to requests for assistance from its member countries, it could often work across several different areas within one country. As such, the theory of change for a specific piece of work could be hard to nest within a broader theory of change for the

Secretariat's support to the country more broadly. The Action Learning Group realised that the Commonwealth Secretariat needed better tools to facilitate the application of a system-thinking approach and to improve the coherence of its contribution and role in national development.

- Since the Secretariat mostly worked with member governments, its contribution to the lives of Commonwealth citizens was rarely publicised. Furthermore, its niche contributions in a crowded policy space were often obscured by larger and more heavily resourced programmes. Nevertheless, the Secretariat had to examine how it could address this communication deficit, so it could demonstrate its impact, value and relevance to Commonwealth citizens.
- The Commonwealth Secretariat should take a joined-up 'centre-of-government' approach to ensure its access to and engagement with the centre of government could better position it to co-ordinate interventions from different teams.

Institutional Capacity Development Pathway

The Institutional and Capacity Development Impact Pathway Action Learning Group identified a further five lessons:

- The Commonwealth Secretariat needed to move from conducting situational assessments that reflected its experience, member countries' mandates and evaluations to incorporating a lot more emphasis on localised needs, to ensure proposed interventions reflected the local context, risks and assumptions.
- The application of a results-focused lens helped to clarify the mechanisms of change and helped to clarify the link between the level of the intervention – that is, training of civil servants – with other enablers required to build different types of capacity, which could be institutional or at the country level.
- Implementation teams should adopt the principles of adaptive management and develop systems that incorporated quick feedback loops, encouraging the constant review of assumptions of the delivery context, networks and relationships. The group noted that this fluidity was possible where there was a shared accountability and openness to learning with stakeholders, citing the Commonwealth Secretariat's electoral observation missions and the Blue Charter Action Groups as good practice in actor-led, adaptive designs.
- The learning group identified the importance of long-term engagement to facilitating sustainable changes, noting that the Secretariat consistently found better results in countries where it had maintained engagement over a longer period. To do so, the Secretariat had to invest in outcome-oriented and cost-effective MEL, as well as better-engaged stakeholders, partners and systems.
- The transformational change the Secretariat was aiming to facilitate could be supported through pan-Commonwealth reach or through deep change at the institutional and country level. However, given the current resource constraints, a balance of these options would be preferable. The most effective and efficient approach could be a regional approach to capacity building, which could provide a cost-effective alternative, increasing technical knowledge while being contextualised to the shared culture and challenges of stakeholders. Furthermore, this would create a peer community of practice, which would be particularly valuable to Commonwealth small state institutions.

As this session reflected the themes explored in two of the Commonwealth Secretariat's five Learning Action Groups, which developed the papers 'Policies and Legislation: The Enabling Environment for Change' and 'Enhancing Our Impact in Capacity Development', the recommendations and proposed actions presented are taken from these papers.

No.	Recommendation	Proposed action
10.	The Commonwealth Secretariat should aim to enhance visibility and understanding of the impact of the Secretariat's interventions within each member state, to provide a more holistic (horizontal) picture of the Secretariat's programming, which can sometimes look fragmented.	Define, evaluate and communicate the Secretariat's contributions to national policies and legislative developments within member states, in addition to focusing on thematic/ programmatic (for example, human rights, natural resource management) outcomes. Base the Secretariat's interventions on a detailed needs assessment and contextual analysis that includes an understanding of the political, social, psychological, institutional and cultural factors, assumptions, and barriers relevant to the expected change.
11.	The Commonwealth Secretariat should update how it communicates its contribution to national-level outcomes.	Undertake a holistic review of the Secretariat's communications strategy and update its approach to improving its visibility of the Secretariat's contribution within member states. Clearly define outcomes at each change level – individual, organisational, institutional or national – clarifying assumptions, theories and supportive actions to transmit change through these levels.
12.	The Commonwealth Secretariat needs to affirm its identity as principally a political organisation that supports its member states to realise their goals under the SDGs.	Clarify the Secretariat's role to national stakeholders as a strategic gap-filler that partners with others to enable sustainable development.
13.	The Secretariat should establish linkages between its global advocacy, ministerial meetings and national action plans on policies and legislations to increase influence on decision-making, approval and to enhance implementation of policies/legislations.	Use the policy and legislation monitoring and evaluation framework to provide the bridge between consensus building and policy/legislation for harmonised delivery and increased impact.

5. Session Five: The Commonwealth Advantage in Consensus Building and Connectivity

"I am struck that we have some common challenges as Commonwealth organisations. How should we best build and sustain consensus? How do we use our limited resources and maximum impact? How do we best reflect the diversity of the Commonwealth itself?"

*The Honourable Stephen Twigg,
Secretary-General, Commonwealth Parliamentary Association*

Key message: This session explored the lessons from two of the Commonwealth Secretariat's five impact pathway Action Learning Groups: consensus building and advocacy, and connectivity. A consistent theme across both was an examination of the Commonwealth Secretariat's unique position supporting consensus building, connectivity and networks, and the major lessons learnt from its interventions in these spaces.

The session opened with a presentation by Stephen Twigg on the critical role that parliamentarians can play in helping to mobilise resources to advance countries to meet their SDG targets. Speakers acknowledged the Commonwealth Secretariat's convening power as a huge strength, but noted they were aware that silos could derail its advantage



and the need to strengthen partnerships to gather lessons together. Amin Abdullahi, Senior Evaluation Specialist from the Islamic Development Bank, shared some lessons from his work, namely the importance of planning when conducting consultations, especially in relation to the quality of feasibility studies that identified the ultimate beneficiaries of advocacy and connectivity work. He also identified ensuring environmental and social safeguards as fundamental when assessing development impacts. Mr Abdullahi used examples from responding to health emergencies to highlight the importance of partnerships for securing impact and, secondly, how to balance short- and long-term goals to ensure that interventions responded not only to the immediate task, but also worked to strengthen health systems in the longer term.

Consensus Building and Advocacy

“The Secretariat’s diverse makeup of member countries, the high number of small states, island states and the diverse cultural backgrounds and history of our Commonwealth members means it is a very distinctive space for convening meetings, creating advocacy and consensus building across our members.”

*Kathryn Paddock,
Planning, Monitoring, Evaluation and Learning Officer,
Strategy, Portfolio, Partnerships and Digital Division,
Commonwealth Secretariat*

This session focused on how the Secretariat’s impact pathways related to consensus building and connectivity, both of which were cornerstones of the Secretariat’s work. It was noted by the Action Learning Group that the Commonwealth Secretariat did not have a defined approach to consensus building and advocacy, as a one-size approach would not work for all of its members. The Secretariat was therefore only able to meet the diverse range of positions and issues which impacted and affected the Commonwealth family by taking an agile and adaptable approach to consensus building. The strength of the Commonwealth Secretariat’s convening power was therefore its ability to support consensus building through high-level political meetings, sharing knowledge and by proposing responses to common issues that impacted the Commonwealth.

