Progress Report

Commonwealth Secretariat Annual Results Report

2015/2016

The Commonwealth

PROGRESS REPORT

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Introduction

This Annual Results Report (ARR) covers the period from 1 July 2015 to 30 June 2016, the third year of the Secretariat's four-year Strategic Plan 2013/14-2016/17. The main body of the report charts results achieved in 2015/16 against the Six Strategic Outcomes of the Strategic Plan:

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

This is followed by the Enabling outcomes which reflect on advocacy, partnership, technical assistance and communications; and then Internal outcomes achieved through corporate services, human resources, and planning, monitoring, reporting and evaluation support. The report ends with a snapshot of financial performance for the year.

For each section, an overview of results is provided, as well as examples of key highlights and "In Focus" stories, which give a deeper understanding of the work of the Secretariat and the impact it achieves. Reflections are provided on key priority areas of gender mainstreaming and partnership, as well as risks, challenges and lessons that impacted the achievement of results during the year.

Reflecting feedback from member countries and external audits, along with ongoing progress in strengthening the organisation's monitoring and reporting systems, improvements have been made to the ARR and process in three key ways.

Firstly, there is a Performance Rating Annex, which charts progress against the Secretariat's Strategic Results Framework (SRF) through its 75 quantitative Intermediate Outcome indicators which were strengthened during the 2015 Mid-Term Review (MTR) of the Strategic Plan. This annex should be read in conjunction with the main report, to provide a greater sense of the context of the achievements under each pillar, as well as progress towards achieving targets for the four-year Strategic Plan period. Each indicator is allocated a progress rating (green/ amber/ red) which assesses the extent to which the Secretariat is on track to achieve targets by the end of 2016/17, with a brief narrative which accounts for the progress data and rating.

Secondly, improvements have been made to the data collection systems behind the ARR through piloting a methodology to systematically track and validate evidence behind reported results. The methodology raises both the bar and the minimum standard on the quality and rigour of the evidence base towards meaningful results reports which accurately reflect of the results and the Secretariat's role in achieving them.

Thirdly, in each outcome area, reflections on the priority areas of gender mainstreaming and partnerships are included where significant progress has been made, in addition to the summary of risks, challenges and lessons.

The ARR reflects the progress made in the first three years of the Strategic Plan, as the Secretariat has strengthened its systems and capacity for Results Based Management (RBM).

Highlights

2015/16 was a year of achievement and change for the Commonwealth and the Secretariat. A successful Commonwealth Heads of Government Meeting (CHOGM) was held in **Malta** in November 2015 with all 53 member countries in attendance, 35 represented by Heads of State or Heads of Government. The first woman Secretary-General (S-G) was selected by Heads. The Rt Hon Patricia Scotland QC assumed office in April 2016 and within the first three months hosted high level forums on Climate Change, Tackling Corruption and Governance for Sustainable Development. She has instituted a review of the Secretariat and will present the findings to the Board of Governors.

Her Majesty the Queen unveiled the renaming of Quadrant House as Commonwealth House, which will see three Commonwealth Organisations (Commonwealth Games Federation, Commonwealth Local Government Forum, and the Royal Commonwealth Society) co-locate their offices with the Secretariat and the refurbishment of the ground floor public access space.

There was good progress in implementing the recommendations of Commonwealth Observer Groups (COGs) with the establishment of an Electoral Commission in **Sri Lanka**, a strengthened independent Election Commission in Nauru, and better processes for campaign financing in **Trinidad and Tobago**.

Commonwealth Health Ministers welcomed a toolkit to prioritise needs for Universal Health Coverage and health security. A Commonwealth Curriculum Framework for the Sustainable Development Goals (SDGs) was developed to help countries define requirements to achieve SDGs through education. An evaluation of the Plan of Action for Gender Equality (2005-15) highlighted a niche strength in legislative reform relating to violence against women and girls (VAWG).

Three new youth networks were established this year bringing the total to 10 focusing on such areas as climate change and human rights.

Three years of technical support helped The Bahamas develop and enact new petroleum legislation. A Commonwealth proposal for a Multilateral Debt Swap for Climate Action has led to collaboration with the World Bank. A Commonwealth Small and Medium sized Enterprise (SME) Association was launched in **India**.

Work began on the Climate Finance Access Hub announced at CHOGM 2015. The establishment of a Commonwealth Groups for Geneva and New York was announced to strengthen the community of Commonwealth High Commissioners and Permanent Representatives through the Small States Offices.

The Secretariat was successful in its advocacy work resulting in five targeted international forums recognising Commonwealth policy positions.

Secretariat staff now represent 40 member countries (75% of 53[1]), up from 35 last year, and 53% of the staff are female.

An MTR of the Strategic Plan resulted in a revised Plan with a more robust SRF that includes baselines and targets. At the end of the third year of the Plan, the Secretariat is on track to meet 80 percent of targets. (See Annex 1). During the year, direct budget expenditures rose to 89% compared to 83% the previous year (See *Financial Performance*).

1 Commonwealth membership fell to 52 in October 2016, with the withdrawal of the Maldives.

1. Democracy

Greater Adherence to Commonwealth Political Values and Principles

Progress Overview

The focus of the Secretariat's political work is to deepen adherence to core Commonwealth political values and principles, in line with the Commonwealth Charter. Work includes Commonwealth Ministerial Action Group (CMAG) and Good Offices engagement; support to members to improve election management; and the advancement of values of 'respect and understanding' in the context of promoting diversity.

1.1 CMAG

CMAG acts as the custodian of the Commonwealth's fundamental political values. Its mandate was expanded in 2011 to enable it to take into account a broader set of circumstances in member states, such as the independence of the judiciary and the space for media and civil society.

During the reporting period, informal discreet interventions were undertaken with two member states and reported to CMAG in line with the eight target circumstances under CMAG's enhanced mandate. A Special Envoy to the **Maldives** was appointed by the S-G in June to complement CMAG's interest in developments in that member state. At its April meeting, CMAG was briefed in greater detail about a wider set of circumstances in a broader number of member states.

IN FOCUS: COMMONWEALTH SUPPORT FOR ELECTORAL REFORM IN SEYCHELLES

In December 2015, two rounds of presidential elections took place in **Seychelles**. The Commonwealth Observer Group (COG), chaired by Lord Sevele, former Prime Minister of **Tonga**, concluded that the elections were peaceful, generally well conducted, transparent and credible.

The COG report noted that the legal framework governing elections had undergone significant improvements since the last Presidential Elections of 2011, with many of the changes attributable to previous Commonwealth recommendations and follow-up technical support, which included the deployment of a technical expert from June to November 2012 to support the initial reform process.

Changes commended by the COG included the establishment of an Electoral Commission and the inauguration of the Electoral Reform Forum, which the Commonwealth supported, the introduction of continuous voter registration, legislation governing campaign financing, provision for persons on remand to vote, a reduction from 72 to 24 hours' campaign cooling off period, and the repeal of the Public Order Act and its replacement with a new Public Assembly Act.

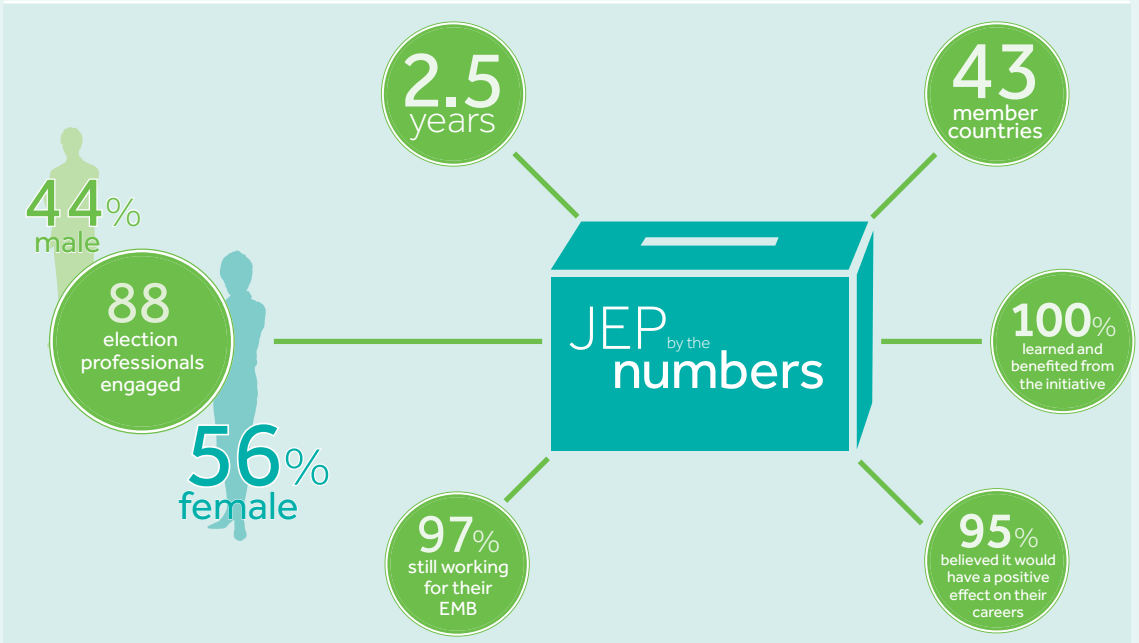
Seychelles have accepted the COG's latest 2015 recommendations with a view to preparing for future elections. These relate to the need to increase the number of polling stations as well as address issues such as vote-buying, inducement and campaigning in the cooling off period, particularly in the run-off elections.

Returning COG missions provide a unique opportunity to understand the full extent to which previous COG recommendations have been implemented as well as the impact of those changes. However, with funding from the **Australian** government, the Secretariat is currently working to improve its mechanisms for monitoring the uptake by members of COG recommendations in an ongoing way. This will help to both understand the impact of election observation work, and provide a tool for holding members to account for delivering on accepted recommendations.

FIGURE 1

JUNIOR ELECTIONS PROFESSIONALS INITIATIVE

Phase 1 of the **Junior Election Professionals (JEP)** Initiative came to an end in October 2015, having been funded through Extra Budgetary Resources (EBRs) from the Australian Government. The project provided in-depth capacity building and professional development opportunities to the next generation of Commonwealth Election administrators.



- **43%** of host Election Management Bodies (EMBs) have already implemented changes based on JEP recommendations
- **£561,150** (total funding)

Successes and learning from Phase 1 have informed the development of JEP Phase 2, confirmed by the government of Australia at CHOGM 2015.

1.2 Good Offices

Good Offices engagement in **Swaziland** and **Lesotho** saw good progress, including the establishment of conditions for a dialogue between the King and civil society in Swaziland. Engagement in Lesotho has maintained the Commonwealth's ongoing support for public sector reform and consolidation of multi-party constitutional rule. Following the facilitation of high-level political dialogue on election-related issues in **Zambia**, agreement was reached that the S-G would appoint a Special Advisor on Political Dialogue to assist the Electoral Commission in its work with key stakeholders ahead of the national elections taking place in August 2016.

1.3 Elections

Commonwealth Observer Groups (COGs) were present and reported elections in seven member states (**St Vincent and The Grenadines**, **Seychelles**, **Sri Lanka**, **Tanzania**, **Trinidad and Tobago**, **Vanuatu** and **Uganda**) with the COGs submitting recommendations to strengthen electoral processes. The Secretariat continues to advocate and support the implementation of COGs' recommendations, some of which are already being implemented (see *In Focus* story). Highlights included the establishment of an Electoral Commission in **Sri Lanka** and strengthened processes for campaign financing in **Trinidad and Tobago**, while ongoing support in **Nauru** ahead of their July 2016 elections contributed to the establishment of a strengthened independent Election Commission and more robust voter verification and identification processes.

1.4 Respect and Understanding

CHOGM 2015 saw Leaders recommit to advancing Respect and Understanding values through mandating the establishment of a Countering Violent Extremism (CVE) Unit and reaffirming the *Civil Paths to Peace* report recommendations and their implementation. Phase II of the Commonwealth Class initiative, which promotes understanding of the Commonwealth, its goals and values, by schoolchildren aged 7-14 through participation in a pan-Commonwealth network of schools continued throughout 2015/16. By the end of June, 12,252 schools had been reached through face-to-face and online activities, with a target of 20,000 by June 2017.

Gender Mainstreaming

The Secretariat is collaborating with the African Union (AU) to directly engage with political parties in Commonwealth Africa to promote and enhance women's political participation and increase the number of women in political leadership. The project will further seek to engage with African regional institutions including the **East Africa** Community (EAC), Economic Community of West African States (ECOWAS) and Southern African Development Community (SADC).

The Secretariat is also working to enhance women's political leadership in the Caribbean region. This work will review how political parties and election management bodies (EMBs) encourage and foster women's political leadership, and to strengthen the capacity of EMBs and political parties to support increased women's political leadership and participation.

Partnerships

The Secretariat worked with external partners in order to verify information provided to CMAG, including accredited Commonwealth organisations, regional bodies and United Nations (UN) agencies.

Engagement continued with the wider international community in building tailored good offices strategies including close collaboration with **South Africa**, United Nations Development Programme (UNDP) and the Southern African Development Community (SADC) with regard to **Lesotho**, and with the UN with regard to engagement in the **Maldives**.

The Secretariat partnered with other international organisations, international and citizen electoral observer missions to share information, analyses, and advocate for the follow-up of recommendations of electoral observers. Observer missions cooperated and collaborated with the UN, UNDP, AU, Organization of American States (OAS), Caribbean Community and Common Market (CARICOM), European Union (EU), South Asian Association for Regional Cooperation (SAARC), SADC and various citizen observer missions. This cooperation added value by increasing the scope and breadth of understanding of political developments and processes in member states, and led to powerfully communicated joint messaging.

As part of the Commonwealth Class collaboration with the British Council, special lesson plans have been prepared for teachers to introduce their students to the work of the Commonwealth. These are produced in partnership with First News, a newspaper for students aged 7-14, and link to the special monthly supplements it publishes on the Commonwealth. In another Commonwealth Class partnership, and linked to the Commonwealth Science Conference taking place in **Singapore** in June 2017, the Royal Society is producing high quality films for 'Commonwealth Science Class' and making available special learning resources for school children.

Risks, Challenges and Lessons

Given the sensitive and high-level nature of most Good Offices work (including personally appointed Envoys), the arrival of a new S-G has understandably necessitated consideration of how her work in this area will be delivered going forward.

There remains a risk that Good Offices engagement be used as a delaying tactic to meaningful reform. To address this, the Secretariat's engagements must have clear time tables and tangible results that illustrate progress towards defined goals.

On elections, some key lessons that were further reinforced include the continuing need for engagement with member states throughout the spectrum of the electoral cycle, and the value of early intervention to facilitate timely responses to challenges in member states to the conduct of fair, credible and inclusive elections. A related lesson is the need for prioritised COG recommendations, and clarity regarding who should address these recommendations.

International bodies, including the Commonwealth, are now, on occasion, being invited to observe elections in conflict, post-conflict situations or countries with significant security challenges, and where there may be a risk of election-related violence. This necessitates a nuanced approach that is adapted to the context, including a role in seeking to prevent or mitigate election-related violence. Such risks are mitigated by advance planning and sourcing of appropriate security advice, and collaboration with host security, other agencies, and other observers to share information.

2. Public Institutions

More effective, efficient and equitable public governance

Progress Overview

The Commonwealth Secretariat aims to build more effective, efficient and equitable public institutions through its work to promote human rights, the rule of law and judicial independence, and transparent and accountable public administration.

2.1 Human Rights Institutions

The presence of a Paris Principles compliant National Human Rights Institution (NHRI) is one of the proposed indicators for the attainment of SDG 16, so the objective to establish and strengthen members' NHRIs through direct technical assistance and best practice sharing is particularly relevant in supporting them to fulfil their development ambitions to 2030.

Outcomes of NHRI collaboration included 17 NHRIs adopting the St Julian Declaration on Climate Justice at a Commonwealth Forum of National Human Rights Institutions (CFNHRI) side-event at CHOGM 2015, which committed them to taking tangible action on climate justice in the context of discharging their mandates to protect and promote human rights. The first CFNHRI Strategic Plan 2016-2019 was agreed, with NHRI focal points appointed to develop an Action Plan for each of the eight priority areas, and a CFNHRI website was launched to facilitate information sharing.

IN FOCUS: TACKLING CORRUPTION TOGETHER (TCT)

The TCT conference on 11 May 2016 brought together more than 500 civil society, business and government leaders to set out their commitments to end impunity, prevent corruption, empower victims and support activists. The event was hosted by the Secretariat in partnership with Transparency International, Thomson Reuters, Omidyar Network, the Commonwealth Enterprise and Investment Council, The B Team, and ONE.