No.	Recommendation	Proposed action
14.	The Secretariat should continue investment in and focus on MEL to fully understand the organisation's influence, the value of the Secretariat's convening power, apply consistent monitoring to all ministerial meetings (including virtual events), and to conduct an evaluation of the consensus-building role of the Secretariat to assess its effectiveness.	Increase emphasis on identifying unintended outcomes, their causes and impact, as this would benefit the Terms of Reference for evaluations. Take steps to ensure the outcomes of the consensus-building evaluation inform a strengthened monitoring, evaluation and learning (MEL) framework for this impact pathway.
15.	The Secretariat should enhance the sustainability of its advocacy and consensus-building portfolio to achieve long-term outcomes, particularly in its ability not only to advance the positions of the Commonwealth in international fora but also in implementing action plans, as agreed at meetings of senior officials.	Review the impact pathway to focus and better evidence contribution and, in this regard, identify how partnerships and alliances can be leveraged to achieve advocacy objectives and implement actions.
16.	The Commonwealth Secretariat should clarify and better understand the level and type of engagement that is suited for virtual versus hybrid or in-person models, to effectively serve our member states.	Conduct a systematic analysis to consolidate the Secretariat's experiences and learnings of virtual engagement at all levels.

Connectivity and Networks

"With that said, to focus more specifically on connectivity and networks, the lessons that were outlined in our delivery work were the challenges with knowledge management within a network and, in the longer term, the fact that some networks are led and mobilised by member states who provide not just championing but also resourcing, versus ones that are created and curated by the Secretariat and the inherent challenges with sustainability linked to that. There are also challenges with measuring success and whether this process is internally led or member country led."

*Mithika D'Cruz, Planning, Monitoring, Evaluation and Learning Officer,
Strategy, Portfolio, Partnerships and Digital Division,
Commonwealth Secretariat*

The Connectivity Learning Group undertook a review to understand how the Commonwealth Secretariat's work in this area had evolved over the previous decade. Initially, its connectivity and networks focused on print publications, in-person engagement and long-term but occasional meetings. The increase in digital technology had allowed for considerable change in this space, which had led to increasing numbers of virtual and digital network and connectivity opportunities, and allowed the Secretariat to reach more of its members. While this had created significant opportunities, it had also posed challenges, such as knowledge management within a network. Furthermore, another challenge (being asked globally) of the present situation was how to use the virtual engagement, connectivity and networks that were evolving, as it remained to be seen whether these newly established networks would lead to sustained connectivity outcomes.

No.	Recommendation	Proposed action
17.	The Commonwealth Secretariat should identify structured mechanisms for peer learning and information sharing between and within internal teams, as well as with advisers in-country.	Facilitate learning action groups and other working groups and secure inter-divisional commitments on cross-collaboration.
18.	The Secretariat should ensure that the role of member states in Commonwealth-supported networks is instrumental to the success and sustainability of the network.	<p>Conduct careful business case development, including an assessment of costs, capacity needs and detailed stakeholder analysis, in order to clarify member states' buy-in more formally and thereby optimise chances of use and value creation.</p> <p>Develop more actor-centred MEL processes within this impact pathway.</p>
19.	The Secretariat should increase networking and connectivity across member states on common themes.	<p>Build on existing regional or thematic networks by either supporting and strengthening those systems or collaborating with them where possible.</p> <p>This offers the Secretariat an opportunity to fill the gap if the need exists or support local bodies to advance these home-grown solutions.</p>

6. Session Six: Adapting from Learning to Accelerate Action

"First of all, how has the Secretariat reformed its internal processes for improved relevance, effectiveness and impact? Secondly, what have been some of the lessons learnt from regional institutions on supporting and enabling results-based management? Thirdly, how do we move from recommendations to actions and from actions to an evaluative culture? Last but not least, what other recommendations and opportunities are there for us to innovate more?"

Arjoon Suddhoo, Deputy Secretary-General, Commonwealth Secretariat

Key message: This session explored how the Commonwealth Secretariat responded to lessons and evidence to highlight successes as both a Commonwealth and multilateral organisation, and also to discuss how this could be improved going forward.

The session featured several important and valuable lessons, shared by representatives of organisations that were undertaking similar journeys with regard to how they could use evidence to improve their impact. A point of consensus across all the speakers was the importance of integrating sophisticated results-based management (RBM) into programme design and delivery. Hipolina Joseph-Charles, Deputy Programme Manager, Strategic Management Unit, Caribbean Community (CARICOM), noted how they had focused increasingly on RBM to address the implementation deficit within their community. To do this, they had ensured all institutions felt ownership and responsibility by playing a central role in developing and embedding RBM; and phased RBM policies and frameworks in at all levels.



Speakers agreed that partnerships played an essential role in embedding a culture of focusing on long-term results and ongoing learning and improvement. Examples from the former UK Department for International Development (now part of the Foreign, Commonwealth and Development Office) and the European Commission were discussed, with both experiences underscoring the need for evaluation to be relevant to individual teams, and for leadership to communicate findings effectively to ensure those findings were absorbed and utilised.

This session examined many of the themes explored in one of the Commonwealth Secretariat's five Action Learning Groups, which developed the learning paper 'Enhancing Performance and Delivering SDG Impact'. The recommendations and proposed actions presented are taken from this paper.

No.	Recommendation	Proposed action
20.	The Secretariat should take the opportunity of the new Strategic Plan to focus on areas in which it has a comparative advantage. Areas of comparative advantage emerging from the evaluations include convening power, thought leadership, ability to share information and best practice among member countries, highly technical expertise in niche areas, and knowledge of small and other vulnerable states.	<p>Adopt clear prioritisation criteria for the allocation of Secretariat resources and trade-offs between portfolio areas.</p> <p>Apply prioritisation criteria to programme development and at the baselining stage, carefully considering assumptions, to ascertain which projects/ interventions are more promising to deliver impact.</p>
21.	The Secretariat should increase the sustainability of its programming to achieve long-term change in its programme design, particularly in the analysis of assumptions and baselining.	<p>Develop criteria to assess requests and ensure sustainability.</p> <p>Criteria can include:</p> <ul style="list-style-type: none"> • countries' national development plans guiding which interventions to support; • that member states demonstrate commitment; • activities sitting within a wider plan, with follow-up support to enable countries with limited resources and technical expertise to implement necessary change; and • training only provided if it is an integral part of a longer-term programme of assistance.
22.	The Secretariat's monitoring and evaluation system needs to be made more systematic, with strong leadership.	<p>Directors/heads taking greater responsibility and accountability for monitoring, evaluation and learning.</p> <p>Map an evaluation cycle against the Commonwealth Secretariat Strategic Plan at the programme and organisational levels.</p> <p>Invest sufficient time, finances and human resources in MEL and the evaluation section.</p>
23.	The Secretariat should increase co-ordination and collaboration across its divisions and within member states.	<p>Develop country co-operation/agreement frameworks, based on national priority areas (such as, the national development plan), to effectively co-ordinate programming across divisions.</p> <p>Establish cross-divisional communities of practice to share knowledge. Mechanisms for jointly designing, assessing and implementing programmes (for example, budget incentives and internal peer review mechanisms) should be put in place.</p>
24.	The Secretariat should develop strategic partnerships and seek additional funding to leverage its funding.	<p>Determine the Secretariat's management response to the Partnership Strategy Review, which made several recommendations regarding leadership and strategy, systems and processes, skills and support, partnership culture and resource mobilisation.</p> <p>Strengthen the framework for assessing conflict of interest and completing due diligence, particularly in engaging with the private sector.</p>