The TCT conference preceded the first international Anti-Corruption Summit: London 2016 on 12 May, hosted by the **United Kingdom**, at which a package of practical steps to expose and drive out corrupt practices was agreed.

A survey of participants found 94% agreed the TCT conference met its objective of reinforcing anti-corruption as a shared agenda across business, civil society and government. Moreover, the international Summit Communiqué welcomed the Commonwealth Secretariat's commitment to mainstreaming anti-corruption.

Since the conference, the Secretariat has been approached by **Nigeria**'s Presidential Advisory Committee Against Corruption to collaborate on workshops on 'Criminal Justice Administration and Development' and 'Application and Management of Recovered Assets'.

The Carnegie Mellon University in **Australia** also approached the Secretariat about a potential collaboration to develop a Commonwealth Program for Anti-Corruption Technologies (COMPACT) that will assist Commonwealth countries to become more effective in meeting international anti-corruption commitments by making the best use of software technologies.

As well as fostering collaboration between the Secretariat and external partners in the area of anti-corruption, the conference successfully raised its profile as an international leader on anti-corruption. More than 18,000 people streamed the conference online, and approximately 100 journalists attended the event generating international media coverage from the BBC, ITV, Channel 4, Sky News, Reuters, Al Jazeera and The Times.

Bilateral technical support to establish and strengthen NHRIs progressed with **Grenada** initiating the process of establishing a NHRI, having previously been inhibited through Abuja Guidelines restrictions. **Mozambique** and **South Africa** NHRI representatives participated in a Child Early and Forced Marriage (CEFM) dialogue, convened by the University of Pretoria and the African Union Commission (Pretoria, May 2016), while the **Pakistan** NHRI participated in a regional consultation to develop a judicial bench book for Asia on VAWG (see In Focus story page 13). Engagement with **Swaziland** and **Barbados** progressed on the establishment process, while support to **Seychelles** and **Jamaica** faced delays in the wake of elections.

2.2 Human Rights Universal Periodic Review

Support was provided to five states undertaking their Universal Periodic Review (UPR) in May 2016 (**Swaziland**, **St Vincent and the Grenadines**, **Samoa**, **Papua New Guinea**, **Antigua and Barbuda**), while **Mauritius** responded to a previous UPR recommendation by successfully piloting and adopting a Human Rights Education Curriculum with Secretariat support, to be rolled out in all schools next year.

Progress was made in popularising and implementing the 2015 Kigali Declaration, now adopted by 18 members committing to strengthen and calibrate their efforts to prevent and eradicate CEFM. A highlight was the establishment of a National Caucus of Chiefs in **Malawi** to mobilise traditional leaders to prevent and eliminate CEFM.

Commonwealth Regional Parliamentary Human Rights Groups were formed in **the Pacific** following the adoption of the 2015 Pipitea Declaration by six members (**Australia**, **Kiribati**, **New Zealand**, **Samoa**, **Tonga**, **Tuvalu**), and in **Asia** following the adoption of the 2016 Kotte Declaration by six members (**Bangladesh**, **India**, **Malaysia**, **Maldives**, **Pakistan**, and **Sri Lanka**).[2] These groups follow the existing **Caribbean** and **Africa** regional groups in promoting inter-parliamentary cooperation with a view to ensuring better practices and strengthened parliamentary engagement with the UPR and further efforts to promote and protect human rights.

2.3 Autonomous and Harmonious Three Branches of Government[3]

A key success for advancing Latimer House Principles was the finalisation of the Draft Model Law on Judicial Service Commissions, developed in consultation with 28 jurisdictions from four regions (**Southern Africa, Asia, Pacific, the Caribbean)** including significant input from Chief Justices and senior judges. The Model Law, which is unique in establishing good practice and procedure for the appointment, discipline and removal of judges consistent with the Latimer House Principles, will provide a good body of practice against which member countries can test their constitutional and statutory provisions for judicial appointments and removals. It will be submitted to the meeting of Senior Officials of Law Ministries (October 2016) with a view to endorsement by Law Ministers at their 2017 meeting.

Tonga continued to implement new constitutional reforms to strengthen Latimer House principles; an internal judicial dialogue was held in **Mauritius**; and **Namibia** started the process of separating their magistracy from the Executive Branch of Government and establishing it as a constituent part of the judiciary. Key stakeholders in **Guyana**'s criminal justice system were given technical and capacity building support to deal with domestic abuse cases more effectively, and new Civil Procedures Rules which provide for expedited justice and strengthened rule of law came into force.

2.4 Rule of Law and Justice

Nine countries received targeted technical assistance for national legal reform (**Botswana**, **Swaziland**, **Vanuatu**, **Nigeria**, **Seychelles**, **Barbados**, **Guyana**, **Mauritius** and **Uganda**), making use of Commonwealth Rule of Law guidelines. Highlights included **Swaziland**'s use of Secretariat tools and model laws on issues of broadcasting laws. **Seychelles**, **Botswana** and **Nigeria** have reformed legislation relating to cybercrime, and **Barbados** has commenced processes of reform of cybercrime and cybersecurity law and policy.

2 The referenced 2016 Kotte Declaration differs from the 2013 Kotte Statement on International Trade and Investment. The Kotte Declaration commits parliamentarians to a set of actions which promote and protect human rights.

3 Intermediate outcome 2.3 (three branches of government) and 2.5 (judicial independence) were merged in the MTR

Nigeria, **Mauritius** and **Uganda** adopted and utilised the Commonwealth Common Law provisions on Anti Money Laundering and Countering Financing of Terrorism (AML/ CFT). In **Vanuatu**, support was given by way of follow-up to political dialogue facilitated by the Secretariat where political leaders agreed to move towards constitutional and legal changes aimed at strengthening political stability in the country. Options for draft legal and constitutional amendments are currently being considered, some of which would require approval by referendum.

Five countries (**Vanuatu**, **Seychelles**, **Guyana**, **Namibia** and **Fiji**) created legal frameworks for the delivery of justice and promotion of reforms conducive to sustainable development with highlights including **Namibia**'s reforms to public accountants' legislation.

Support to members on administrating justice advanced through the establishment of an Independent National Prosecutions Office and the provision of Prosecutors' Guidelines in **Samoa** to ensure the quick dispensation of justice.

A Legal Knowledge Management Portal is reaching completion for government officials to access laws of Commonwealth countries and exchange information on technical assistance projects. In addition, the piloting phase of a secure blockchain-based identity management and messaging app for the Commonwealth Network of Criminal Justice Contact Persons is being rolled out to improve reliability of communication between key stakeholders. Collaborative platforms were also established in **East Africa**, **Caribbean** and **the Pacific** for justice officials to exchange information and provide assistance to one another in the investigation and prosecution of transnational crime such as cybercrime.

Significant progress was made in advancing cybercrime and virtual currencies work – a priority since CHOGM 2013 where Heads highlighted cybercrime as a major obstacle to combatting the financing of terrorism and money laundering. The Secretariat-led Commonwealth Virtual Currencies Working Group, which includes representation from seven members (**Australia**, **Barbados**, **Kenya**, **Nigeria**, **Singapore**, **Tonga** and the **UK**), together with IMF, World Bank, and the UN Office on Drugs and Crime (UNODC), with the US Federal Bureau of Investigation (FBI) as observers, developed a set of recommendations urging the adoption of clear regulatory approaches to virtual currencies, to inform technical guidance to members on effective legislative, regulatory and criminal justice responses to virtual currencies.

The Secretariat's work on VAWG saw significant progress through the production of the first ever judicial bench book for **East Africa** (see *In Focus* story page 13).

2.5 (2.5 has been merged with 2.3, and is no longer reported separately)

2.6 Public Administration

Nine countries received technical support to improve their public sector governance in 2015/16, with results seen in eight of those countries (**Antigua and Barbuda**, **St Vincent and the Grenadines**, **Sierra Leone**, **Botswana**, **Namibia**, **Belize**, **Kenya**, **Guyana**). Highlights included significant improvements made to the government of **Antigua and Barbuda**'s oversight of public financial management through the establishment of an Internal Audit Unit with a website to facilitate transparent publication of audits, public procurement modernising and strengthening, and a new model Policy Delivery Unit in the Cabinet Office supported by a CFTC Policy expert and a Knowledge Management Initiative which includes an online policy data bank. **Guyana**'s Internal Audit System has been strengthened to expand internal audit to an additional six line ministries. **St Vincent and the Grenadines** is currently making revisions to its Draft Public Service Act which will include a Code of Conduct for public servants, while **Sierra Leone**'s Ministry of Finance and Economic Development adopted a new Enterprise Risk Management Policy.

Public Procurement and Internal Audit inaugural Regional Networks were established in **Africa** and the **Caribbean**. These networks provide a forum for developing and sharing best practices, including a procurement toolkit produced by the Caribbean network which will be rolled out to members, and a professional exchange network for risk management and internal audit established for Africa.

The Commonwealth Africa Anti-Corruption Centre (CAACC), hosted in **Botswana**, provided technical support and capacity building to 18 African Anti Corruption Agencies (ACAs). Altogether, 154 ACA staff (31 % female) received capacity building

including 35 ACA staff who were trained to establish monitoring and evaluation (M&E) units within their ACAs which will perform corruption measurement and assessment for the first time. M&E units have been established in **Botswana**, **Zambia**, **South Africa** and **Tanzania**. A further 89 officials (27% female) received in-country training in **Zambia**, **South Africa** and **Botswana** on Effective Management of ACAs.

A website platform was launched to support ongoing engagement with and between the ACAs. UN Office on Drugs and Crime (UNODC) committed to support the Centre by sponsoring resource persons to deliver world class programmes, which will be vital for the future sustainability of the programme.

The Secretariat organised a forum for Heads of ACAs and Integrity commissions in Africa and the Caribbean, in partnership with regional anti-corruption agencies associations established by the Secretariat to peer-review reports/strategies and share transferable experiences. Over 70 officials attended the Caribbean meeting, while 100 officials participated in the Commonwealth Africa meeting.

Gender Mainstreaming

The Model Law on Judicial Service Commissions provides that both the membership of the judicial service commission and any judicial appointment should reflect the composition of the community.

Partnerships

Collaboration through the CFNHRI is essential to the Secretariat's work, in particular the Chair (currently **Northern Ireland**) who spearheaded the adoption of the first CFNHRI Strategic Plan.

Supporting inter-regional collaboration of parliamentarians on human rights is a key area of Commonwealth comparative advantage. In delivering this strand of work, the Secretariat partnered closely with the Commonwealth Parliamentary Association (CPA), and this period also saw deeper involvement with Parliamentarians for Global Action.

The advancement of the Latimer House principles has been enriched through close collaboration and sharing of expertise with the Commonwealth Magistrates' and Judges' Association (CMJA), the Latimer House Working Group, the Commonwealth Legal Forum, the Bingham Centre for the Rule of Law, and the Caribbean Association of Judicial Officers.

The Secretariat worked in partnership with Queen Mary University and King's College University of London to draft legal policy papers for the upcoming meeting of Senior Officials of Commonwealth Law Ministers in October 2016. The Secretariat worked with the British Red Cross to organise the "Law, Humanity and Commonwealth" seminar in June.

Collaboration with UNODC, UNDP, the World Bank and Transparency International has been vital in providing timely access to relevant technical expertise for the CAACC's training programmes and conducting anti-corruption related research in Commonwealth Africa.

Risks, Challenges and Lessons

Technical support to develop and strengthen four members' NHRIs was delayed – **Seychelles** and **Jamaica** due to elections, and **Swaziland** and **Barbados** due to ongoing national level consultations.

The snap election and change of government in **Vanuatu** posed considerable political risk. In order to mitigate the risk a short term contract was issued for a consultant to support the State Law Office of **Vanuatu** for preparation of draft constitutional amendments. Further assistance to the political and constitutional reform process continues to be closely coordinated with the Secretariat.

Elections were also held in **St Vincent and the Grenadines**, **Saint Lucia** and **Belize**. In **St Vincent and the Grenadines** and **Belize**, there was minimal impact to ongoing technical support programmes due to the fact the existing governments were re-elected and programmes were adjusted around the campaign period. The election in **Saint Lucia** resulted in a new government, and need to consult with new officials saw delays in the implementation of technical programmes.

Adopting Professional Action Learning approaches where feedback is built into programme design and delivery has been crucial to achieving programme outcomes for the CAACC.

3. Social Development

Enhanced positive impact of social development

Progress Overview

The Secretariat's work on Social Development aims to strengthen members' capacities and policy capabilities for health, education and gender equality towards the achievement of the SDGs, and to ensure that gender is mainstreamed across all the organisation's work.

3.1 Health Outcomes

The Secretariat's focus on the translation of global policies and discussions around Universal Health Coverage (UHC) and Non -Communicable Diseases (NCD) into practical national implementation is even more relevant in light of the global agenda to achieve the SDGs and targets on health by 2030. The Commonwealth Health Ministers' Meeting (CHMM) in May 2016 saw Ministers welcome the development of the Commonwealth Health Systems Framework and Health Protection Toolkit. The Toolkit, which identifies countries' prioritised needs towards UHC and health security through the control of communicable diseases, emergency preparedness, and environmental health, is now being road-tested in **Sierra Leone** through an existing post-Ebola virus disease technical assistance project. The project has already been commended by the Ministry of Health and Sanitation for improvements made to its disease surveillance and response mechanisms and its strategic management of development partners. The next stage will build on this success through the development of an overarching Health Protection

IN FOCUS: LEARNING FROM THE COMMONWEALTH PLAN OF ACTION FOR GENDER EQUALITY (POA 2005-2015)

2015 saw the end of the Secretariat's ten-year PoA, with learning from a detailed independent End of Term Review (ETR) informing consultation and priority-setting with members towards the development of an Implementation Strategy to 2020.

The ETR assessed the PoA's four critical areas: Gender, democracy, peace and conflict; Gender, human rights and law; Gender, poverty eradication and economic empowerment; and Gender and HIV/ AIDS – and considered progress against the 53 calls to action for Commonwealth Governments, and 31 calls for the Secretariat.

The Review, which involved feedback from key stakeholders including surveys, in-country impact assessments, and incorporating 20 national impact case studies, concluded "the PoA encouraged including a gender perspective at the national, regional and international levels. It was an important framework for working towards gender equality in the Commonwealth."

A niche strength highlighted was work on legislative reform relating to VAWG, an area neglected under the Millennium Development Goals. Following the 2010 MTR , which emphasised the importance of strengthening jurisprudence on VAWG, the Secretariat hosted a forum (Botswana, 2012) which resulted in a Judicial Resource Guide on VAWG in East Africa. Work in this area has continued and in June the first resource in East Africa providing legal benchmarks to judiciaries in **Rwanda**, **Kenya**, **Uganda** and **Tanzania** was launched. In addition, technical assistance is being provided to help judiciary representatives adapt and implement the benchmarks. The Secretariat is working with UN Women on a bench book for Asia.

While the ETR praised the Secretariat's efforts to promote gender as a priority issue across the Commonwealth and commended some results, it was critical of the PoA's broad focus and high level targets. Discussions at the Annual Consultation of National Women's Machineries (New York, March 2016) deliberated on how to build on successes in areas such as VAWG, reaffirmed by the S-G, and use the Commonwealth's advantage to complement national efforts toward achieving the SDGs and charting a pathway towards gender equality and women's empowerment. The Commonwealth Women's Affairs Ministers Meeting (Samoa, September 2016) will finalise priorities.

Policy for the country. The NCD Commissions Strengthening Project, delivered in partnership with the Healthy Caribbean Coalition (HCC) saw significant progress through the development of an Implementation Framework for the Establishment and Strengthening of National NCD Commissions which will be piloted by HCC with Secretariat technical assistance in three countries in 2016 (**Antigua and Barbuda**, **Grenada**, and **St Vincent and the Grenadines**).

3.2 Education Outcomes

The Secretariat continues to support members to align their national education policies towards the delivery of the SDGs. Two strategic frameworks developed this year enable this support to be delivered in a holistic way, both receiving significant traction with members. The Commonwealth Curriculum Framework for the SDGs will guide countries in defining their contextual needs and the basic requirements related to knowledge, skills and competencies that must be demonstrated or acquired in order to achieve the SDGs through education, and within the current or evolving policy contexts. The framework will serve as a basis for in-depth curriculum adaptations and reforms with a view to strengthening equity, tolerance and respect for others, enhance individual and collective responsibility, and connect the SDGs to national sustainable development agendas. It is being piloted by **Fiji** in 2016 with the aim of addressing gaps in **Fiji**'s curriculum towards the fulfilment of the SDGs. As part of the pilot exercise, in partnership with the Commonwealth Education Trust, advanced teaching, learning and assessment techniques relating to climate change are also being applied.