Day Three: Accelerating Impact



The third and final day of Evaluation and Learning Week 2021 focused on how the Commonwealth Secretariat could embed the evaluation and learning approaches discussed to accelerate its impact as it enters the new decade leading up to the deadline for the SDG 2030 Agenda. As the sessions conducted on the third day were more focused on sharing experiences and looking towards the future.

7. Session Seven: The Commonwealth as a Global SDG Partner of Value

"How can we accelerate delivery in this journey to have a long-lasting impact? Do we need more money? Do we need more action? Do we need better action, or both? What else do we need: perhaps some design thinking, more collaboration, more innovation, more good practice, more lateral thinking or more technology? This list can be fairly long. For me, the biggest framing question is whether we are a partner of value in this journey. If yes, how?"

Dr Nabeel Goheer,
Assistant Secretary-General at the Commonwealth
Secretariat

Key message: The Commonwealth was a global partner of value for the achievement of the SDGs by 2030. As an organisation, the work of the Commonwealth Secretariat was very closely aligned with the SDGs.

This session focused on the Commonwealth's advantage in supporting countries to meet their SDG targets and in generating knowledge and evidence on 'what works' to be disseminated through the global community. Indeed, the values enshrined in the Commonwealth Secretariat were found to mirror the objectives articulated in the 2030 SDG Agenda. In a further reflection of this alignment, progress in some areas had been greater than in other areas to date. However, as noted by Dr Ruth Kattumuri, Senior Director of the Commonwealth Secretariat's Economic, Youth and Sustainable Development Directorate, a key priority going forward is how the Commonwealth works with its member countries and other organisations to enable member countries to achieve the SDGs. This will be an important driver of the Commonwealth Secretariat's strategy.

“One thing that COVID has taught us is that we cannot go it alone. We are a connected, single world and a small global village, and we have to rely on each other for human and capital resources to deliver the inclusive and sustainable development that we all want to see.”

Dr Ruth Kattumuri, Senior Director of the Commonwealth Secretariat's Economic, Youth and Sustainable Development Directorate

A prime example of the Secretariat's work in support of the achievement of the SDGs had been its development of the Universal Vulnerability Index. The Secretariat was currently working with small island developing states (SIDS), the UN and other member countries to update the index. Once published, the index will allow the Secretariat to understand the real evidence of vulnerabilities and levels of resistance across 130 countries. This will allow the Secretariat to be better able to advocate on member countries' behalf for access to development and concessional financing.

Ms Shaista Hussain, Results Based Management Specialist at the Asian Development Bank (ADB), shared lessons from how the ADB had pivoted to provide rapid financial assistance to more than 26 countries during the pandemic. She noted that the ADB's full-circle project cycle meant projects were designed with very strong involvement from their member countries and included real-time monitoring and post-completion evaluations to identify lessons learned. This came full circle when these were used to feed into the next set of projects and programmes. Ms Hussain also spoke of the ADB's push to ensure beneficiaries were integral to their work, by linking them to a ten-year programme. Finally, Ms Hussain noted that a key lesson of the pandemic had been that, while on-the-ground presence was preferable, staff could work remotely just as effectively.

Xiaojun Grace Wang, Deputy Director for Programme and Operations, United Nations Office for South-South Cooperation (UNOSSC), shared UNOSSC's experience of promoting and co-ordinating co-operation among developing countries, with a special focus on South-South co-operation through triangular partnerships. Ms Wang discussed how UNOSSC approached this through not only workshops and dialogues, but also through a corresponding digital platform with 300 institutional partners around the world. This work was complemented with a UN South-South Cooperation Trust Fund to help UNOSSC to move beyond the digital approach to understand what was happening on the ground and advance its objectives by practising South-South co-operation principles, applying knowledge and providing capacity development support.

Abhik Sen, Head of Innovation and Partnerships, Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat, presented on some of the challenges the Commonwealth Secretariat faced, most notably urban issues, its lack of physical presence in member countries and data gaps. Mr Sen also noted how the Commonwealth Secretariat was seeking to address these challenges through innovation and an online data platform.

No.	Recommendation	Proposed action
25.	The Secretariat should focus on a few in-depth, high-quality interventions with high potential for sustainability and to develop country frameworks to guide its support, to be agreed with and co-owned by the member state.	Develop a country partnership framework in line with proposed actions from sessions above.
26.	The Secretariat should develop country-specific monitoring and evaluation frameworks with a few high-level indicators, targets and baselines, and hold programme staff accountable for setting baselines, indicators and targets for monitoring purposes.	Strengthen the linkage MEL framework and country partnership strategies in line with proposed actions in the above sessions.
27.	The Commonwealth Secretariat should continue to encourage a shift from activity-focused evaluation to a more complex and innovative approach to assessing contribution.	Explore new methodological approaches to address the gaps in assessing the Secretariat's contributions to strategic outcomes.

8. Session Eight: Advancing Resilience

"We cannot escape the power dynamics that we are dealing with here. This is not a level playing field. COVID has exacerbated these weaknesses. When we are looking at supporting communities, we need to be aware that the collective shifts that we need to see, will not come from the centre, they will not come from dominant power structures. We need to think about the ways we are empowering communities and that means the way that we are sharing power...It is not a zero-sum game."

Laurel Patterson,
Head of SDG Integration at the UNDP's Global Policy Network

Key message: The penultimate session focused on how the Commonwealth could help its member countries to be more resilient to shocks. The presenters explored the likely recovery paths from the COVID-19 pandemic, and how the greatest impacts of the pandemic had been disproportionately borne by developing countries.