The consultative development of the Commonwealth Education Policy Framework (CEPF), which aims to ensure national education delivery focuses on equity, lifelong learning, workforce planning and relevance to the skills and jobs of the 21st Century, was a major achievement.

"... The Commonwealth Education Policy Framework comes at an opportune moment that will allow Kenya to measure its progress against the sustainable development goals. Moreover, the framework emphasises lifelong learning which fits well with the Kenyan education system. The framework will help Kenya to synchronise its thinking with the Commonwealth family."

Mr John Kimotho, Deputy Chief Executive, Kenya Institute of Curriculum Development, at a CEPF consultation held with 13 countries' Education Ministries, (Nairobi, May 2016)

Fiji and **Jamaica** successfully piloted the finalised Technical and Vocational Educational Training (TVET) self-assessment tool, enabling both countries to identify gaps in their TVET systems – a key focus in the SDG agenda. Boys' education projects in **Jamaica** and **Saint Lucia** successfully completed their initial phases, with both governments committing to take ownership of future delivery under alternative funding.

3.3 Gender Equality

As well as progress in reviewing the Secretariat's Gender Strategy, and the regional development of the first ever judicial bench book on VAWG in **East Africa** and **Asia** (see *In Focus* story), national support saw the **Bahamas** committing to elevate its Bureau of Women's Affairs to a Department of Gender Affairs following a Secretariat recommendation – an essential move in mainstreaming its Gender Policy across ministries. In **Tanzania**, a needs assessment was delivered to the Ministry of Women's Affairs to improve the status of women in leadership. This informed the development of an Action Plan, endorsed by the Ministry, which will guide the development of Governance Rules and Procedures.

Gender Mainstreaming

An online gender training course for staff was developed, to be launched in 2016, responding to a recommendation from the Gender ETR of the PoA. Bilateral training and support to divisions was also delivered, with relevant outcomes detailed throughout this report.

Partnerships

Three mechanisms facilitate collaboration with members on Health, Education and Gender:

- The Commonwealth Advisory Committee on Health (CACH) is made up of senior officials from member states and representations from health professional organisations
- The Conference of Commonwealth Education Ministers (CCEM) Steering Committee, which comprises of member and accredited partner representatives, plans for the CCEM Meeting, while the newly formed Education Ministers Action Group (EMAG) ensures momentum and continued action between meetings.

FIGURE 2
EDUCATION AND HEALTH HUBS – YEAR 1 IN NUMBERS

Both Education and Health Knowledge Hubs are now fully operational, providing digital platforms for collaboration to policy-makers and professionals.

Education Hub – Launched at the Conference of Education Ministers (CCEM) – Bahamas, June 2015			
7359 Unique Visitors	**8** Discussions ranging from boys' educational achievement to financing SDG4	**712** Members of Community of Practice (CoP)	**67** Countries **44** Commonwealth Countries in CoP
Health Hub – Launched at the Commonwealth Health Ministers' Meeting (CHMM) – May 2016			
4236 Unique Visitors	**2** Discussions including financing for UHC and global health security	**812** Members of CoP	**61** Countries **53** CW Countries in CoP

- National Women's Machineries (NWM) meet annually to reflect on the programme's progress, share learning, and decide future priorities.

This year has seen the development of some significant external partnerships. Expert collaboration with Public Health England**,** Public Health Wales and the **United Kingdom** National Health Service made the Health Framework and Toolkit possible, while the HCC was crucial to developing the NCD Framework. Meanwhile, the technical expert in **Sierra Leone** worked in partnership with the World Health Organisation to establish and systematise improved standard operating procedures for infectious disease early warning systems, and supported the Ministry to be more strategic in its partnerships with the many donor stakeholders currently operating in the country.

The judicial bench book for Asia is being developed with UN Women (see *In Focus* story).

Risks, Challenges and Lessons

The desire to build on areas of comparative advantage and achieve value for money with limited resources prompted a shift away from remotely managed smaller scale education and health projects, towards working with members to fill wider policy and framework gaps that will support their national implementation of the SDGs going forward.

In the current **Sierra Leone** context, the technical expert faces the continual need to balance meeting the terms of reference for his placement, with the day-to-day needs of the Ministry for gap-filling support. An increased focus on capacity building and institutional development is essential to the sustainability of results.

Delays were faced in the procurement of technology required for industry-strength knowledge hubs. In the interim period, alternative technologies were employed which were sub-optimal but enabled the continued functioning of the systems.

4. Youth

Youth are more integrated and valued in political and development processes

Progress Overview

Young people are key stakeholders in and contributors to the achievement of the SDGs by 2030. The Secretariat supports members to improve their youth policy environments, and empowers young people to participate effectively.

4.1 Enabling Policy Environment for Youth Empowerment

The Secretariat supported 24 members to strengthen their policy environment for youth empowerment, of which three countries and two regions saw significant progress. **Bangladesh** finalised its Youth Policy and Action Plan. **Anguilla** adopted the Youth Parliament guide, using it to establish a national Youth Parliament. The global YDI, which charts the social, political and economic situation for young people in 185 countries, was used by **Australia** to develop a national level Youth Development Index (YDI). **Pacific** and **Caribbean** Youth ministry and National Statistics Office officials received training and used the YDI toolkit to inform regional and national plans for monitoring SDG progress. Consultation with key international stakeholders progressed in developing the *2016 Global Youth Development Index and Report*, continuing efforts to fill a crucial data gap in the youth sector.

IN FOCUS: PACIFIC ADVANCES TOWARDS EVIDENCE BASED YOUTH DEVELOPMENT

This year saw significant outcomes for youth development in the Pacific with 12 members developing action plans to support the implementation, monitoring and evaluation of their youth policies; and a regional policy position agreed for youth development to remain a priority for member governments.

At the first regional Pacific Youth Ministers Meeting (Samoa, September 2015), Ministers resolved to strengthen efforts to implement, monitor and evaluate youth policies with the help of regular reporting and tools such as the Youth Development Index (YDI), and mandated our technical support in this area.

To this end, the Secretariat partnered with UNDESA, UNDP, UNESCO, UN-Habitat, the Secretariat for the Pacific Community (SPC) and the Pacific Youth Council (PYC) to organise a workshop in **Fiji** for 12 **Pacific** states, attended by Senior Youth Ministry and National Statistics Office officials and young Youth Council and civil society leaders. They used the YDI toolkit to develop realistic national and regional evidence action plans in line with the SDGs and their own priorities, factoring in young people as active contributors rather than passive data sets.

"*This workshop helped us to share our experiences and challenges on formulating evidence based youth policies; we will take away how to overcome these challenges, and strengthen and address the gaps on the current status of the youth policy.*" (Fagalua, Smith, Senior Policy Officer – Ministry of Women, Community and Social Development, **Samoa**)

The Secretariat convened a meeting of senior government officials to consider the benefits and implications for prioritising youth in the broader development Pacific strategy. The meeting resolved to call on national governments to make a strong case for the prioritisation of youth development in the region's 2016-2020 strategy to the SPC's Committee of Representatives of Governments and Administrations (CRGA). As a result, the youth development priority was subsequently confirmed by the CRGA, thus opening up crucial support and programme opportunities for regional youth development and allaying fears that these would be cut.

"What doesn't get measured doesn't get done. If policymakers don't have data, indicators and targets to work towards, progress is not even measurable."

Dr Claudia Stein, Director of Evidence, Research and Innovation, World Bank – YDI event, London 2016.

Eleven members were supported to further the professionalisation of youth work, with four seeing tangible results. **Malaysia** adopted Youth Work as a priority in its national youth policy. **Jamaica**'s Professional Association of Youth Workers became a registered Civil Society Organisation, and new competency standards in youth work were operationalised. **Sri Lanka**'s Youth Workers Association revived past policy commitments to professionalise youth work, while **Sri Lanka** and **India** developed youth worker courses and outcomes frameworks for the assessment of youth work practice through support provided to their professional youth work bodies.

The 2nd Conference on Youth Work, delivered with the Government of **South Africa**, the University of South Africa and the National Youth Development Agency in March 2016, laid the foundation for a Commonwealth Alliance of Youth Workers Association, and a Commonwealth Consortium for Youth Work Qualifications.

Another major achievement of the Conference was a set of agreed priorities around youth work, resulting from consultations on professionalising youth work involving key sector stakeholders from 25 countries. The framework used to guide discussions was derived from the six indicators as listed within the Professional Youth Work: Concept and Strategies publication which covers areas of youth work ethics, qualifications in youth work, youth work research, and theory and practice in youth work.

Eight **Eastern** and **Southern Africa** countries initiated policy and institutional reform reviews to bolster youth entrepreneurship following a regional workshop for senior officials from Youth, Labour and Trade ministries, and young entrepreneurs, in partnership with UNCTAD, ILO and NGOs (**Tanzania**, May 2016), based on the previously launched Policy Guide on Youth Entrepreneurship.

Impetus for Sports for Development and Peace (SDP) was provided by recognition in the SDG preamble of the 'growing contribution of sport to the realisation of development and peace', and debates in the run-up to the 2016 Rio Olympic Games around integrity in sport. The Secretariat was invited to join UNESCO's Permanent Consultative Council of the Intergovernmental Committee for Physical Education and Sport, following recognition of its publication Contribution of Sport for Development and Peace to the 2030 Agenda for Sustainable Development.

Of four countries receiving technical support to implement SDP, **Sierra Leone** saw progress in the development of an Action Plan for their National SDP Strategy and funding allocated in their 2016 budget for the first time, while **Belize** developed a National Sports Policy 2016-2025 drawing on Commonwealth tools and guidelines.

4.2 Youth Engagement and Empowerment

Ten Commonwealth Youth Networks, three newly established this year, provided vital opportunities for 932 youth organisations and 1,094 young leaders to directly influence key issues that impact them at national, regional and global levels. Eleven platforms supported this engagement, including two regional Youth Ministers' Meetings (**Asia**, **Pacific**), and the 10th Commonwealth Youth Forum at CHOGM 2015, co-convened with the Commonwealth Youth Council (CYC) and attended by over 200 young people from 48 countries.

Newly established networks included Commonwealth Youth Health Network, endorsed by Health Ministers, and the Commonwealth Youth Human Rights and Democracy Network. The Secretariat also relaunched the Commonwealth Youth Peace Ambassadors Network as part of a youth peace building initiative supported by the **UK** Foreign and Commonwealth Office.

The Commonwealth Alliance of Young Entrepreneurs (CAYE)-**East Africa** was launched in **Rwanda**, and CAYE-**Asia** delivered a regional Young Entrepreneurs Summit in **Malaysia**. National networks were set up in **Tanzania** and **Rwanda**.

The CYC democratically transitioned to a new executive, and the Caribbean Regional Youth Council (CRYC) was recognised by CARICOM at Ministerial level.

Youth Networks

	Commonwealth Youth Council (CYC)	**48** countries **3** Regional Youth Councils (Caribbean, Africa, Pacific)	**451** member organisations
	Commonwealth Youth Climate Change Network (CYCN)	Global	**599** individual members 105 member organisations
	Commonwealth Students Association (CSA)	**26** countries **4** regions	**26** member organisations (National Student Organisations)
	Commonwealth Alliance of Young Entrepreneurs (CAYE)	**28** countries 3 Regions (East Africa, Asia, Caribbean)	**28** member organisations
	Commonwealth Youth Peace Ambassadors Network (CYPAN)	**52** countries **5** regions (Africa, Asia, Caribbean, Europe, Pacific) – Includes non-Commonwealth.	**358** individual members **310** organisations
	Commonwealth Youth Health Network (CYHN)	**21** countries	**27** member Steering Committee
	Commonwealth Youth Human Rights and Democracy Network (CYHRDN)	**20** countries 5 regions (Africa, Asia, Caribbean, Europe, Pacific)	**23** members in Steering Committee
	Your Commonwealth Correspondents	**21** countries **5** regions (Africa, Asia, Caribbean, Europe, Pacific)	**75** individual members
	Commonwealth Youth Sports for Development and Peace Committee	**8** countries **5** regions (Africa, Asia, Caribbean, Europe, Pacific)	**12** individual members **12** organisations
	Commonwealth Gender and Equality Network (Managed by the Royal Commonwealth Society)	–	–
	Commonwealth Young Professionals Programme (YPP)	Africa (representatives from 5 countries), Asia (6), Caribbean (6), Europe (2), Pacific (3)	14 female, 8 male

22 young professionals were recruited from over 4,000 applicants from across the Commonwealth to work in London for two years under the Secretariat's new Young Professionals Programme (YPP).

A successful Commonwealth Youth Work Week and Youth Work Awards campaign was delivered (November 2015), focusing on youth workers' role in peace building and countering violent extremism. Fourteen youth workers from 11 countries were recognised for their outstanding contributions in these areas.

The Commonwealth Youth Awards for Excellence in Development recognised 17 young people from 15 countries awarding £26,000 to support their development projects with the most outstanding leaders honoured from **Cameroon**, **Jamaica**, **Bangladesh** and **Papua New Guinea**.

Commonwealth member countries and other targeted institutions have also continued to advance their own youth empowerment programmes with **Namibia** and **Belize** using our Youth Awards model to create a National Youth Awards.

Partnership

The Secretariat worked with UNDP, UNDESA, ILO, UNESCO, WHO, World Bank, OECD, African Union, SPC and CARICOM to agree the methodology and data for the 2016 Global YDI, to be published in September 2016. This expertise has made the YDI a more robust tool.

Youth policy monitoring and evaluation workshops in the **Caribbean** and **Pacific** engaged UN bodies as well as senior officials from national Youth Ministries, Statistics Offices, and youth leaders. This ensured both buy-in by key stakeholders, and the relevance of outputs in aligning to the SDGs and National and Regional Development Plans (see *In Focus* story).

Partnership has been key to the youth entrepreneurship work including the development of a Policy Guide for Youth Entrepreneurship with UNCTAD, utilised by eight members in **Eastern** and **Southern Africa**, and a capacity building workshop for senior government officials delivered with UNCTAD and the ILO.

The 2nd Commonwealth Youth Work Conference was delivered in partnership with the Government of **South Africa** and UNISA.

Importantly, substantive partnerships are increasing between the Secretariat / external partners, and the Commonwealth Youth Networks, which will continue to grow as they become more robust and established (e.g. Secretariat with CYC for 10th Commonwealth Youth Forum, CARICOM with CRYC for a **Caribbean Region** Youth Development Conference).

Risks, Challenges, Lessons

A global pattern of cuts in youth development has led to challenges in our capacity to meet members' increasing support requests. The Secretariat has had some success in mitigating the impact of funding cuts through joint programming and supporting youth networks to raise funds (see above).

SDP faces the challenge of engaging with relevant Ministries outside Sports (Health, Youth, Education) which is essential for success. This challenge was overcome in **Sierra Leone** through the establishment of a National Steering Committee which supported effective collaboration.

5. Development: Pan-Commonwealth

More inclusive economic growth and sustainable development

Progress Overview

Development: Pan-Commonwealth aims to bring more inclusive growth and sustainable development through supporting members' integration and participation in global trade, advancing their perspectives and values in global development and financing decisions, strengthening debt management capacity, and building sustainable, effective management of marine and other natural resources.

5.1 Trade

The Secretariat supported policy makers and stakeholder representatives from 43 member states in better appreciating the implications of emerging issues while advancing their positions in multilateral and regional trade forums. This advice was delivered through four targeted international and regional forums, facilitated by policy analysis and advice emanating from more than a dozen analytical studies.

Ahead of the World Trade Organisation's Tenth Ministerial Conference (WTO-MC10), a pre-MC10 Pacific regional consultation (**Tonga**, November 2015), sensitised 10 member states on emerging global and regional trade issues and developed joint positions. Post MC-10 regional consultations were held in **Zambia** for Africa, and in **Trinidad and Tobago** for the Caribbean.

The Secretariat, UNCTAD and the International Oceans Institute (IOI) delivered informed assessments of oceans economy and trade issues by convening an international event in Geneva (May) as a contribution towards implementation of the trade-related aspects of SDG14.

IN FOCUS: BAHAMAS ADOPTS NEW PETROLEUM LAW TO BALANCE ECONOMIC AND ENVIRONMENTAL PRIORITIES

The passing of a new Petroleum Bill and Regulations (February 2016) represents a significant step forward for **The Bahamas** to manage its petroleum industry and ensure future economic and environmental sustainability. This represented three years of technical support from Secretariat ocean governance and natural resources specialists, including reviewing the existing petroleum laws dating from the 1970s and proposing amendments to the country's legal, fiscal and environmental framework.