The previous year had seen a significant economic shock as the world came to grips with not just the health impacts of the COVID-19 pandemic, but also its effects on the economy. In the discussion, Laurel Patterson, Head of SDG Integration at the UNDP's Global Policy Network, mentioned how their own analysis had identified that the long-term social and economic impacts of COVID-19 will widen the gap between people living in rich and poor countries. By 2030, because of the pandemic, we would expect somewhere between 41 to 169 million people in the poorest countries – countries which are categorised by the Human Development Index (HDI) as being in the low and medium HDI countries – that could directly be pushed into poverty as a result of the pandemic in 2030. UNDP's research also, however, identified ways in which countries could turn this around using practical, actionable, evidence-based policy choices. These solutions were presented in their SDG push scenario, which examined different scenarios to understand the different forms the COVID recovery could take. The UNDP presented all of this data on an interactive platform – the COVID-19 Data Futures Platform – so anyone, anywhere could interact with the different scenarios, download the data, use this for presentations, combine it with other data on the platform, combine it with other research that colleagues might be undertaking in different government ministries with different advocates or young people, and start to put together evidence-based effective options and

choices that a country could consider in terms of how it recovered from COVID and the policy choices that would need to be made in order to achieve it.

This session was rich with presentations from a diverse range of experts keen to share their experiences of how their institutions were working to build resilience and the lessons they had learnt along the way.

Zakaria Hanafi, Operations Evaluation Department, Islamic Development Bank (IsDB), shared how the IsDB had learnt from previous pandemics, such as the 2009 H1N1 influenza pandemic, and was therefore able to apply lessons learnt to ensure supply chains, cold chains and communication channels were ready to respond.

Ambassador Solo Mara, Secretary-General of the Pacific Islands Development Forum (PIDF), noted the importance of finance in building resilience. The ambassador also shared how, despite the financial challenges, the PIDF was focusing on building resilience by promoting green-blue principles through inclusive strategies, multi-stakeholder approaches and by developing genuine partnerships at the community level. One such example was PIDF's Pacific Bamboo Strategy, which called for the inclusion of bamboo into the construction and building code to address the demand for resilient and affordable housing.

Lucy Slack, Deputy Secretary-General, Commonwealth Local Government Forum (CLGF), reflected on how the pandemic had created significant challenges for local governments around the world due to drops in income, while also producing a much greater demand for services. She also raised the issue of local disaster resilience and engaging local government as a partner in responding to crises, both in response to the pandemic but also thinking about how to build local government capacity to be able to respond. Lucy mentioned that there had been a significant demand from CLGF members to focus on technology and how it could be used creatively to rebuild and increase local resilience moving forward.

Travis Mitchell, Adviser and Head of the Economic Policy and Small States Section in the Economic, Youth and Sustainable Development Directorate, Commonwealth Secretariat, spoke about resilience in the Commonwealth and how lessons learnt in this area had informed the development of the Secretariat's Universal Vulnerability Index. The UVI

was an interesting development in that it measured vulnerability over time. However, as Travis noted, vulnerability was not purely economic – it was also environmental, political and social, and it was important to consider these factors when using the UVI as an advocacy tool.

Jason Cotton, Country Economist at the Caribbean Development Bank, spoke of the importance of embedding resilience in response to shocks. He cited that the Caribbean region was facing economic and environmental shocks from the pandemic and extreme weather events (including cyclones and a recent volcanic eruption in Saint Vincent and the Grenadines, which had also affected Barbados, and Antigua and Barbuda). These shocks had been disastrous for the tourism industries upon which Caribbean member country governments depended for economic growth. As a result, he anticipated that most borrowing member countries would register a deep double-digit decline in gross domestic product (GDP). He noted that a key ingredient in building resilience in the Caribbean region was to build some fiscal buffers to be able to cushion a shock, though he also acknowledged that this was difficult to do when small islands were already so fiscally constrained. In such cases, he proposed putting in place some risk transfer arrangements, such as catastrophe risk insurance facilities, to help mitigate the impact when there was a disaster.

Mark Albon, Head of the Countering Violent Extremism Unit in the Governance and Peace Directorate at the Commonwealth Secretariat, spoke of the importance of building communities' social resilience to violent extremism. He outlined misinformation and a lack of confidence in institutions as drivers of extremism and proposed education and developing critical thinking skills as the key to building resilience from violent extremism.

The following recommendations are taken from 'The Commonwealth: A Decade of Learning' paper.

No.	Recommendation	Proposed action
28.	The decade ahead is likely to see a greater number and more severe shocks. The Commonwealth Secretariat should help countries to build resilience to and plan for these shocks by viewing them through a holistic lens and understanding the relationship between environmental and economic shocks.	Take a more strategic and holistic approach to trade and economic development that connects different intervention areas, to address the economic issues member states face in a more cohesive and impactful way.
29.	The Commonwealth's strength as a global organisation with considerable convening power means that it should continue to be a significant player in applying pressure on countries to adhere to their emissions-reduction targets.	Develop a Secretariat advocacy strategy that clarifies its role and how it can use its unique position and the voice of the Commonwealth to encourage member countries to take more decisive action on climate change.

9. Session Nine: Technology, Innovation, Digitalisation and Data Science in Evaluations

"It is a long story of digitisation, digitalisation and digital transformation. The first part of the story is rather dull and slow. The second part is fast and is full of excitement, where we embraced the digital age, adapted to it and now are riding on that cloud. I am sure the next five years will be even more thrilling."

Dr Nabeel Goheer,
Assistant Secretary-General at the Commonwealth Secretariat

Key message: The final thematic session focused on the role that technology, innovation, digitalisation and data-science were playing in new and emerging evaluative practices. The COVID-19 pandemic had changed everything and had been especially important for the adoption of new technologies and remote data collection opportunities. The substantial advances in technology and data science over the previous decade had the potential to be transformational for evaluations and how institutions learned.

We are now living in a world in which billions of datapoints are being captured and communicated every single day. Mr Constantin Cotzias, European Director for Bloomberg, provided a private sector perspective on how data, machine learning and deep learning could work together to provide

enormous data-processing power. The challenge for evaluators and those that wished to use this data was understanding how to identify the data that were relevant to what you needed and for analysis to harness its storytelling powers.

Dr Nabeel Goheer reflected on the rapid technological transition at the Secretariat over the previous five years, spearheaded by the current Secretary-General. During this period, the Commonwealth Secretariat had modernised and made significant investments in organisational strategy and delivery, all based around data collection and use. In the previous five years, the addition of MEL and results-based management had transformed how the Secretariat approached its work. More recently, its smart work on digitisation had helped to guide the organisation through COVID and continued to respond to and serve its members during these challenging times.

Ms Carina Kabajunga, Head of Information and Communications Technology in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat, reflected on her work to develop user-friendly systems to support and analyse data to inform MEL and evidence-based decision-making across the Secretariat. One such example was the Commonwealth data platform, which featured the Commonwealth Secretariat as a creator and user of data. The platform used an algorithm to pool open international datasets, combine them with internal data and present the information to programme teams. The Secretariat

had been active in pushing for standards for data to ensure the data used would be of a sufficient quality and reliability.

Liana Razafindrazay from the Geo-Enabling Initiative for Monitoring and Supervision of the Fragile, Conflict and Violence Group of the World Bank, discussed how data science applications could change evaluation practice in multilateral organisations. She noted that capacity building was essential to be able to collect and analyse digital data using simple technologies. The Geo-Enabling Initiative facilitated 'eyes on the ground' digitally, where it was not possible for humans to do so, mostly in conflict or remote regions. The project collected GPS locations of activities and continued to monitor the situation using a range of technologies.

Jos Vaessen, an Advisor at the World Bank's Independent Evaluation Group, presented on how MEL practitioners could use data science to incorporate a wide range of datapoints, whether imaginary, financial transactions, and/or internet-based data, to help guide programme decision-making. While traditional evaluators must pull together and analyse different data sources manually, machine learning could do this with much broader datasets and in less time.

10. Concluding Session: Focused on 2020 onwards and the Strategic Thrusts of the Secretariat

The closing session focused on summarising some of the key takeaways of the 2021 Evaluation and Learning Week. In closing Evaluation and Learning Week 2021, Dugan Fraser of GEI reiterated the importance of leadership and making evidence functional and easy to use in changing the culture of evidence use at the member country level. He also stressed that collaboration through events like this would be fundamental to this growth. In addition, he noted that the ability to navigate complexity would be essential for transforming institutions like the Commonwealth Secretariat and member countries to meet the challenges of the new decade.

Amina Mohammed, Deputy Secretary-General at the United Nations, shared a recorded message in which she congratulated the Commonwealth Secretariat for organising Evaluation and Learning Week 2021 and for its ongoing commitment to

working with the UN to achieve the SDGs by 2030. In her remarks, she referred to the importance of effective data governance and the need to respond creatively to the opportunities presented by data, while also managing the inherent risks. She noted that, 'by using data science and exploring new sources of data, we can strengthen M&E systems, fill data gaps and deliver more impactful services in inclusive and cost-effective ways'. She concluded by stating that the UN looked forward to enhanced partnership with the Commonwealth, that the two organisations could learn from each other and together support positive change to deliver the 2030 Agenda.

In her closing address, the Secretary-General reiterated that multilateralism and international co-operation was the only way forward in this interconnected world and that we could not solve the complex issues that defined our time, such as climate change, COVID-19, debt and the digital divide, in isolation. She noted the important role that evaluation and learning played in the effective functioning of the Secretariat and reinforced that both evaluation and ongoing learning remained organisational priorities.

"The Secretariat is committed to further strengthening its evidence base and taking affirmative actions to achieve the 2030 Agenda. COVID-19 disruptions have forced us to innovate, think and create. Despite, and indeed because of, such immense challenges, we need constantly to regroup, reform and reinvent the ways in which we work and deliver."

Rt Hon. Patricia Scotland QC

Annex 1: Learn and Adapt to Accelerate Action

Translating a decade of learning into transformational change

Background

As a global community of 54 countries, spanning four regions, the Commonwealth has a unique perspective into the commonality of challenges and complexities across our member countries. We have amassed a wealth of knowledge on what works in delivering impact in development and democracy across diverse communities, cultures and economic contexts.

As the world continues to grapple with the far-reaching impacts of COVID-19, the Secretariat is listening to its members, adapting rapidly to new pressures, while maintaining efforts towards the 2030 Agenda for Sustainable Development. This builds on the Secretariat's ongoing reform process, which includes an organisation-wide digital transformation and an enhanced approach to monitoring and evaluation.

The Secretariat, in collaboration with Global Evaluation Initiative (GEI) of the World Bank, is hosting a Commonwealth Learning Week to reflect on the lessons learned over the past ten years in terms of organisational strategy, and how it can enhance its role as an effective global partner for the 2030 Agenda, in the face of multiple global crises.

This week will:

- highlight, share and discuss lessons and evidence towards more impactful programmes and actions;
- reflect on progress in national monitoring, evaluation and learning systems with a view to identifying enablers for evidence-informed policies and planning;
- facilitate peer engagements among stakeholders, staff and partners representing diverse professional, political and academic

experiences and expertise to bridge the gap between lessons and learning for addressing the SDG implementation deficit; and

- challenge the Commonwealth community to learn, innovate and accelerate actions towards the 2030 Sustainable Development Goals (SDGs).

Our co-hosts: Global Evaluation Initiative, World Bank Group

The Global Evaluation Initiative principally focuses on closing the evaluation gap, as well as, relatedly, contributing to addressing the other two gaps where possible. As a global network of institutional partners and experts working in the field of M&E, the GEI strengthens M&E systems and capacities in countries across the globe at three levels:

1. the enabling environment (e.g. by supporting the development of legislation or policies that facilitate the supply and utilisation of evaluative evidence);
2. the institutional environment (e.g. by supporting institutions in developing their systems of supply and demand for evaluative evidence);
3. the individual (e.g. by delivering trainings to different types of stakeholders to strengthen their individual capacities in the supply and utilisation of evaluative evidence).

Day 1 Theme: A Decade of Learning 2010 – 2020

Discussions drawing evidence from evaluations, will look at the Commonwealth journey over the past decade, including a deeper look at the challenges, triumphs and lessons from 2011 to 2021. These lessons will be presented, reflected upon and challenged by evaluators, member countries, Commonwealth organisations and development partners.

Session 1: Opening Session, 09:30–11:00 UK Time

The opening session will welcome speakers, participants and guests to the Commonwealth Secretariat's 2021 learning event. It will set the expectations for the week outlining the broad themes. The Secretary-General of the Commonwealth will deliver the opening speech. A keynote speaker will be invited from the Global Evaluation Initiative of the World Bank Group to share their organisational learning over the previous ten years. Other speakers will include United Nations Evaluation Group and political leaders of member countries who can reflect on their country's experiences in development.

Chair

- **Dr Nabeel Goheer**, Assistant Secretary-General – Commonwealth Secretariat
- **Panel**
- **Rt Hon. Patricia Scotland QC**, Secretary-General – Commonwealth Secretariat
- Ms Evelyn Pedersen, Head of Evaluation and Learning in the Strategy, Portfolio, Partnerships and Digital Division – Commonwealth Secretariat
- **Ms Alison Evans**, Director-General of the Independent Evaluation Group – The World Bank Group
- **Dr Masahiro Igarashi**, Chair – United Nations Evaluations Group
- **HE Mr Andreas S Kakouris**, High Commissioner – Cyprus High Commission, London

Session 2: A Decade of Commonwealth Learning, 11:30–13:00 UK Time

This session will be informed by the draft paper: 'The Commonwealth: A Decade of Learning 2010–2020'. The paper documents the organisation's growth, highlighting successes and lessons in strategic, structural and systems reforms; and comparative advantage in the face new global challenges.