The new legislation is complemented by policies to govern the exploration and production of oil, health and safety practices, environmental protection and pollution control, as well as regulations to manage profit-sharing between investors. It aligns with best practices and international standards, and ensures appropriate balance between the health and safety measures and environmental protection, encouraging exploration to create economic opportunities and support the diversification of the Bahamian economy.

Minister of Environment and Housing, Kenred Dorsett, confirmed that the support had "borne fruit" and had high praise for the specialists. "On behalf of the Government of the Bahamas, I express our thanks for the services provided by the Commonwealth Secretariat and for its guidance in the delivery of modern legislation that is crafted to protect the environment, provide safe conditions for those working in the upstream industry and allow a fair and economic return for both investors and the people of The Bahamas."

International investors have already reacted positively to news of the legislation, with The Bahamas Petroleum Company (BPC) plc, seeing an increase in its share price – a positive indication for future investment in the country.

As a member of LDC IV Monitor, which strives to accelerate the delivery of the UN-adopted Istanbul Programme of Action (IPoA) for least developed countries (LDCs), the Secretariat monitored the progress of LDCs against the IPoA – with UNCTAD recognising the Secretariat's contributions during the IPoA MTR.

A submission to the G20 on Trade and Industrialisation in Africa contributed to an informed dialogue at the G20 Development Working Group (G20-DWG) and the Commonwealth-Francophonie-G20 DWG outcome statement.

The *Commonwealth Trade Review 2015* report has helped revitalise policy discourse on trade potential in the Commonwealth, and has been cited by member countries as well as independent think tanks.

At CHOGM 2015 Heads mandated the establishment of a Commonwealth Trade Finance Facility, with consultations around its implementation already progressing. The 2nd Commonwealth Expert Group on Trade (**India**, March 2016), attended by 20 experts and 40 stakeholders from 15 member countries, developed recommendations for the global community to revitalise global trade and multilateralism – an issue which is currently being discussed by various other organisations.

This year 25 member governments were supported to improve their national trade competitiveness in global markets. Of these, six (**Jamaica**, **Botswana**, **Sri Lanka**, **Sierra Leone**, **India**, **Nigeria**) and the EAC, saw key results including finalised trade competitiveness strategies and action plans. **Jamaica**'s new government endorsed their new National Export Strategy (NES), while **Botswana** designed a new Aid-For-Trade strategy, and **Sri Lanka** built the capacity of its export credit industry. An action plan was developed for **Sierra Leone**'s packaging industry, despite institutional capacity challenges in the post-Ebola virus disease context. **India**'s Trade Ministry launched a Commonwealth SME Association to help Indian firms identify suppliers in least developed countries in Asia and Africa, to provide goods and materials for lead export products - from clothing apparel to electronics. A strengthened National Trade in Services Programme (NTISP) was prepared to support the Government's efforts in **Nigeria**.

Progress was also made in incorporating two new elements into three countries' and regions' existing strategies (**Mauritius,** EAC**, Belize**). Regional integration and expert diversification were advanced in **Mauritius** through support to deepen integration into the global financial system in negotiations for a Trade in Services Agreement; and in the EAC through a mutual recognition agreement on veterinary services including free movement of veterinary professionals, signed by **Kenya**, **Rwanda**, **Tanzania** and **Uganda**. **Belize**'s subsidy programme was brought into line with WTO regulations and a business process outsourcing strategy was developed and endorsed by its economic development ministry for the potential to catalyse exports, attract foreign investment, and stimulate innovation and the employment of skilled women and young people.

The Regional Design Studio was launched by the Secretariat and the Common Market for Eastern and **Southern Africa** (COMESA) to increase the export capacity (market access) and profitability of leather producers in the COMESA region of Africa. This is being done through technical training and capacity building.

The EU funded Hubs and Spokes II Programme, now in its second phase to December 2016, deployed 5 Regional Advisors ("Hubs") to Africa, the **Caribbean** and **Pacific** regional economic organisations, and 20 National Trade Advisors ("Spokes") to national trade ministries, including 12 Commonwealth countries (**Belize, Guyana, Jamaica**, **St Vincent and the Grenadines**, **Fiji**, **Kiribati**, **Samoa**, **Tonga**, **Botswana**, **Lesotho**, **Kenya** and **Malawi**). Advisors provided technical support for international and regional trade agreements in **Africa**, including Economic Partnership Agreements (EPAs) with the EU, the Continental Free Trade Area (CFTA), ratifying and implementing the WTO Trade Facilitation agreement, Tripartite Agreement among COMESA-SADC-EAC, and bi-lateral agreements with the USA and other countries. The EPA between the EU and EAC has been finalised and is due for signature in October. Following the ratification of the WTO Trade Facilitation Agreement (TFA) by several Caribbean countries, the formation of a regional TFA committee was approved to implement, monitor and ensure compliance with this agreement. In **the Pacific**, considerable support was given through **the Pacific** Agreement on Closer Economic Relations (PACER) Plus negotiations.

"The Commonwealth Hubs and Spokes II Programme coupled with the role of the National Trade Advisor provides the platform for St Vincent and the Grenadines to situate itself within the broader context of a new emerging global trading architecture, which is being shaped by such major events as the UN Post 2015 agenda, WTO's Post-Bali Work Programme, the WTO 10th Ministerial Conference and other emerging and evolving issues. Further, this Ministry in collaboration with the Hub and Spokes Advisor have pursued the development of a trade policy document, the review and expansion of the scope of the national Export Sector Strategy Document, Services Sector Strategy and the development of an industrial policy for St Vincent and the Grenadines."

Mr Nathaniel Williams, Permanent Secretary, Ministry of Foreign Affairs, Foreign Trade, Commerce and Information Technology, St Vincent and the Grenadines

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

The Secretariat was successful in advancing Commonwealth Principles and Values in both Global Development and Financing Decisions in a number of areas. The following table highlights that work.

5.3 Debt

Five countries accepted recommendations to improve their public debt management. **Malta** has accepted the recommendations to strengthen its policy frameworks to provide an effective legal framework to support sound practice, good governance and prudent principles for debt management. The proposed changes are under consideration prior to enactment; **Trinidad and Tobago** implemented recommended reforms to reorganise their debt office to facilitate specialisation and improve risk management processes; the governments of **Sri Lanka**, **Fiji** and the **Bahamas** accepted and began to implement recommendations relating to their Bond Market Development; and **Mauritius**, **Jamaica** and **Fiji** adopted the Horizon public debt analytical tool. Of the 44 members relying on the Commonwealth Secretariat Debt Recording Management System (CS-DRMS) for prudent debt management, 11 members upgraded their system, bringing the proportion to 74% from 60% members last year. The Secretariat's two-year CS-DRMS redevelopment programme, which aims to maintain the system's relevance to its users through improved and advanced functionality, adoption of the latest state of the art technologies and the introduction of emerging debt management techniques, completed its requirements analysis phase and has progressed into the design and development phase. The new e-learning course on external debt was developed and piloted across **Africa**, **Asia**, **Caribbean**, and **the Pacific**.

5.4 Oceans and Natural Resources

Support to develop members' management of maritime and other natural resources significantly progressed amongst the 15 countries assisted during the financial year. In the **Bahamas**, the Petroleum Bill, developed with Secretariat support, was passed into law, with progress made on the Sovereign Wealth Fund Bill (see *In Focus* story). The draft Minerals Policy for **Botswana** and stakeholder consultation was completed. The **Cook Islands** saw the first public tender for seabed mineral exploration, and the revised draft Seabed Minerals Act which is now undergoing stakeholder consultation. The Secretariat also supported a successful negotiation outcome for upstream exploration operations by a company in **Jamaica.** A second negotiation is ongoing**.** Advisory support was provided concerning investor proposals for upstream exploration activity in offshore **Seychelles**. A renewable energy policy that was drafted for **Namibia** has now been through public consultation and will be implemented by the Government.

Maritime boundary and continental shelf support to 16 members saw significant progress and clear results. Key achievements included the signing of a maritime boundary treaties between **St Vincent and The Grenadines** and **Barbados,** and agreement on a further draft treaty between **Saint Lucia** and **Barbados** – the first to have been concluded within the **Eastern Caribbean**. **St Vincent and the Grenadines** and **Saint Lucia** continue to explore options for resolution of their expected maritime boundaries with **Grenada**, **Trinidad and Tobago**, and **Venezuela**. The completion of the draft Blue Economy Roadmap for **Seychelles** is a key milestone for the country. To support further development and implementation of this framework a CFTC-funded long-term technical advisor commenced work in **Seychelles**, to build the capacity of the government as it progresses with its plans for an ocean-based economy. Interest in

Advancing Commonwealth Values – What is being proposed, and what are the results so far?

The proposal	The position	Results 2015/16
Commonwealth perspectives in global Financing for Development	Equitable financing will be essential for members to achieve the SDGs. The Secretariat supports their participation in global financing forums to ensure their needs are reflected in the mechanisms set up to finance development and the SDGs.	The UN Financing for Development (FFD) outcome documents included 25 references to small island developing states. This marked a 150% increase from the zero draft document and followed a Secretariat pre-Addis Ababa conference with 31 small states to develop joint advocacy positions from the Commonwealth.
Multilateral Debt Swap for Climate Action (DSCA)	Many members have increasing debt burdens. The Secretariat proposes that bilateral funds already pledged for climate finance in indebted countries should be channelled towards purchasing debt. In exchange, funds otherwise allocated to servicing debt will be channelled into climate adaptation. This will improve debt management and ramp up investment in climate resilience.	This proposal has significant international support. The Secretariat is collaborating with the World Bank to develop a version of DSCA to pilot in **Jamaica**. If successful, the United Nations Economic Commission for the Caribbean and Latin America (UNECLAC) will roll out DSCA in other **Caribbean** countries.
Developing countries' perspectives reflected by the G20	The annual G20-Commonwealth-Francophonie dialogue gives developing countries the opportunity to present their perspectives and priorities to the G20 – which was set up to address global development challenges.	The Secretariat was invited to present at two G20 Development Working Groups (DWG) for the first time, evidence of increased engagement. Appreciation and encouragement to strengthen engagement was received from G20 representatives.
De-risking	Anti-Money Laundering and Counter the Financing of Terrorism (AML/ CTF) regulations have rendered many developing members vulnerable to considerable negative economic consequences from 'de-risking' – where banks and international finance institutions exit (rather than manage) relationships with apparently 'high risk' clients or nations. The Secretariat proposes a collaborative, practical and global approach that supports best-practice regulations and financial risk management.	The Secretariat's research has gained traction nationally, regionally and internationally. Collaboration has begun with the World Bank, including information sharing relating to Correspondent Banking Relationship (CBR) closures and with the Financial Action Task Force (FATF) especially with respect to **the Pacific** and **Caribbean**.
Changes to the World Bank's Income Classification System	The World Bank's Income Classification System excludes some small and vulnerable member states from accessing funds. The Secretariat advocates for vulnerability to be included as a supplementary factor to Gross Domestic Product (GDP) per capita in determining funding eligibility.	An expert group meeting in Washington regarding the World Bank's classification systems, which included representatives from the Bank, was essential in moving the conversation forward.
Increasing financial resilience to shocks and stresses	The Secretariat promotes financial innovations that build in preventative measures to loan agreements, providing countries with fiscal space in the case of a shock.	The Secretariat's invitation to present its work in this area to the Paris Club (June 2016) represented an important step forward and validation of the work in this area.
International Taxation	The Panama Papers triggered a shift in emphasis of this work stream towards addressing the specific challenges facing Commonwealth small states which host international financial centres (IFCs).	The Secretariat's International Taxation Roundtable (June 2016) was attended by 18 small state representatives – covering the majority of the world's IFCs – as well as key international institutions. A virtual Commonwealth IFC network has since been established.
Commonwealth Green Finance Facility (CGFF)	The CGFF, established with the Commonwealth Enterprise and Investment Council and the Prince of Wales International Sustainability Unit, aims to mobilise additional finance for green private sector projects	A working group was established including 8 member representatives and a proposal was developed for discussion with Commonwealth ministers.

the Secretariat's work on the Blue Economy has gained significant momentum, with the World Bank announcing the launch of a $100million project to support the implementation of the Blue Economy in the Caribbean as the result of work undertaken by the Secretariat with the Organisation of Eastern Caribbean States (OECS).

Gender Mainstreaming

For trade technical assistance, gender is taken into account at each stage, from carrying out stakeholder consultations, to ensuring strategies consider issues such as access to employment for women. In support to **Sierra Leone**, for example, gender was a key consideration in including gari products (agri-processing) in their industry packaging action plan given that women growers, processors and some traders are disproportionately represented.

Work is in progress to mainstream gender in the Secretariat's work on Debt Management and global finance advocacy.

Partnerships

Partnerships have been developed with key international and regional agencies, as well as country debt management bodies, in order to validate specific requirements for the CS-DRMS upgrade and ensure the introduction of cutting edge systems and processes for users.

A New Petroleum Producers Discussion Group was established for mentorship and peer learning for government officials of petroleum ministries.

The Secretariat has also established a partnership (and been granted observer status) with the International Forum of Sovereign Wealth Funds which provides a platform to government officials of petroleum ministries.

The Secretariat is partnering with the World Bank on an assessment of the status of the Blue Economy in the Caribbean, a precursor for broader collaboration for technical assistance in the region.

Risks, Challenges and Lessons

Engagement with the G20's Chinese presidency was initially slow, and the Secretariat was unable to broker the usual meeting between the G20 president and the Secretaries General of the Commonwealth and la Francophonie. However, despite this, increased engagement with the G20 DWG was achieved and the Secretariat is well positioned to further this under the incoming German presidency. An improved strategy has been developed going forward to facilitate increased engagement from the start of the presidency.

The update of CS-DRMS required longer than expected timeframes for consultants, as well as considerable internal support, due to the niche expertise required.

Two natural resource management advisory projects were postponed due to CFTC funding reductions – one in **Malawi** and one **Tanzania** - and were also impacted by the countries' elections.

6. Small and Vulnerable States

Strengthened resilience of small states and vulnerable states

Progress Overview

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

6.1 Small States Development

In 2015/16 two high profile international forums acknowledged the sustainable development needs of small states and reflected policy statements developed by Commonwealth members.

The first, the UN's Third International Conference on Financing for Development (FFD) in Addis Ababa, Ethiopia in July 2015, produced the Addis Ababa Action Agenda, which acknowledged the challenges that SIDS face in financing their development. The Action Agenda reflected the views of Commonwealth small states concerning general vulnerability and challenges, capacity constraints, small domestic markets, access to international

IN FOCUS: CLIMATE FINANCE ACCESS HUB

Many Small Island Developing States (SIDS) and Least Developed Countries (LDCs), which constitute 39 of 53 Commonwealth members, are impacted by climate change in a disproportionate way. Large scale global climate finance investment is required to support mitigation and adaptation in these countries. There is global recognition of this need, as articulated in Article 9 of the 2015 Paris Agreement, which commits developed states Parties to providing scaled up financial resources to assist developing states Parties with respect to both mitigation and adaptation. However, the capacity of SIDS and LDCs to plan for, access, deliver, monitor and report on climate finance is in most cases severely limited.

With the Commonwealth having played a key role in the Paris Agreement (see *In Focus* story page 30), and given the importance of this issue to members, the Secretariat is now committed to supporting its implementation as a top priority. To this end, the Climate Finance Access Hub has been launched to build members' capacity to unlock funding and ensure it is directed towards their most vital adaptation and mitigation needs.

The Hub development was mandated by Heads at CHOGM 2013 and approved at CHOGM 2015 following in-depth consultation with 40 member countries to ensure its relevance to their needs, and complementarity with other climate finance initiatives.

The central Hub, hosted by **Mauritius**, will function as a gateway for regional and national support and facilitate South-South sharing of skills, knowledge and expertise. Three Climate Finance Advisors will be placed in partnerships in the **Caribbean**, **Pacific** and **Indian Ocean** regions to serve as 'spokes' to the Hub, while National Advisors will be deployed at the request of members to provide longer term support in-country.

"The flow of international climate funds for Small Island Developing States and Least Developed States, which are the most vulnerable to climate change, has remained problematic. The hub will assist in unlocking existing and new climate funds for urgent adaptation and mitigation." Sir Anerood Jugnauth, Prime Minister, **Mauritius**, at the launch of the Hub – November, 2015.

To date, AU$1 million has been pledged by the Government of **Australia** to support the initial implementation of the Hub. 12 requests for support and three expressions of interest have been received from members with National Advisors ready to deploy in late 2016.

finance and middle income country challenges of SIDS. The March 2015 FFD conference held by the Secretariat agreed and articulated priorities to be taken forward to Addis Ababa, as well as an advocacy strategy for the 31 Commonwealth small states at the conference. The conference provided an opportunity for small states to advance their interests by increasing awareness of the issues. References to the issues affecting small states increased substantially between the Zero draft issued before the Commonwealth conference and the final AAAA published in July 2015.

The second, the World Bank Small States Forum, in Lima, **Peru** in October 2015, focused on "Opportunities and Challenges for Small States to Finance Sustainable Development in the Post 2015 Landscape". Two key outcomes were that: The Commonwealth's submission was reflected in the Chairman's Summary document and the UN Secretary General Ban Ki-moon acknowledged the Commonwealth's work on debt and climate change in his address. The Secretariat has continued to build its relationship with the World Bank following this forum, including contributing to its stocktake report which will be presented at the 2016 Forum.

"I encourage all stakeholders to build on the outcomes of the high-level meeting organized by the Secretariat of the Commonwealth and [the UN's] Climate Change Support team in Lima on identifying possibly policy solutions to address the debt and climate change challenges faced by small and vulnerable states."

Ban Ki-moon
UN Secretary-General

In addition, the Secretariat and Commonwealth leaders received significant recognition during COP21. Secretariat funding enabled a coordinator to travel to COP21 and support the Alliance of Small Island States (AOSIS) pavilion during the negotiations. This allowed the Secretariat to use the AOSIS pavilion to raise the profile of its work and hold a side event.

The 4th Global Biennial Conference on Small States held in Mahé, **Seychelles** in May 2016 drew 70 participants from 19 member countries, and 22 regional and international development partners. Participants reflected on current and emerging priorities for small states and considered strategies for exploiting global opportunities with the aim of strengthening resilience of small states. The outcomes of the meeting will be incorporated into the Secretariat's work plan for next year. The Open-Ended Working Group (OEWG), comprising 11 Commonwealth member states, met following the conference and is due to meet again in September to prepare an advocacy strategy paper to ensure the consistent messaging of small states' priorities. The OEWG is currently being institutionalised through the formal links of other internal structures to advocate the development priorities of the small states through consistent messaging in international and regional platforms.

The Commonwealth's publication *Building the Resilience of Small States: A Strategic Vision for the Caribbean 2050* project, was launched at the Conference. A draft report was shared at CARICOM's Heads of Government meeting and will be incorporated into UNDP's Development Framework. Work also began on the Pacific 2050 Vision Project which will provide research on key regional developmental issues to challenge policy-makers and stakeholders to apply fresh thinking and craft a vision to overcome them.

An assessment of gaps in governance and recommended policy support and actions resulting from the resilience profiling exercise in the **Caribbean** was shared with **Jamaica**, **Grenada**, **Saint Lucia** and **Barbados,** and further profiling exercises took place in **Papua New Guinea**, **Solomon Islands**, **Tonga**, **Samoa** and **Seychelles**.

At CHOGM 2015, heads recognised the added value the Small States Centre of Excellence would provide to promote the interests of small states and deliver targeted capacity-building programmes. Progress was made in establishing the centre in **Malta** with the completion of a feasibility study. The Memorandum of Understanding between the Government of **Malta** and the Commonwealth Secretariat will be signed at CFAMM in New York in September 2016.

6.2 Small States offices

Within her first month in office the S-G travelled to both Small States Offices, reinforcing their importance in providing a platform for member countries to better engage in international

forums. The S-G announced that she would be establishing a Commonwealth Group of Permanent Representatives for Geneva and New York, chaired by member countries, mirroring the informal group of Commonwealth High Commissioners through the Small States Offices. The purpose of the Commonwealth Group is to strengthen the community of High Commissioners and Permanent Representatives of the Commonwealth through the Small States Offices.

6.3 Climate Financing

The S-G has placed climate change and the implementation of the Paris Agreement as her top priorities, putting more focus on this work area. The Secretariat facilitated the High Level Policy Dialogue on Climate Change in April which served as a catalyst for the development of a new climate change strategy that will shape the organisation's future direction in this area.

This year saw the successful completion of the Inception Phase of the Climate Finance Access Hub, announced at CHOGM 2015, with delivery commencing and results expected in the next financial year (see *In Focus* story page 26).

A partnership with the African Caribbean and Pacific Group of States (ACP) Secretariat to access EU Intra-ACP funds for the Hub received positive feedback from EU DEVCO during the reporting period.

Gender Mainstreaming

Once in operation users of the Hub will report at the mid-term stage against performance, including a gender component. In addition, evidence of Gender Mainstreaming will be reported at outcome level. The gender balance amongst experts and training participants will also be monitored and reported at outcome level.

Partnerships

The Secretariat is currently undergoing talks with UNDESA to revitalise collaboration in advancing technical work on vulnerability- resilience framework.

To ensure the success of the Hub, partnerships between the Secretariat and the governments of **Mauritius** and **Australia** have been strengthened. In addition, key development partners have been consulted during three scoping missions to the **African**, **Caribbean** and **Pacific** regions including three partners of the Climate Resilient Islands Partnership (SPREP, Indian Ocean Commission (IOC) and Caribbean Community Climate Change Centre (5Cs)). Collaboration has been strengthened with the Readiness Coordination Mechanism (RCM) Group of the Green Climate Fund (GCF) to raise the profile of the Hub and ensure that there is not a duplication in efforts. Key members of the RCM include the World Resources Institute, United Nations Environment Programme (UNEP), (UNDP), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the African Development Bank (AfDB), United States Agency for International Development (USAID), the Global Economic Facility and the Adaptation Fund. The Commonwealth's participation in the RCM has led to a proposed partnership with the GCF, AfDB and GIZ on using the Hub to deliver a training of trainers' programme. There has also been continued engagement with the parties involved in the proposed resource mobilisation arrangements for the Hub. Engagements with the EU, la Francophonie and the ACP Secretariat have resulted in a proposed four-way partnership that will be central to developing programme documents and frameworks in line with all partners' expectations and to access resources under the intra- ACP funding stream of the 11th EDF.

Risks, Challenges and Lessons

Limited in-country capacity and resources is a perennial risk that could limit the ability of countries to take part in exercises such as resilience profiling and the Vision 2050 Project, and may also mean that the recommendations are not implemented. One way of overcoming this issue is to work with partner organisations who could complement the Secretariat's resources to sustain the benefits of projects and hold longer in-country consultations.

A key lesson learnt for the Climate Finance Access Hub was the need for in-country consultation with beneficiaries of the Hub, to both stimulate interest and demand for the Hub but also to better understand the country's position with climate finance readiness. Securing official requests for Hub support from countries is essential if the team is to show the value of the programme and unlock finance in the near future for full implementation. Although there was knowledge of the Hub at higher levels and within High Commissions of member states, this knowledge had not travelled down to the technical level within the Governments where the Hub will be targeted.

A: Enabling Outcomes

Progress Overview

This Enabling Outcome covers global advocacy, technical assistance of experts to support the requests of member states, partnerships including with accredited organisations, and communications.

A.1 Global Advocacy

In addition to CHOGM 2015 and its concurrent forums (See *In Focus* story), four Commonwealth and five regional ministerial meetings took place in 2015/16.

Two Commonwealth Foreign Affairs Ministers' Meetings (New York, September 2015 and **Malta**, November 2015), advanced preparations for the Committee of the Whole meeting and CHOGM 2015 to ensure relevance to members' needs.

Ministers at the Commonwealth Finance Ministers' Meeting (Lima, October 2015) reiterated the need to protect revenue bases of Commonwealth countries in the context of achieving the SDGs, including through tax cooperation and trade, and applauded the Secretariat's work on de-risking, innovative finance and remittances, mandating further work in these areas.

The annual Commonwealth Health Ministers Meeting (CHMM) (Geneva, May 2016), held under the theme Health Security and Access to Universal Health Coverage, was attended by 35 members including 24 ministers, as well as 193 observers from civil society, the private sector, international organisations and other stakeholders – almost twice as many observers as previous years. The meeting, the first under S-G Scotland, saw increased prominence through the re-engagement after four years of the WHO, whose Director-General Margaret Chan delivered the keynote address. In turn, Commonwealth Chair **Malta** secured a slot at the ensuing World Health Assembly for the first time. Ministers reaffirmed the work of the Secretariat, including welcoming the Commonwealth Health Systems Framework and Health Protection Toolkit, which will be key to delivering support to members towards fulfilling UHC ambitions going forwards.

Two Regional Youth Ministers' Meetings (YMM) took place for **Asia** and **the Pacific**. Each included a Youth Leaders Forum which fed in recommendations to the YMMs. Ministers reaffirmed regional commitments to youth development in the context of the SDGs, and mandated further support by the Secretariat in line with their region's needs.

At the Annual Consultation of National Women's Machineries (New York, March 2016) Ministers discussed the findings from the final evaluation of the Commonwealth's Plan of Action for Gender Equality (2005-2015), with a view to informing priorities to 2020.

In addition, five targeted international forums recognised the Secretariat's policy positions, including COP 21 (see *In Focus* story); the G20, which accepted six Secretariat position papers on its agenda, with discussions reflected in its outcome documents; UN, which increased reference to small states in its outcome documents following Secretariat advocacy; the Paris Club, which invited us to present on countercyclical finance and increasing financial resilience to shocks and stresses; and the World Bank, which is building on Secretariat work on Debt Swaps for Climate Action to roll out a pilot programme in **Jamaica**. (For more information, see page 22.)

A meeting of the Commonwealth Ministerial Committee on **Belize** was convened in May, which saw the Committee underscore the Commonwealth's unequivocal support for **Belize**'s territorial integrity in its concluding statement.

A.2 Technical Assistance, Referrals and Partnership

The Commonwealth Technical Assistance Programme is an established and highly-regarded mechanism of providing senior-level specialists to members in response to demand for support on the basis of their own priority developmental challenges.

In 2015/16, 13 new technical assistance projects were approved, bringing the total number of approved engagements to 58. The geographical and thematic balance of the programme is improving with nearly all thematic areas, except

IN FOCUS: COMMONWEALTH HEADS OF GOVERNMENT MEETING (CHOGM) 2015

"The Commonwealth: Adding Global Value" was theme of CHOGM 2015 in **Malta** where all 53 member countries attended, 35 represented by their Heads of State or Heads of Government.

The meeting established two important firsts: selecting the first woman to serve as S-G (the Rt Hon Patricia Scotland QC), and launching the first Women's Forum which focused on women's political, corporate and judicial leadership; social development (education and health); and women and human rights (Female Genital Mutilation and CEFM). Heads underlined the importance and additional value that had been achieved for the Commonwealth through the success of the inaugural Women's Forum, and mandated that it should become an integral part of future CHOGMs.

The 10th Commonwealth Youth Forum was also held in the margins of CHOGM 2015 under the theme 'Adding Global Value ... #WhatNext?'. The youth-led event, co-convened by the Commonwealth Youth Council in partnership with the Secretariat and the Government of **Malta** – provided a platform for youth leaders to access decision-makers at the highest levels. Over 200 young people from 48 Commonwealth countries attended, heard from expert speakers young and old, and engaged in substantive debates on economic, social, environmental and political development, culminating in a declaration of their concerns, priorities and recommendations and commitments on youth-led action. The newly elected CYC discussed highlights with Heads at an intergenerational Youth Dialogue, calling for partnership between governments and young people.

The Leaders' Statement and Communiqué promoted Commonwealth values across a range of areas including peace and security, human rights and good governance, migration, sustainable development, small states, climate change, trade, youth, gender equality and women's empowerment, public health, and Commonwealth collaboration. Leaders endorsed the establishment of a Climate Finance Access Hub to be hosted in **Mauritius**, and mandated the establishment of a Trade Finance Facility to augment trade and investment finance for small and other developing economies. They also mandated the establishment of a Commonwealth Countering Violent Extremism Unit, funded by the **United Kingdom** and **Australia** for five years, to advance the Commonwealth's role in international efforts to counter extremism, especially through civil society networks and education.

The Secretariat collaborated with the Office of Dr Joseph Muscat, Prime Minister of **Malta**, to produce a Climate Action Statement during the Special Session on Climate Change, attended by HRH the Prince of Wales, French President Francois Hollande and UN Secretary-General Ban Ki Moon. The position paper was taken forwards to COP21 (December 2015), where a binding global climate change agreement was reached. There was high level recognition of the role the Secretariat and Commonwealth leaders played in achieving one of the most impressive compromise agreements on climate action. Speaking at the Special Session at CHOGM, President of France, François Hollande, said:

"*Within the Commonwealth, we see all the groups of countries included in the negotiations of an agreement, that I hope will be found in Paris. We find a list of the SIDS, developing countries, all countries are included and so, in a certain way, the Commonwealth is a sort of preparation for the COP 21 in Paris and I congratulate the fact that the declaration and statement on climate will be prepared in order to understand how to reach another one in Paris*".

S-G Scotland has committed to advancing progress made at COP 21 within the Commonwealth, and hosted a Commonwealth Dialogue on Climate Change in her first week in office (April 2016) for over 90 High Commission representatives and climate change experts to discuss and advance the Commonwealth's plan to deliver on the Paris Agreement.

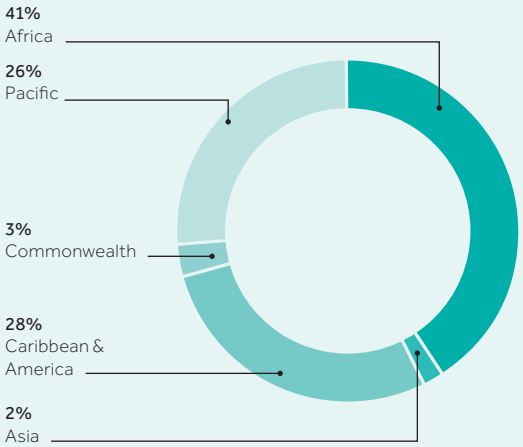
Debt and Human Rights, now included. This has been important in helping to extend the reach, visibility and impact of the Secretariat's programmes such as rule of law, ocean governance, trade, youth and health. Over 67% of the technical assistance programme is directed at small states and over 60% of the assistance is provided on a south-south basis. Geographically, the balance of the programme has also improved, as shown in the pie chart below:

While the proportion of female technical experts is still low, improvements saw an increase from 26% to 32% in 2015/16. The long-term nature of technical assistance projects means continued improvement is expected over time, rather than immediate redress of the imbalance.

The Secretariat continued to build relationships with 81 accredited Commonwealth organisations. Tackling Corruption Together was successfully hosted in collaboration with accredited organisations Transparency International and Commonwealth Enterprise and Investment Council, as well as Thomson Reuters, Omidyar Network, The B Team, and ONE and DfID. (See "*In Focus*" story page 4). Overall, engagement with accredited organisations increased, with 81% engaged in at least one meeting during 2015/16 and 30 of these organisations attending the Foreign Ministers Roundtable at CHOGM. Engagement through the accredited organisations' workspace on Commonwealth Connects has also increased, with 77% of all organisations sharing information,

FIGURE 3

TECHNICAL ASSISTANCE PROJECTS BY REGION



viewing or downloading documents, and/or holding discussions. Capacity building workshops were offered to Commonwealth organisations on fundraising, Results Based Management and Diversity of Boards and Membership, drawing 24, 10 and 21 members respectively. These initiatives help to form stronger partnerships with accredited organisations.

A key development during the reporting period was the launch of the Commonwealth Hub in June by Her Majesty the Queen. Three accredited organisations – the Commonwealth Games Federation, the Royal Commonwealth Society and the Commonwealth Local Government Forum –

FIGURE 4

TECHNICAL ASSISTANCE PROJECTS BY STRATEGIC AREA

will move into the newly renamed Commonwealth House (formerly Quadrant House) in late 2016. The new Commonwealth Hub will help to deliver the S-G's vision to work more closely with all Commonwealth organisations to honour the values of the Commonwealth Charter and the commitments in the SDGs and COP 21. It is expected that other Commonwealth organisations will join the hub in due course.

"The Commonwealth Hub represents an aspirational and exciting step forward for the Commonwealth to make the best possible use of its many and varied assets. I anticipate invigorated collaboration across the Commonwealth family and a more vibrant and creative presence for the Commonwealth itself."

Claire Whitaker OBE, Chair of the Royal Commonwealth Society

A.3 Communications

The Secretariat began producing Monthly Visibility Reports for the first time, and data-driven evidence of improved profile can now be presented, which demonstrates improved visibility for the Secretariat and its work across all communication channels, including mainstream media (newspapers, radio and television), on-line media (the Commonwealth's websites) and social media (Facebook and Twitter accounts).