Chair

- **HE Ellison E Greenslade QPM**, High Commissioner, The Bahamas High Commission, London

Panel

- **Dr Nabeel Goheer**, Assistant Secretary-General, Commonwealth Secretariat
- **Ms Olivia Kaye**, Independent Researcher, Monitoring, Evaluation and Learning
- **Prof. Luis Franceschi**, Senior Director, Governance and Peace Directorate, Commonwealth Secretariat
- **Dr Ruth Kattumuri**, Senior Director, Economic, Youth & Sustainable Development Directorate, Commonwealth Secretariat
- **Ms Opeyemi Abebe**, Adviser & Head of the Trade Competitiveness Section in the Trade, Oceans and Natural Resources Directorate, Commonwealth Secretariat
- **Dr Anne Therese Gallagher AO**, Director-General, Commonwealth Foundation
- **Mr Paul Baker**, Chief Executive Officer, International Economics Consulting Ltd.
- **Dr Richard Longhurst**, Research Associate & Peer Reviewer, Institute of Development Studies

Session 3: The Value of Multilateralism and International Cooperation, 14.00–15:30 UK Time

This session will highlight the role of multilateralism and global governance in delivering the SDGs and particularly the value of the Commonwealth brand in safeguarding values, brokering key partnerships, and amplifying the voices of small states. Through contributions from external stakeholders, this session will also draw on lessons learnt, and directions set by multilateral and intergovernmental organisations, as well as challenge the approach outlined by the Commonwealth Secretariat.

Chair

- **Dr Nabeel Goheer** – Assistant Secretary-General, Commonwealth Secretariat

Panel:

- **Mr Oscar Garcia**, Director, Independent Evaluation Office, UNDP
- **Prof. Luis Franceschi**, Senior Director, Governance and Peace Directorate, Commonwealth Secretariat
- **Ms Francisca Pretorius**, Adviser and Head of the Office of Civil and Criminal Justice Reform, Governance and Peace Directorate, Commonwealth Secretariat
- **Amb. Manorma Soeknandan**, Deputy Secretary-General, CARICOM Secretariat
- **Ms Aimtonga Amani Makawia**, Knowledge Monitoring & Evaluation Expert, African Development Bank Group
- **Ms Ada Ocampo**, Peer Reviewer (Independent)
- **Mr Stefano D'Erriko**, Head of Monitoring, Evaluation and Learning, International Institute for Environment and Development

Day 2 Theme: Learn and Adapt

Sessions will focus on monitoring, evaluation and learning systems and capacities and the Commonwealth Secretariat's learnings, particularly in relation to its approaches to programme delivery. Presentations will cover analysis of delivery approaches, lessons learnt, outstanding gaps and opportunities for accelerating actions and building partnerships towards achieving the SDGs

Session 4: Pathways to Enabling Change in the Commonwealth, 09:30–11:00 UK Time

This session will focus on how the Secretariat's impact pathways have worked to enable member countries' capacity to accelerate their own development and make national-level reforms to contribute to the Sustainable Development Goals (SDGs). Learning papers include: 'Policies and Legislation: The Enabling Environment for Change'; and 'Capacities and Capabilities for Sustainable Development'.

As governments and non-governmental actors work toward achieving the Sustainable Development Goals, evidence on progress remains fragmented. The challenge is at least twofold. First, regarding the question of 'Are we getting there?'

many countries across the globe do not have the necessary data systems in place to adequately capture progress toward achieving the SDG targets. Second, regarding the question of 'How do we get there?', many countries do not have the systems and capacities in place to assess what works and why under what circumstances. This session discusses the work of the Global Evaluation Initiative, as well as the Commonwealth Secretariat, in strengthening monitoring and evaluation systems and capacities in countries across the globe.

Chair

- **Mr Dugan Fraser**, Programme Manager, Global Evaluation Initiative, The World Bank Group

Panel:

- **Ms Evelyn Pedersen**, Head of Evaluation and Learning in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Ms Katherine Marshall-Kissoon**, Adviser, Monitoring, Evaluation and Learning in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Dr Shagun Sabarwal**, Director, CLEAR South Asia
- **Dr Candice Morkel**, Acting Director of Centre for Learning on Evaluation and Results, CLEAR Anglophone Africa
- **Dr Rose Namara**, Head of Research and Innovation Centre, Uganda Management Institute
- **Mr Daniel Wilde**, Economic Adviser of Natural Resources in the Trade, Oceans and Natural Resources Directorate, Commonwealth Secretariat
- **Ms Brigid Watson**, Secretary-General, Commonwealth Lawyers Association

Session 5: The Commonwealth Advantage in Consensus Building & Connectivity, 11:30–13:00 UK Time

This session will focus on the key learning and unique approach of the Secretariat to support work within the consensus building, connectivity and networks space and highlight the key lessons which we have learnt over the past decade.

Chair

- **Mr Layne Robinson**, Head of Social Policy Development in the Economic, Youth & Sustainable Development Directorate, Commonwealth Secretariat

Panel

- **Mr Stephen Twigg**, Secretary-General, Commonwealth Parliamentary Association
- **Ms Kathryn Paddock**, Planning, Monitoring, Evaluation and Learning Officer in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Ms Jean Yuan**, Monitoring Evaluation and Learning (MEL) Support Officer in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Ms Mithika D'Cruz**, Planning and Monitoring Officer in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Mr Amin Abdullahi**, Senior Evaluation Specialist in the Operations Evaluation Department, Islamic Development Bank
- **Mr Brendan Vickers**, Adviser and Head of the International Trade Policy Section in the Trade, Oceans and Natural Resources Directorate, Commonwealth Secretariat
- **Mr Kirk Haywood**, Adviser in Regulatory Framework & Connectivity Agenda in the Trade, Oceans and Natural Resources Directorate, Commonwealth Secretariat
- **Dr Jeff Ardron**, Adviser in Ocean Governance in the Trade, Oceans and Natural Resources Directorate, Commonwealth Secretariat
- **Mr Jonas Mikkelsen**, Senior Deputy Director & Peer Reviewer, Organization for Security and Co-operation in Europe
- **Ms Umm e Zia**, Evaluation Expert, Cynosure Consultants (Pvt.) Ltd

Session 6: Adapting from Learning to Accelerate Action, 14.00–15:30 UK Time

This session will focus upon the how the Secretariat has reformed, adapted and learned to improve and build upon its performance and areas where we continue to learn.

Chair

- **Dr Arjoon Suddhoo**, Deputy Secretary-General, Commonwealth Secretariat

Panel:

- **Dr Balaji Venkataraman**, Vice President, Commonwealth of Learning
- **Ms Diana Copper**, Head of Portfolio Management in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Mr Nick Kapoutzis**, Head of Learning & Organisational Development in the Human Resources and Facilities Management Division, Commonwealth Secretariat
- **Mr John Mark Williams**, Chief Executive Officer, Institute of Leadership and Management
- **Ms Hipolina Joseph-Charles**, Deputy Programme Manager, Strategic Management Unit, Caribbean Community (CARICOM)
- **Ms Bridget Dillon**, Vice President, UK Evaluation Society
- **Ms Diana Smallridge**, President, International Financial Consulting Ltd.
- **Mr Ehtisham ul Hassan**, Peer Reviewer, Commonwealth Secretariat
- **Dr Lennise Baptiste**, Independent Programme Evaluator & Peer Reviewer, ANEVER Ltd.