CHOGM 2015 was a particular highlight, with a total of 15,660 articles about CHOGM in the mainstream media. Online coverage of CHOGM increased visits to the website by 29% to 208,897 visits from 1 November – 31 December 2015, up from 162,401 for CHOGM 2013. Three further events strengthened the Commonwealth's profile in the second half of the year: Commonwealth Day (14 March 2016); the arrival of the new S-G (4 April 2016) and the Tackling Corruption Together conference (11 May 2016).

Usage of the Secretariat's knowledge management networks increased through the year, in particular the Commonwealth iLibrary, which saw the number of institutional libraries worldwide using the service increase by 61% to 1,131 from 701 in 2014/15. The Commonwealth Connects platform for sharing meeting documents and communications with the Board of Governors and other Commonwealth stakeholders saw high levels of usage at 130,500 actions over the course of the year – peaking around CHOGM 2015.

Gender Mainstreaming

Gender has increasingly become a key advocacy issue as evident through the Inaugural Women's Forum (CHOGM, November 2015), which has been mandated by Heads to become an integral part of future CHOGMs.

Partnerships

The Secretariat has formed a partnership with the Mo Ibrahim Foundation to promote governance jointly in Africa. In the first joint conversation (May 2016) African High Commissioners underscored the importance of this partnership and six countries expressed interest in follow-up bilateral engagements with the two institutions.

A partnership with the AU has deepened, in particular relating to issues of violence against women. The AU issued a concept paper for their January 2016 Summit held under that theme, highlighting the Commonwealth Secretariat as one of its key partners and recognising the Secretariat's contribution to human rights and governance.

Risks, Challenges and Lessons

Greater focus on collecting data to evidence advocacy achievements is required.

An interdivisional approach to communications strategies will be important going forwards.

While progress has been made in building partnerships, the efforts would benefit from an overarching partnerships strategy, which is expected to be addressed after the current review of the Secretariat by the S-G.

The lack of capacity and ability to deliver results within the accredited network has impeded the Secretariat's ability to form more active partnerships with these organisations.

B. Internal Outcomes – Corporate Efficiency and Effectiveness

Progress Overview

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

B.1 Recruitment and Retention of Staff

The implications of the Secretariat's restructuring continued into 2015/16, with 79 vacancies filled before recruitment was put on hold by the new S-G pending the outcomes of an internal review. Diversity has been a core consideration in recruitment, with current staff data as follows:

- 57% established and projectised staff are female
- 40 countries are represented (75% of the 53 Commonwealth countries) – an increase of 5 countries since last year
- 15% staff are aged 29 or under, in part due to the recruitment of the first cohort of 22 Young Professionals who have joined the Secretariat for two years from across all Commonwealth regions.

Several initiatives were implemented under the organisation's Learning and Development Action Plan and ahead of the 2017+ Learning and Development Strategy, including the delivery of a Learning Week to sensitise and engage colleagues with learning, their personal development plans and the new online learning platform.

B.2 Corporate Services Delivery

This year has seen positive improvements made across the Secretariat's Corporate Services, but most notably in the areas of finance, risk, procurement and IT.

Four sets of financial statements (CFTC 2014/15, COMSEC 2014/15, and CYP 2013/14 and 2014/15) were signed with unqualified audit opinions. Expenditure profiling formed part of the 2015/16 Annual Work Plan and Budgeting preparation, which contributes to enhanced cash monitoring.

Risk management training was delivered to 50 staff including all new starters, with ongoing support to divisions to complete and review their risk registers. Plans proceeded towards the application of a Risk Appetite profile to all work and registers, with consideration given to the organisational restructure.

Significant efforts were made to strengthen procurement processes through an updated and more rigorous procurement policy and training provided to 70 staff.

IT services were rated highly by staff at 95% satisfaction for the period. The new IT strategy was signed off and projects initiated, including the successful implementation of a technology refresh which has involved the deployment of the latest, most energy efficient computing technology across the organisation. Core systems have also been updated including the HR, Facilities Management, Payroll and Financial Systems, to provide improved user experience and operational effectiveness. New digital data technology platforms have been designed and implementation commenced including Big Open Data, Computing on Demand, Digital Information Search, and Global Enterprise Taxonomy, to support evidence-based decisions in the organisation.

B.3 Quality and Results

An MTR of the Secretariat's Strategic Plan 2013/14 – 16/17 was carried out, informed by external audits on Strategic and Business Planning and Project Outcomes/Delivery (both of which achieved "Substantial Assurance" rating). A revised Strategic Plan with a more robust SRF that included baselines

and targets was developed with input from across the Secretariat and approved by the Board of Governors. This revised SRF enables more rigorous reporting and assessment of impact, and supports the further institutionalisation of RBM.

The Executive Committee met three times during 2015/16 (October, February and May), and the Board of Governors met twice (October and June).

An intensive RBM training was provided to 17 staff, online RBM training was initiated to be undertaken by all staff. Programme Management Information System (PMIS) developments during the period included the addition of Monitoring and Reporting modules and a Country Briefs system to generate briefs for S-G's missions. 137 staff have now been trained in PMIS.

Six evaluations were finalised during the year, as follows:

ETR of the Commonwealth's PoA for Gender Equality (see "*In Focus*" story page 13)

1. Evaluation of the Commonwealth Media Development Fund
2. Evaluation of the Singapore-Commonwealth Third-Country Training Programme
3. Evaluation of Commonwealth Connects
4. Internal MTR of the Commonwealth Plan of Action for Youth Empowerment: 2007-2015
5. Evaluation of Geneva based Trade Advisory support to member states in multilateral trade negotiations

A further three evaluations were initiated that will be completed in 2016/17 (Evaluation of the Commonwealth Youth Programme, Evaluation of the Strategic Plan 2013/14-2015/16, and a Meta-Evaluation, which will consider the degree of implementation of evaluation recommendations since 2005 in line with an assessment of the quality of those evaluations).

Gender Mainstreaming

The Secretariat's updated procurement and HR policies have all been reviewed by the gender section.

Partnerships

Accreditation Committee meeting support continued, where professional and civil society organisations were considered for accreditation/ re-accreditation to the Commonwealth.

In January, the Secretariat hosted a group of 15 students from 13 countries from the Oxford University Foreign Service Programme. Participants were mid-career diplomats and other professionals hoping to enter the world of diplomacy. Lord Howell of Guilford and Mr Tom Williams from the United States Embassy provided the students their unique perspectives on the Commonwealth.

> The Secretariat has provided "new insights not only into the Commonwealth but into diplomacy as a whole."
>
> Kate Jones, Director of Oxford University FSP

Risks, Challenges, Lessons

In light of the current internal review, it was decided that budgets for 2016/17 should be released for the first quarter only, in order to ensure that the findings from the review inform future delivery, which posed challenges for project implementation.

Recruitment was put on hold across the Secretariat pending the outcome of the internal review. This increased the need for temporary staff in the second half of the year.

Decreasing finances have continued to impact internal opportunities, including the postponement of planned residential trainings, such as RBM. In order to mitigate the impact of the lower budget and still offer RBM development opportunities, an RBM online course was developed. The online training, once finalised, will be available to colleagues throughout the organisation.

Engaging informally with Board members, particularly in terms of the Working Group on the Scales of Assessment and Informal Briefing on the Budget helped contribute to the smooth running of the Annual Board Meeting in June. In previous years, an additional Extraordinary Board meeting was required to finalise debate and approve the budget. Members welcomed the opportunity to informally share any concerns that would have historically dominated the annual Board meeting.

Financial Performance

The Secretariat had an approved budget of £47.9 million for 2015/16. This included assessed contributions and pledges, extra-budgetary resources (EBR), and other funds[1]. Direct budget for 2015-16 was £33.7 million[2] (70%). It was allocated across all results areas.

The direct budget[3] was funded £19.4 million (58%) from the Commonwealth Fund for Technical Cooperation (CFTC), £11.1 million (33%) from the Commonwealth Secretariat fund (ComSec), and £3.2 million (9%) from the Commonwealth Youth Programme fund (CYP). The Secretariat's direct

1 Other funds included interest on investments.
2 Includes EBR of £814k for elections observations and YDI from the Government of Australia.
3 Direct budget can be directly linked to the delivery of an outcome in the Strategic Plan; it finances goods and services needed to deliver on a specific project, which can be assigned to a particular activity. It may finance personnel costs, consultancies, travel and other items linked directly to a project.

FIGURE 5
OVERALL DIRECT BUDGET, DISTRIBUTION (%)

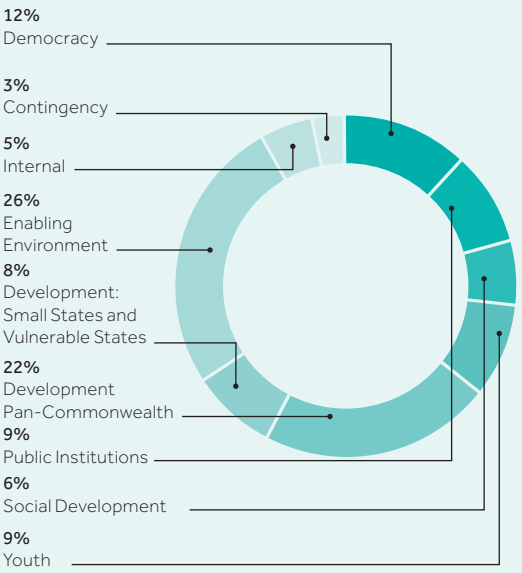


FIGURE 6
OVERALL DIRECT BUDGET, FUND PERFORMANCE (£,000)

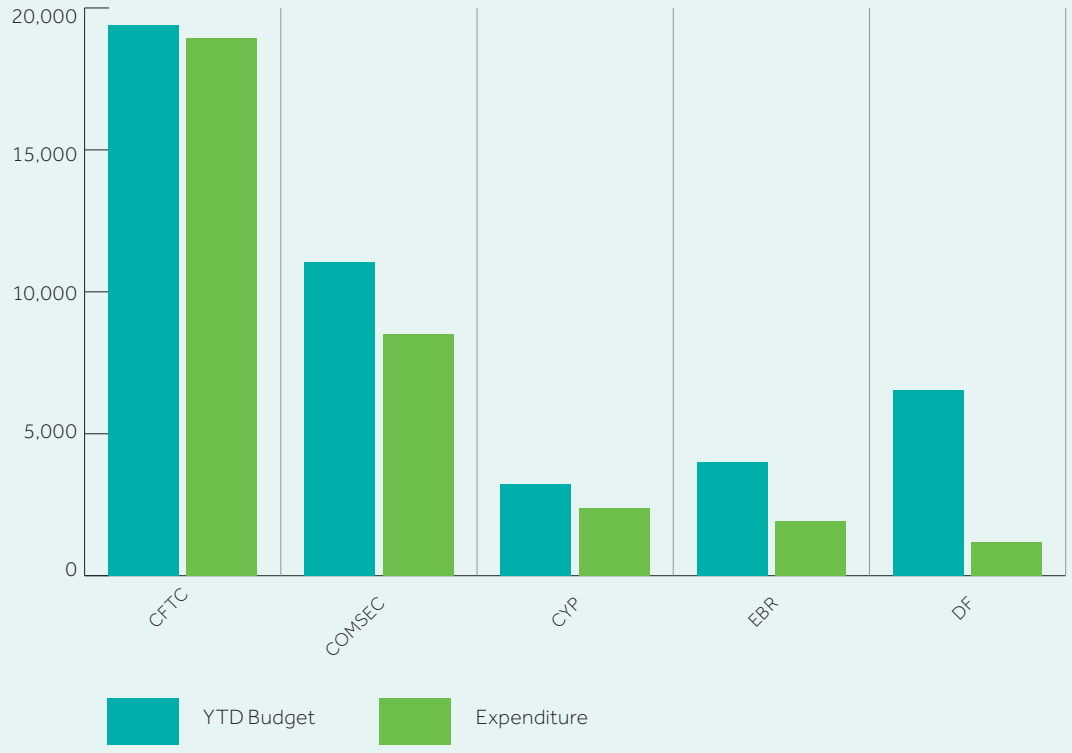
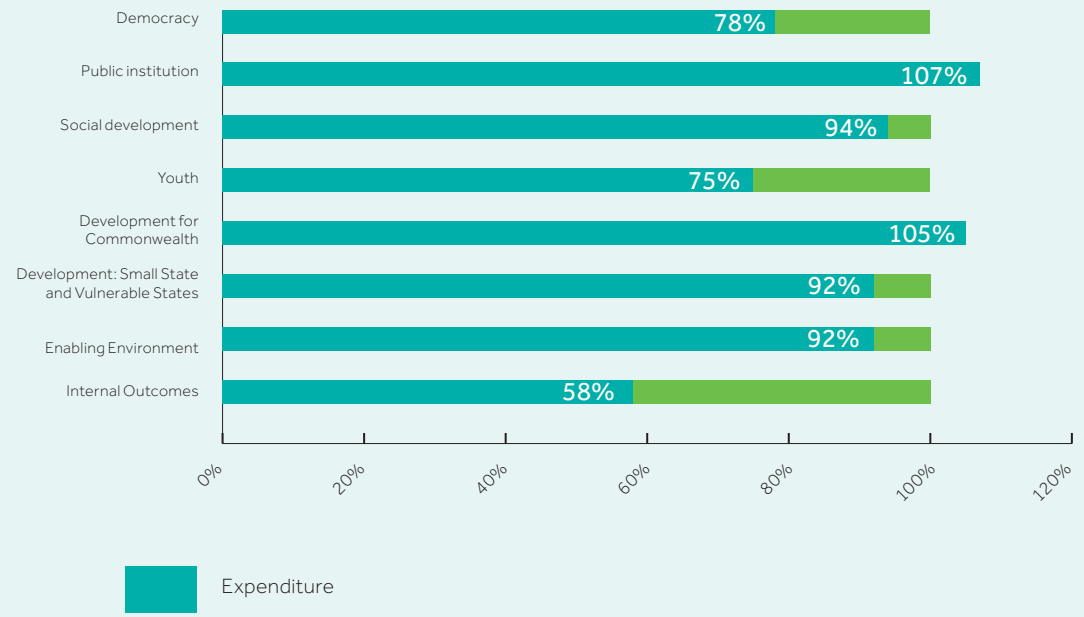


FIGURE 7

OVERALL DIRECT BUDGET, RESULT AREA PERFORMANCE (%)



budget was supplemented by EBR and designated funds (DF), earmarked for funding specific programmes during the year.

The Secretariat implemented a total of 47 projects to deliver the 2015/16 work plan. Figure 5, illustrates the distribution of the direct budget among the strategic result areas.

The biggest share of the budget (£8.8 million) went to the Enabling results, divided among Global Advocacy (£4 million), Technical Assistance (£3.1 million), and Commonwealth profile (£1.7 million). Development: Pan-Commonwealth was next with £7.5 million. Democracy received £3.9 million, Youth £3.2 million and Public Institutions £3 million. The Secretariat allocated £2.6 million for small and vulnerable states, £2 million for social development, and £1.7 million for internal outcomes. The remaining £1.1 million was kept as contingency budget.

Expenditure on direct budget reached 89% at £29.8 million up from 83% the previous year. CFTC expenditure was 98%, ComSec was 77%, and CYP 74%, as illustrated in Figure 6.

Expenditure rates were highest in Public Institutions (107%) and Development: Pan-Commonwealth (105%), offset by under-expenditure elsewhere. The lowest spent budget allocation was on internal outcomes, due to an Enterprise Resource Planning (ERP) initiative worth £0.7 million being deferred. Budgets on other internal outcome areas were fully spent. Under Youth, the CYP budget was fully expended, though £0.7 million of £0.9 million approved reserves were not utilised due to lower than planned programme and salary expenditure resulting from a staff recruitment freeze, resulting in a 75% expenditure expenditure rating (see figure 7).

Annex 1: Performance Rating Annex

Introduction

Following the MTR of the Secretariat's Strategic Plan (2013/14-2016/17), the SRF was updated to include quantifiable Intermediate Outcome indicators and targets to the end of the Strategic Plan period (30 June 2017).

This annex provides detail of progress towards those indicators through quantitative results achieved to the end of 2015/16 (the third year of the Strategic Plan period); and through a progress rating allocated for each indicator. Ratings are defined as follows:

Green – Already achieved / over-achieved targets, or on track to achieve targets by the end of 2016/17. Where results are on track, there should be a high level of assurance that the results will be achieved within the Strategic Plan period in order to have a green rating. In the cases of CMAG, Good Offices and Technical Assistance, targets are not applicable to the work area and therefore they are rated green.

Amber – Considerable risk of not achieving targets – for example because the target's achievement is reliant on a significant level of factors that are outside the Secretariat's control, such as uptake by national governments of recommendations within the timeframe of the targets.

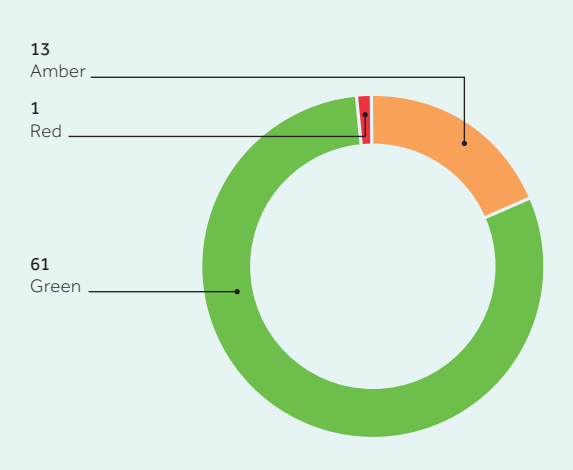
Red – Highly unlikely to achieve targets/ will not achieve targets – Work is not underway or foreseen that would lead to the achievement of the targets. The target will not be achieved. This may be due to funding cuts, strategy adjustments or similar.

This annex should be referenced alongside the narrative report. Its aims are to:

- Contextualise the results achieved in 2015/16 within the four-year Strategic Plan period (2013/14-2016/17)
- Provide progress assessment towards the achievement of SRF targets
- Convey the scale of results that are being achieved, and where they are being achieved

Summary of Performance Against the Secretariat Strategic Results Framework

At the end of 2015/16, a breakdown of progress ratings against the Secretariat's 75 Intermediate Outcome indicators is as follows:



Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
STRATEGIC OUTCOME 1 - DEMOCRACY						
1.1 - CMAG is well-informed and supported to protect and promote Commonwealth values and principles						
# of member states engaged with CMAG under the enhanced mandate that respond positively to and implement CMAG's recommendations	3	0	0	NA	Green	Targets not applicable to this area of work. One member state was deemed by CMAG to be worthy of consideration on its formal agenda. Two members received discreet interventions under CMAG's enhanced mandate.
1.2 - Member states engage with and benefit from strengthened Good Offices of the Secretary-General						
# of identified member states engaged in Good Offices capacity that implement policy changes that reflect the advice from the Secretary-General and his/ her Envoys and Advisors	2	1	3	NA	Green	Targets not applicable to this area of work. Progress seen in **Swaziland** and **Lesotho**, with follow-up agreed in **Zambia** to support its Electoral Commission and results expected in the next reporting period.
1.3 - Member states conduct fair, credible and inclusive elections						
# of member states whose electoral framework has been strengthened to meet national, regional and Commonwealth standards	0	0	4	6	Green	On track: **Jamaica** (Secretariat mission leading to recommendation uptake and requests for support); **Seychelles**, **Sri Lanka**, **Trinidad and Tobago** (COG recommendation uptake).
# of member states where at least 10% of Commonwealth Observer Group recommendations are in the process of being implemented within 12 months of an election taking place	0	0	5	10	Amber	Evidence of significant uptake (10%+) of COG recommendations in **Seychelles** (see *In Focus* story), **Sri Lanka** (Electoral Commission), **Trinidad and Tobago** (Campaign financing), **St Vincent and the Grenadines** (technical support request received to implement recommendations). Rated amber due to the significant level of factors outside our control in meeting the target – such as the time frame for member states' uptake of COG recommendations.
# of member states adopting best practices and principles emerging from the Commonwealth Electoral Network in enhancing their national electoral processes	0	-	6	12	Green	Achievement based on best practice and/or principles implemented by national election management bodies (**Jamaica**; **Kenya**; **Nauru**; **Seychelles**; **Sri Lanka**, and **Trinidad and Tobago**). These emerged from one of two sources – CEN working groups examining specific issues (for example, the impact of social media on election management) or electoral issues discussed at CEN meetings (in this case, the CEN Biennial Conference).
# of national electoral management bodies that embed best practices and principles emerging from the Commonwealth Electoral Network (CEN) in enhancing their national electoral processes	0	-	20	20	Green	On track – calculations based on survey responses to 39 Electoral Management Body representatives that form part of the CEN.
1.4 - Values of 'respect and understanding' advanced						
% of student participants in Commonwealth Class Programme who report that learning about the Commonwealth has improved their understanding of global issues	63% (2014)		Data due 2017	75%	Green	On track - The British Council is responsible for collecting data against this indicator. A final evaluation survey will be conducted at the conclusion of Phase 2 in June 2017.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
STRATEGIC OUTCOME 2 – RULE OF LAW						
2.1 - Effective institutions and mechanisms for the promotion and protection of human rights						
# of targeted member states with new or more effective National Human Rights Institutions (NHRIs)	-	0	0	10	Amber	Some of the technical support in establishing/ strengthening NHRIs has been delayed due to elections and ongoing consultations (**Seychelles**, **Jamaica**, **Swaziland**, **Barbados**), meaning there is a significant risk of not achieving the target. Other support (e.g. **Grenada**) is underway, with results expected next year.
2.2 - Improved and constructive engagement of member countries in the UN's UPR process through technical assistance						
# of targeted member states that engage constructively with the UN UPR	0	-	7	20	Amber	5 states (**Swaziland**, **St Vincent and the Grenadines**, **Samoa**, **Papua New Guinea**, **Antigua and Barbuda**) supported through UPR examinations and engaged in constructive manner; 1 state (**Mauritius**) supported to implement accepted recommendations on education; 1 state (**Malawi**) progressed on CEFM in line with UPR. Target was set high due to an interpretation of the indicator that was more output than outcome focused, and didn't fully capture the cross-project nature of the human rights work of the Secretariat. It is also reflective on evolving guidance on project design and reporting as the Secretariat framework is changing. This has now been adjusted in the progress figures to ensure that only outcome level change is reported – however an amber rating has been allocated to reflect the fact that although the project has performed – i.e. work has been delivered and outcomes achieved in line with expectations – the target may not be achieved by the end of the Strategic Plan period due to the definition issues highlighted above.
# of key regional human rights issues progressively addressed by Commonwealth Parliamentary Human Rights Groups	0	5	5	5	Green	Target achieved prior to reporting period with work ongoing on 5 issues.
2.3 - Effective mechanisms, procedures and legal frameworks that ensure the autonomous and harmonious operation of the three branches of Government and strengthen the independence of the judiciary						
# of member states that reform their constitutional and statutory provisions in order to uphold the Commonwealth (Latimer House) Principles	-	5	5	8	Amber	Results expected in **Tonga** and **Mauritius** in the next financial year. Consultation underway with **Namibia** regarding technical support and use of the Latimer House Toolkit.
# of member states that establish procedures which provide for the appointment, discipline and removal of judges in accordance with the Commonwealth (Latimer House) Principles	-	5	5	5	Green	Targets achieved before MTR of the Strategic Plan.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
# of member states that institute reforms to strengthen the cognitive and institutional aspects of the independence of the judiciary	-	5	5	5	Green	Targets achieved before MTR of the Strategic Plan.
2.4 - National institutions effectively facilitating the administration and delivery of rule of law and justice						
# of member states using Secretariat guidelines, tools and model laws/ regulations to strengthen the administration and delivery of justice	1	3	8	4	Green	Surpassed target with results in 8 out of 9 supported countries achieved during reporting period. – 1) **Swaziland** (broadcasting legislation reform), 2) **Botswana** (cybercrime legislation reform), 3) **Vanuatu** (constitutional and political law reform), 4) **Nigeria** (cybercrime and cybersecurity law and policy progress, AML/ CFT provisions), 5) **Seychelles** (cybercrime and IP law), 6) **Uganda** (AML/ CFT provisions); 7) **Guyana** (reform of securities legislation), 8) **Mauritius** (AML/ CFT provisions). **Barbados** (cybercrime and cybersecurity law and policy progress) support has begun with results expected in the next reporting period. Note: Support to **Kenya**, **Rwanda**, **Tanzania** and **Uganda** to develop a judicial bench book for VAWG is counted under Intermediate Outcome 3.3. Note: There is some overlap in the support contributing to the achievement of indicators 2.4.1 and 2.4.2 under this Intermediate Outcome, however, the achievement is counted for different outcomes within the same work in order to avoid double counting.
# of member states that make substantial progress in creating legal frameworks for the (i) effective delivery of justice and (ii) promotion of reforms conducive to sustainable development	-	8	13	10	Green	Surpassed targets with results achieved in 5 countries: 1) **Vanuatu** (constitutional and political law reform); 2) **Seychelles** (cybercrime and IP law reform); 3) **Guyana** (reform of securities legislation); 4) **Namibia** (reform of public accountants' legislation); 5) **Fiji** (reform of multiple laws). Note: There is some overlap in the support contributing to the achievement of indicators 2.4.1 and 2.4.2 under this Intermediate Outcome, however, the achievement is counted for different outcomes within the same work to avoid double counting.
# of member states that effect administrative reforms to strengthen those institutions	-	3	4	4	Green	Achieved target with **Samoa** added in the reporting period.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
2.6 - Improved public administration						
# member states with effective, accountable and transparent targeted public institutions in the efficient delivery of services as indicated by the existence and functioning of at least 5 of 9 institutions (below) in line with Commonwealth agreed standards	0	7	10	11	Green	Support underway in 9 countries with tangible outcomes achieved in 8 countries to date: 1. **Antigua and Barbuda** (Internal Audit function, improved procurement, new policy delivery unit), 2. **St Vincent and the Grenadines** (Code of conduct for public servants); 3. **Sierra Leone**, (Adoption of Enterprise Risk Management Policy), 4. **Botswana** (ERM Policy, Audit function strengthening); 5. **Namibia** (ERM Policy, Audit function strengthening), 6. **Belize** (Job classification and Compensation System), 7. **Kenya** (Results – Strengthened Public Service Commission), 8. **Guyana** (Internal Audit strengthening). There is a slight decline in the indicator figure reported at 6-month stage (from 9 to 8 achieved) due to improvements in how progress is counted to ensure an outcome focus. This work stream is still on track to achieve targets by the end of the Strategic Plan period.
STRATEGIC OUTCOME 3 – SOCIAL DEVELOPMENT						
3.1 - Strengthened national frameworks and policies improve health outcomes						
# of member states with up-to-date national Universal Health Coverage policies to meet the Sustainable Development Goals	-	24	24	29	Amber	Results expected in 2016/17 from **Sierra Leone** pilot. Requests have been received to support UHC policies in one African country, one Caribbean country and the South African Development Commission (15 countries, 11 Commonwealth). Progress rating of this IO indicator target is Amber due to the fact that some of the support has not yet started and timeframes are not confirmed.
# of member states with up-to-date Non Communicable Diseases policies to meet international health care delivery standards	-	0	0	5	Red	Will not achieve target - Pilot of NCD framework due in 3 Caribbean countries in 2016 (**Antigua and Barbuda**, **Grenada**, and **St Vincent and the Grenadines**). Good indication that uptake of recommendations will be achieved by end 2016/17 due to pilot time-frames, strong partnership with HCC, and stakeholder engagement. However, pilot down-sized from 5 to 3 countries due to staff changes in the selected countries and no NCD Advisor in post at the Secretariat.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
3.2 - Strengthened national policies and frameworks improve education outcomes						
# of member states with up-to-date national educational policies to support the delivery of Sustainable Development Goals	-	38	38	43		On track – **Fiji** and **Jamaica** due to achieve target as a result of pilots (TVET, CEPF); Engagement in CEPF among 13 countries indicates that at least 3 will update their policies by end 2016/17 although the exact timeframes are not within our control.
3.3 - Gender equality and the empowerment of women effectively mainstreamed into member state policies, frameworks and programmes and Secretariat's projects						
# of targeted member states whose national policy formulation and planning processes reflect and demonstrate gender equality and empowerment.	-	0	2	4		On track – **Bahamas** and **Tanzania** achieved Phase 1 relating to Policy formulation (both with further results under 3.4 expected next year). Scoping completed in **Seychelles** and **Namibia** with results due next year.
# of targeted member states whose instituted laws / regulations/ rules/ guidelines/ voluntary codes support gender equality in selected thematic areas.	-	0	1	2 (regions)		On track - East Africa – Achieved (Judicial Bench Book); Asia – Bench book underway, with results expected in next Financial Year. Note that regional adoption occurs first, with relevant stakeholders then taking the bench book to implement at national level. The regional level achievement has been counted as targets to 2016/17, although national achievement is implied.
3.4 - Improved capacity building for social development						
# of targeted member states that have enhanced capacity to implement frameworks, policies and / or legislation to address gender gaps in selected thematic areas.	-	0	0	2		On track - **Bahamas** and **Tanzania** expected to show outcomes in the coming financial year as they move to Phase 2 of their technical support programmes.
# of Health and Education knowledge hubs fully functioning	0	-	2	2		Achieved - Both Education and Health Hubs have been established and are functioning effectively.
STRATEGIC OUTCOME 4 – YOUTH						
4.1 - National and pan-Commonwealth frameworks advance social, political and economic empowerment of young people						
# of member states implementing reform actions to establish or strengthen the policy environment for youth empowerment	-	2	7	8		On track - 3 countries (**Bangladesh**, **Anguilla**, **Australia**); 2 regions (Pacific, Caribbean).
# of member states taking action to further the professionalization of youth work	-	2	6	5		Surpassed targets (**Malaysia**, **Jamaica**, **Sri Lanka**, **India**).
# of member states adopting sport as an intentional approach to advancing development and peace	20	23	25	28		4 countries currently receiving support, of which **Sierra Leone** and **Belize** achieved the target this year.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
4.2 - Young people empowered and supported to participate meaningfully, and to take forward youth-led initiatives						
# of national, regional and pan-Commonwealth youth-led networks and platforms established or strengthened	-	11	40	16		Over-achieved – 18 networks established/ strengthened during 2015/16 including: 7 National Youth Councils (**Guyana**, **Anguilla**, **Samoa**, **Tanzania**, **Malaysia**); CYC and 2 Regional Youth Councils strengthened (Pacific, Caribbean); 5 thematic youth networks established (CGEN, CAYE-Caribbean, CAYE-East Africa, CYHN, CPAN-Africa); 3 networks strengthened (CSA, YCC, CHRDN). 9 platforms enabled youth participation: 4 Regional Youth Leaders' Meetings (Caribbean, Asia, Africa, Pacific); 1 Caribbean Youth Leaders' General Assembly; 1 Commonwealth Youth Forum; 1 Youth Dialogue with Heads of Government; 1 Commonwealth Students Forum; 1 Climate Change Expert Group Meeting. 2 further platforms were established (Caribbean Alliance of Youth Organisations; and the CommonTies Network of students studying in the UK).
# of targeted national, regional and international institutions and individuals demonstrating increased impact in youth development and youth-led programming	-	8	10	15		On track – 2 in 2015/16 include **Namibia** and **Belize.**
STRATEGIC OUTCOME 5 – DEVELOPMENT: PAN-COMMONWEALTH						
5.1 - Effective policy mechanisms for integration and participation in the global trading system						
# of member states with enhanced ability to formulate trade policy, negotiate and implement international trade agreements	0	-	43	53		43 members were supported to advance positions in multilateral and regional trade negotiations.
# of targeted international and regional forums that acknowledge trade related emerging issues and global trade support architecture of the Commonwealth	0	0	4	5		1) WTO MC10 (continued with WTO DDA negotiations in Jan-Jun 2016); 2) UNCTAD/ SDG 14 discussions; 3) G20; 4) IPoA (through LDC IV Monitor).
# of trade competitiveness strategies and action plans developed and implemented by member states	0	2	9	8		Surpassed target - Six countries and one CW region made improvements to their trade competitiveness policies/ strategies (**Jamaica**, **Botswana**, **Sri Lanka**, **Sierra Leone**, **India**, **Nigeria**, EAC).
# of new elements introduced into member states' trade strategies	0	0	2	4		Two elements introduced into 3 members' strategies: 1) Regional Integration and Export Diversification (EAC – free movement of veterinary professionals; **Mauritius** – financial services); 2) Export and economic growth – **Belize.**