Day 3 Theme: Accelerating Impact

The focus will be on the future and the Commonwealth's strategic thrust for the next ten years – aligning with the global agenda to accelerate actions and impact towards the SDGs. Sessions will reflect on the complexities of development resulting from the effects of the pandemic in achieving the SDGs, what evaluative evidence exists or how data science may change the practice of evaluation considering the shift in the development paradigm.

Session 7: The Commonwealth as a Global SDG Partner of Value, 09:30–11:00 UK Time

This discussion will highlight the Commonwealth's advantages in supporting countries to meet their SDG goals and in generating knowledge and evidence on 'what works', which can be shared with the global community. Representing member countries, Commonwealth organisations, as well as multilateral organisations, will share their organisational experiences and provide their own reflections on the Commonwealth's potential in adding value and addressing SDG gaps.

Chair

- **Dr Nabeel Goheer**, Assistant Secretary-General, Commonwealth Secretariat

Speakers:

- **Dr Ruth Kattumuri**, Senior Director of the Economic, Youth & Sustainable Development Directorate, Commonwealth Secretariat
- **Ms Judith Diment**, Representative to the Commonwealth of Nations, Rotary International
- **Mr Abhik Sen**, Head of Innovation and Partnerships in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Ms Shaista Hussain**, Results Based Management Specialist, Asian Development Bank
- **Mr Zahid Rastam**, Deputy High Commissioner / Charge d'Affaires ad-interim, Malaysia High Commission, London
- **Ms Xiaojun Grace Wang**, Deputy Director for Programme and Operations, United Nations Office for South-South Cooperation (UNOSSC)
- **Mr Miguel Jimenez**, Vice Chair & Peer Reviewer, United Nations Evaluations Group

Session 8: Advancing Resilience, 11:30–13:00 UK Time

The event and reflection day provides an opportunity to highlight the challenge to resilience faced by all organisations and member countries, particularly, small and vulnerable states. This

discussion will be led by presentations across the spectrum of partners, including member countries, multilateral and commonwealth organisations.

Chair

- **Ms Pam McLaren**, Adviser and Head, Debt Management in the Economic, Youth & Sustainable Development Directorate, Commonwealth Secretariat

Speakers:

- **Ms Laurel Patterson**, Head of SDG Integration, UNDP Global Policy Network
- **Amb. Solo Mara**, Secretary-General, Pacific Islands Development Forum
- **Mr Travis Mitchell**, Adviser and Head of the Economic Policy and Small States Section in the Economic, Youth & Sustainable Development Directorate, Commonwealth Secretariat
- **Ms Lucy Slack**, Deputy Secretary-General, Commonwealth Local Government Forum
- **Mr Jason Cotton**, Country Economist, Caribbean Development Bank
- **Mr Mark Albon**, Head of Countering Violent Extremism Unit in the Governance and Peace Directorate, Commonwealth Secretariat
- **Mr Zakaria Hanafi**, Operations Evaluation Department, Islamic Development Bank
- **Mr Garry Wiseman**, Independent Consultant & Peer Reviewer

Session 9: Technology, Innovation, Digitalisation and Data Science in Evaluation, 14.00–16:00 UK Time

We are in the midst of a data revolution. In recent years, the volume and speed with which data are generated, collected and analysed have significantly increased. This has created new opportunities (as well as challenges) for the field of monitoring and evaluation (M&E) of policy interventions. New sources of data, especially big data, are becoming increasingly available for analysis. At the same time, old data, often in combination with new data, can be analysed in new ways using techniques from

the emerging field of data science. This session will discuss some of the potential and challenges of using data science applications in the field of M&E.

Chair

- **Mr Jos Vaessen**, Adviser, Independent Evaluation Group, The World Bank Group

Panel:

- **Ms Carina Kabajunga**, Head of Information and Communications Technology in the Strategy, Portfolio, Partnerships and Digital Division, Commonwealth Secretariat
- **Ms Liana Zanarisoa Razafindrazay**, Senior Geographer, Geo-Enabling initiative for Monitoring and Supervision (GEMS) team, The World Bank Group
- **Mr Constantin Cotzias**, European Director, Bloomberg
- **Dr Nabeel Goheer**, Assistant Secretary-General, Commonwealth Secretariat

The closing session will reflect on highlights of the week, and will identify commitments and action points that the Commonwealth and partners will take forward in strategy setting, collaboration and programme delivery.

Moderator:

- **Dr Nabeel Goheer**, Assistant Secretary-General, Commonwealth Secretariat

Panel:

- **Rt Hon. Patricia Scotland QC**, Secretary General, Commonwealth Secretariat
- **Ms Amina Mohammed**, Deputy Secretary-General, United Nations
- **Mr Dugan Fraser**, Programme Manager, Global Evaluation Initiative, The World Bank Group

Annex 2: Commonwealth Learning Week

Virtual, 27–29 April 2021

Speakers List¹

Name	Position	Organisation
Opening Session – Tuesday 27 April 2021, 09:30–11:00		
Dr Nabeel Goheer	Assistant Secretary-General	Commonwealth Secretariat
Rt Hon. Patricia Scotland QC	Secretary-General	Commonwealth Secretariat
Ms Evelyn Pedersen	Head of Evaluation and Learning, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Alison Evans	Director-General, Independent Evaluation Group	The World Bank Group
Dr Masahiro Igarashi	Chair	United Nations Evaluations Group
HE Mr Andreas S Kakouris	High Commissioner & Chair, Former Board of Governors	Cyprus High Commission, London
A Decade of Commonwealth Learning – Tuesday 27 April 2021, 11:30–13:00		
HE Ellison E Greenslade QPM	High Commissioner	The Bahamas High Commission, London
Dr Nabeel Goheer	Assistant Secretary-General	Commonwealth Secretariat
Ms Evelyn Pedersen	Head of Evaluation and Learning, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Olivia Kaye	Independent Researcher, Monitoring, Evaluation and Learning (MEL)	Independent
Prof. Luis Franceschi	Senior Director, Governance and Peace Directorate	Commonwealth Secretariat
Dr Ruth Kattumuri	Senior Director, Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Opeyemi Abebe	Adviser & Head, Trade Competitiveness Section, Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Dr Anne Therese Gallagher AO	Director-General	Commonwealth Foundation
Mr Paul Baker	Chief Executive Officer	International Economics Consulting Ltd.

¹ In session order, all timings are UK Time / British Summer Time (BST).

Name	Position	Organisation
Dr Richard Longhurst	Research Associate & Peer Reviewer	Institute of Development Studies
The Value of Multilateralism and International Cooperation – Tuesday 27 April 2021, 14:00–15:30		
Dr Nabeel Goheer	Assistant Secretary-General	Commonwealth Secretariat
Mr Oscar Garcia	Director, Independent Evaluation Office	UNDP
Prof. Luis Franceschi	Senior Director, Governance and Peace Directorate	Commonwealth Secretariat
Ms Francisca Pretorius	Adviser and Head, Office of Civil and Criminal Justice Reform, Governance and Peace Directorate	Commonwealth Secretariat
Amb. Manorma Soeknandan	Deputy Secretary-General	CARICOM Secretariat
Ms Aimtonga Amani Makawia	Knowledge Monitoring & Evaluation Expert	African Development Bank Group
Ms Ada Ocampo	President & Peer Reviewer	International Development Evaluation Association
Mr Stefano D'Erriko	Head of Monitoring, Evaluation and Learning	International Institute for Environment and Development
Building M&E Systems and Capacities to achieve progress towards the SDGs in the Commonwealth – Wednesday 28 April 2021, 09:30–11:00		
Mr Dugan Fraser	Programme Manager, Global Evaluation Initiative	The World Bank Group
Ms Evelyn Pedersen	Head of Evaluation and Learning, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Katherine Marshall-Kissoon	Adviser, Monitoring, Evaluation and Learning; Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Dr Shagun Sabarwal	Director	CLEAR South Asia
Dr Candice Morkel	Acting Director of Centre for Learning on Evaluation and Results	CLEAR Anglophone Africa
Dr Rose Namara	Head of Research and Innovation Centre	Uganda Management Institute
Mr Daniel Wilde	Economic Adviser – Natural Resources, Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Brigid Watson	Secretary-General	Commonwealth Lawyers Association
The Commonwealth Advantage in Consensus Building & Connectivity – Wednesday 28 April 2021, 11:30–13:00		
Mr Layne Robinson	Head of Social Policy Development, Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat

Name	Position	Organisation
Mr Stephen Twigg	Secretary-General	Commonwealth Parliamentary Association
Ms Kathryn Paddock	Planning, Monitoring, Evaluation and Learning Officer, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Jean Yuan	Monitoring Evaluation and Learning (MEL) Support Officer, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Mithika D'Cruz	Planning and Monitoring Officer, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Mr Amin Abdullahi	Senior Evaluation Specialist, Operations Evaluation Department	Islamic Development Bank
Mr Brendan Vickers	Adviser and Head, International Trade Policy Section, Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Kirk Haywood	Adviser, Regulatory Framework, Connectivity Agenda, Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Linford Andrews	Political Adviser, Africa, Governance and Peace Directorate	Commonwealth Secretariat
Dr Jeff Ardron	Adviser, Ocean Governance, Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Jonas Mikkelsen	Senior Deputy Director & Peer Reviewer	Organization for Security and Co-operation in Europe
Ms Umm e Zia	Evaluation Expert	Cynosure Consultants (Pvt.) Ltd
Adapting from Learning to Accelerate Action – Wednesday 28 April 2021, 14:00–15:30		
Dr Arjoon Suddhoo	Deputy Secretary-General	Commonwealth Secretariat
Dr Balaji Venkataraman	Vice President	Commonwealth of Learning
Ms Diana Copper	Head of Portfolio Management, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Mr Nick Kapoutzis	Head of Learning & Organisational Development, Human Resources and Facilities Management Division	Commonwealth Secretariat
Mr John Mark Williams	Chief Executive Officer	Institute of Leadership and Management
Ms Hipolina Joseph-Charles	Deputy Programme Manager, Strategic Management Unit	Caribbean Community (CARICOM)
Ms Bridget Dillon	Vice President	UK Evaluation Society

Name	Position	Organisation
Ms Diana Smallridge	President	International Financial Consulting Ltd.
Mr Ehtisham ul Hassan	Consultant	Commonwealth Secretariat
Dr Lennise Baptiste	Independent Programme Evaluator & Peer Reviewer	ANEVER Ltd.
The Commonwealth as a Global SDG Partner of Value – Thursday 29 April 2021, 09:30–11:00		
Dr Nabeel Goheer	Assistant Secretary-General	Commonwealth Secretariat
Dr Ruth Kattumuri	Senior Director, Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Judith Diment	Representative to the Commonwealth of Nations	Rotary International
Dr Abhik Sen	Head of Innovation and Partnerships, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Shaista Hussain	Results Based Management Specialist	Asian Development Bank
Mr Zahid Rastam	Deputy High Commissioner / Charge d'Affaires ad-interim	Malaysia High Commission, London
Ms Xiaojun Grace Wang	Deputy Director for Programme and Operations	United Nations Office for South-South Cooperation
Mr Miguel Jimenez	Vice Chair & Peer Reviewer	United Nations Evaluations Group
Advancing Resilience – Thursday 29 April 2021, 11:30–13:00		
Ms Pamella McLaren	Adviser and Head, Debt Management, Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Laurel Patterson	Head of SDG Integration	UNDP Global Policy Network
Amb. Solo Mara	Secretary-General	Pacific Islands Development Forum
Mr Travis Mitchell	Adviser and Head, Economic Policy and Small States, Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Lucy Slack	Deputy Secretary-General	Commonwealth Local Government Forum
Mr Jason Cotton	Country Economist	Caribbean Development Bank
Mr Mark Albon	Head, Countering Violent Extremism, Governance and Peace Directorate	Commonwealth Secretariat
Mr Zakaria Hanafi	Operations Evaluation Department	Islamic Development Bank
Mr Garry Wiseman	Evaluation Expert & Peer Reviewer	Independent Consultant

Name	Position	Organisation
How data science applications may change the practice of evaluation & Closing Session – Thursday 29 April 2021, 14:00–16:00		
Mr Jos Vaessen	Adviser, Independent Evaluation Group	The World Bank Group
Ms Carina Kabajunga	Head, Information and Communications Technology, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat
Ms Liana Zanarisoa Razafindrazay	Senior Geographer, Geo-Enabling initiative for Monitoring and Supervision (GEMS) team	The World Bank Group
Mr Constantin Cotzias	European Director	Bloomberg
Dr Nabeel Goheer	Assistant Secretary-General	Commonwealth Secretariat
Rt Hon. Patricia Scotland QC	Secretary-General	Commonwealth Secretariat
Ms Amina Mohammed	Deputy Secretary-General	United Nations
Mr Dugan Fraser	Programme Manager, Global Evaluation Initiative	The World Bank Group
Ms Evelyn Pedersen	Head of Evaluation and Learning, Strategy, Portfolio, Partnerships and Digital Division	Commonwealth Secretariat

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