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
5.2 - Commonwealth principles and values advanced in global development and financing decisions (e.g. G20 and post-2015 MDG framework)						
# of Commonwealth position papers on global development and financing decisions formally recognised at G20 and post-2015 development agenda and other key international forums	-	10	19	22	Green	On track: Since the MTR, 6 papers submitted to the G20 have been accepted onto their agenda and discussed, appearing in the meeting's outcome documents; The Secretariat has also had submissions recognised in 3 other forums: UN Finance for Development (positions on small states); World Bank (Debt Swap initiative); and the Paris Club (work on countercyclical financing). Note: In the last six months, improvements have been made to how this indicator is interpreted and achievement measured, and the MTR and target figures have been adjusted accordingly.
5.3 - National frameworks facilitate effective debt management						
# member states that are implementing Secretariat recommended reform actions to improve their management of public debt	-	3	6	8	Green	On track to achieve targets. Currently achieved 6 of 8- **Trinidad and Tobago**, **Mauritius**, **Fiji**, The **Bahamas**, **Jamaica** and **Sri Lanka**.
% of member states effectively utilising the Secretariat's debt management systems to proactively manage their debt portfolio	-	60%	74%	80%	Green	On track – roll-out of updated version of CS-DRMS as planned to ensure effective utilisation of the system.
5.4 - Effective, equitable, transparent and sustainable management of marine and other natural resources						
The degree of integration between policies and legislation in member States for the management and governance of natural resources	Low	Low	Low	Moder-ate	Green	On track. Focusing on integration between policies and legislation has proven to be challenging to report against, so the focus has been on the number of policy/legal frameworks developed versus the baseline. From that perspective good progress has been made. A revision of the indicator should be done for the next strategic plan.
# of reformed/established governance frameworks and institutional arrangements in member States that promote and support the sustainable management of natural resources	-	9	10	16	Green	On track – **Bahamas** added since the last reporting cycle.
# of maritime boundaries delimited by Commonwealth member states in accordance with international law, including through joint development and other provisional arrangements	-	3	4	11	Amber	**St Vincent and the Grenadines** and **Barbados** boundary added since MTR. Amber due to time frames being significantly outside the Secretariat's control, although other support is ongoing.
# of broad-based mechanisms for effective, transparent and integrated management of marine resources implemented by member states	-	4	4	8	Amber	Work is ongoing although timeframes for uptake by the members of the mechanisms are significantly outside the control of the Secretariat.
STRATEGIC OUTCOME 6 – SMALL STATES AND VULNERABLE STATES						

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
6.1 - International policies, mechanisms and rules are more responsive to small states' development strategies and resilience needs						
# of targeted international conferences that acknowledge the sustainable development needs of small states	-	3	5	6		On track – 1) The UN's Third International Conference on Financing for Development, 2) World Bank Small States Forum.
% of small member states that effectively participate in targeted international processes related to their sustainable development needs	-	50%	81%	65%		Target surpassed – 81% small member states participated in the two above forums.
6.2 - Small states enabled to effectively participate in international decision-making processes						
% of small member states constructively engaging with trade forums and human rights mechanisms in Geneva via small states office	-	50%	51%	60%		16 of 31 Commonwealth small states constructively engaged through the Commonwealth Small States Office in Geneva (CSSO) in 2015/16, including national/ regional residents in the CSSO, and states which have engaged through receiving Human Rights support, for example UPR briefings (**Grenada, St Kitts and Nevis, St Vincent and the Grenadines**, **Tonga**, **Nauru**, **Papua New Guinea**, **Tuvalu**, **Kiribati**, **Samoa**, **Vanuatu**, Solomon Islands, **Seychelles**, **Maldives**, **Guyana**, **Antigua and Barbuda**, and **Belize**). No Trade support was received in 2015/16 as an Advisor was not in post, although one has now been recruited with results expected in the next financial year.
# of small member states engaging effectively with the UN General Assembly and other forums in New York via the small states office	-	10	10	11		On track - There has been no change to the New York Office during this reporting period. However, it is expected that one further space will be filled in the CSSO next year.
6.3 - Improved climate financing frameworks						
# of Commonwealth member states that report improved access to climate finance arising from Commonwealth influenced tools or policies.	-	0	0	5		On track - The Climate Finance Hub has not yet been launched therefore there is no progress reported in this indicator. However, the project is on track, with support to members beginning 2016/17.
ENABLING OUTCOMES – ADVOCACY, TECHNICAL ASSISTANCE AND PARTNERSHIP, AND COMMUNICATIONS						
I - International declarations, resolutions and other commitments on democracy, development and diversity include Commonwealth perspective						
# of outcome documents at CHOGM and Ministerial meetings that reflect Commonwealth consensus perspectives	0	6	14	9		Surpassed targets 4 Commonwealth-wide ministerial meetings: CHOGM, Foreign Affairs Ministers Meeting, Finance Ministers Meeting, Health Ministers Meeting. 4 regional youth ministerial meetings (Asia, Pacific, Africa, Caribbean).
# of targeted international forums that recognise the Commonwealth shared policy positions and include Commonwealth proposals in global outcome documents	0	4	9	7		Surpassed targets: G20 (6 positions recognised); UN Finance for Development; COP 21; Paris Club, World Bank – refer to 5.2 and A.1.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
II - Technical assistance, referral and partnership mechanisms respond flexibly to member states' needs and capacity development priorities						
# of approved short and long term technical assistance engagements in response to requests of member states	59	44	58	40-50	Green	Targets have already been exceeded as of the end of 2015/16.
# of member states made aware of alternative sources of support to address the needs and capacity development priorities	0	7	12	N/A	Green	Targets not applicable to this area of work.
% of Commonwealth accredited organisations with a satisfactory level of engagement with the Commonwealth Secretariat and member states	0	0	81%	80%	Green	81% of Commonwealth accredited organisations engaged in at least one meeting during 2015/16.
# of effective partnerships formed with the accredited organisations	0	0	1	6	Amber	One shared workplan has been formed with the Commonwealth Games Federation. The lack of progress in this area can be attributed to the delay in the finalisation of the Partnerships Strategy, the loss of the Strategic Partnerships Advisor and the restructuring of the organisation.
III - Profile of the Commonwealth is strengthened at all levels						
Level of commitment from member states to high-level advocacy efforts in support of Commonwealth Day and CHOGM, and analysis of media coverage generated around these events	Low	Medium	High	High	Green	Targets have already been exceeded as of the end of 2015/16. The profile of the Commonwealth was most strengthened by CHOGM in November, Commonwealth Day (14 March), the arrival of the new Secretary-General (4 April) and the Tackling Corruption Together conference (11 May).
Level of action by Commonwealth leaders and ministers to reference CHOGM, Commonwealth Day, The Commonwealth in speeches and international forums	Low	-	Low	High	Amber	Progress on the level of action by Commonwealth leaders and ministers who reference CHOGM, Commonwealth Day, The Commonwealth in speeches and international forums, is difficult to ascertain as these references are not tracked by the Secretariat.
Level of media engagement and analysis of media stories and references made about the Commonwealth	Low	Medium	High	High	Green	Targets have already been exceeded as of the end of 2015/16. The Communications Division no longer assesses media reports by level of media engagement (according to whether they are favourable, neutral or unfavourable) about the Commonwealth.
Level of access and utilisation of Commonwealth knowledge resources, services and networks by the Commonwealth Citizens	Low	-	Medium	High	Green	Target on track to be achieved by end of 2016/17. To show access by Commonwealth citizens to knowledge generated by the Secretariat, visits to the website www.thecommonwealth.org are being measured. Visits in the July-December reporting period totalled 562,065, and visits in the January-June reporting period totalled 814,371, an increase of 45 per cent.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
Level of perception and understanding of the Commonwealth, its brand and visual identity as indicated by the Commonwealth citizen survey	Low	-	Low	High	Amber	The level of understanding and perception of citizens about the Commonwealth was to be measured in a Global Perception Survey. This survey has been postponed to await the outcome of the organisational review being conducted by Lord Patel.
IV - Knowledge management and exchange leads to sharing of good practices and strengthened Commonwealth networks						
# of quality publications, reports, periodicals, research and knowledge-based materials disseminated and utilised	27,673	52,555	60,107	62,500	Green	On track to reach targets. Significant increases seen in 2015/16.
Total usage on Commonwealth Connects networks in facilitating the exchange of information	80,710	95,878	92,101	100,000	Green	On track to reach targets. Significant increases seen in 2015/16.
INTERNAL OUTCOMES – HUMAN RESOURCES, CORPORATE AND IT SERVICES, RESULTS BASED MANAGEMENT						
A - The recruitment and retention of a diverse, engaged and high-performing workforce to facilitate the effective delivery of the Strategic Plan						
% improvement in the proportion of staff and experts that consider the Commonwealth Secretariat as an employer of choice	-	30%	NA	50%	Amber	The Staff Engagement Survey was postponed in the light of the review currently being undertaken by Lord Patel.
% of staff who have their performance rated as 'Performing' or 'Outstanding Performance'	-	0	Progress reported annually	85%	Green	Performance appraisals are due by 31st August so performance ratings for 2015/16 are not able to reported until Q1 of 2016/17.
Level of effectiveness in resource planning and delivery contributing to organisational performance and meeting member states requirements	Low	Me-dium	Medium	High	Green	• 79 HQ vacancies filled during 2015-16 and 77 CFTC recruitments and 134 contracts completed • 22 hires were sourced via LinkedIn and the Secretariat now has 18,100 followers (compared to 11,101 in June 2015). • Continued improvements to ComSec internet Jobs page content including production of employee video. 'Jobs' page is consistently 3rd most visited page of the whole website (18,370 views in June 2016). • Ongoing work with recruitment system provider (Networx) to implement new functionality and optimise the use of the system such as developing an on-boarding page and setting up approval workflows in the system. • Procurement process amendments approved by Corporate Affairs Committee; manual being re-written, and changes incorporated to the process. Implementation of KPMG Audit 2015/16 recommendations for CFTC.

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
Levels (Unit of measurement) of diversity in the different workforce categories is representative of the Commonwealth as indicated by: a. Gender balance b. Geographic representation c. Age (Youth under 30 years of age)	a.F52%/ M48% b. 65% of 53 members c. 2% of total (established) staffing population	a. F58%/ M42% b. 71% of 53 members c)3.8% total (established) staffing population	a. F57% M 43% b. 75% of 53 members c. 15% of total established staffing population	a. F55%/ M45% b. 75% of 53 member states c. 15% of total (established) staffing population	Green	On track. As at 30 June 2016, all three of the diversity indicators have been met: • Female representation has increased from 52% to 57% which is 2% higher than the target for July 2017. • 40 Commonwealth countries are now represented across our Established and Projectised staff, which equates to 75% of the 53 member countries and is an increase of 9% throughout the year. • 15% of total Established and Projectised staff were aged 29 years of age or under which is an increase of 13% and largely due to the new Young Professional Programme.
B - Efficient and effective delivery of corporate services						
% of financial statements approved before 31 December following the end of the financial year	-	66%	66%	100%	Green	COMSEC and CFTC 2014/15 financial statements approved before 31/12. CYP 2014/15 financial statements approved afterwards due to a delay caused by the late approval of the 2013/14 CYP financial statements
Level of stewardship of Secretariat funds (unqualified financial statements)	-	66%	100%	100%	Green	All of the 3 sets of financial statements finalised during the year were qualified.
Level of safety, suitability and functionality of staff working environment	-	85%	-	95%	Green	Six accident/ incident reports have been received and addressed since June 2015.
% reduction in the Secretariat's carbon emissions	-	60%	-	90%	Green	External verification was achieved of the Secretariat's energy management system to the international ISO 50001 standard, which commits the Secretariat to reducing its energy consumption and carbon emissions. Average total electricity consumption for Marlborough House and Quadrant House was down 25% at June 2016 compared to a year earlier.
Level of delivery of events and event services across the organisation that support the business requirement	-	85%	95%	95%	Green	Events and event services delivered as requested, within limitations of time, budget and support.
Room booking system is functional, efficient and effective	-	50%	50%	80%	Amber	Plans are underway to move to a new room booking software.
Level of compliance with IT Service Level Agreement targets	-	80%	90%	95%	Green	On track

Indicator	Baseline	MTR	Progress 2015/16	Target to 2016/17	Progress Rating	Progress Rating Rationale
Level of staff satisfaction with IT services	-	75%	95%	90%	Green	Surpassed target
Level of service availability and system uptime meet agreed targets	-	80%	99%	95%	Green	Surpassed target
C – Info Technology merged with B						
D - Effective planning, quality assurance and ME&R system to facilitate the delivery and reporting of the Strategic Plan						
% of projects assessed as performing in line with the Secretariat's RBM Standards	-	40%	80%	70%	Green	Surpassed target. 80% (60 of 75) indicators (linked to Secretariat projects) are on track and therefore performing in line with the Secretariat's RBM standards. Going forward, the Performance Rating System will be expanded to include 8 additional performance criteria including financial performance and risk management to ensure the RBM standards are comprehensive.
% of Divisional progress reports that meet internal quality standards	-	15%	23%	50%	Amber	Internal quality standards relate to 3 criteria, which must all be met for reports to be counted here – timeliness, evidence-base, and quality and relevance of reported data. The progress rating is low at 23% (9/44 reports) largely due to the fact that reports were submitted late over the summer period, and therefore did not meet the timeliness criteria. 25% were submitted on time. However, improvements were seen in the evidence base and quality of the reports which has been a focus for the period.
% of Secretariats' planning and reporting products to governing bodies that meet internal standards and are accepted by the Executive Committee and Board of Governors on first submission	-	60%	80%	80%	Green	One out of 5 submissions required a minor edit (Annual Results Report 2014/15)
% of evaluation recommendations that have informed management decisions in reforming the Secretariat's systems, processes and programmes	-	30%	To be meas-ured 2016/17	50%	Green	The Meta- Evaluation , which will be completed in 2016/17, will assess the level of implementation of evaluation recommendations, aggregate key recommendations not yet implemented and propose tracking mechanism to track past and future evaluation recommendations

Annex 2: Technical Assistance Delivery and Impact Summary

This annex outlines the 58 Technical Assistance engagements (across 39 projects) that were approved and/or active during 2015/16. Where a project comprises more than one engagement, this is clarified.

Strategic Outcome	Progress towards Outcomes in the reporting period (by Technical Assistance project)
Democracy Greater adherence to Commonwealth Values and Principles	1. **Malawi - Demarcation of Constituency Boundaries in Malawi (Commenced May16)**: to support the Malawi Electoral Commission (MEC) with the delimitation of parliamentary constituencies and a review of ward boundaries in preparation for the 2019 general election. The project delivered an Assessment Report of the current situation and major challenges (including capacity constraints) with initial recommendations to re-appraise the Demarcation needs and capacity within the MEC in light of recent changes in political circumstances and local funding constraints. Consequently, the second phase of this project has been put on hold in-line with these recommendations and with the full agreement of the MEC and POL.
Public Institutions **More effective, efficient and equitable public governance**	2. **Antigua and Barbuda – Supporting the establishment of Public Policy Unit (Commenced Jun16)**: to provide technical support to the Government of Antigua and Barbuda to establish a Policy Unit within the Cabinet Office and, by extension, an effective organisational environment to facilitate coordinated policy formulation and implementation. 3. **The Bahamas – Institutional strengthening of the Attorney General's Office (2 Engagements, one commenced May15)**: to strengthen the procedural rules and justice institutions of The **Bahamas** to ensure improved access and swift administration of justice. A new case management system with a tracker for organising files prior to hearings and trails was developed ensuring more files were ready for case management hearings on time with very little adjournments. The backlog of cases will be reduced due to the introduction of a Road Map to deal with historic backlog, and a Special Backlog Court in November to clear cases. A witness care policy and roadmap for the witness care unit was prepared with "Special Measures" for intimidated and vulnerable witnesses. The Road Map was launched by The Hon. Attorney-General in June 2016, resulting in Witness Care staff becoming more focused and well-motivated; More witnesses turning up at the trials to give evidence; increasing by more than 300% the number of witnesses called per week. Rules and Regulations as well as terms of reference for A Public Defender were drafted, while operational guidelines were prepared giving impetus to the establishment and operationalisation of the Office of the Public Defender. It is anticipated that the office will be fully operational by the end of the year. 4. **Belize – Public Sector Institutional Strengthening and Capacity Building**: An to strengthen the Ministry of the Public Service, Energy and Public Utilities's institutional framework and capacity, equipping the Job Classification and Compensation Unit with all necessary conditions to modernise. This reporting period saw good progress in most areas and it is hoped that an upcoming mid-term review will galvanise support for the completion of the model Job Classification Plan. 5. **Belize – Strengthening the Institutional Drafting Capacity of Attorney General's Office**: to improve the systems and processes of the Legislative Drafting Unit, including personnel, communications, organisational structure, quality of work and mentoring programmes. Key achievements during the period include: Re-energising the Law Revision process and efforts to secure appropriate personnel; Increased legislation and legal advice (All of the 16 Acts passed during the reporting period benefited from the Attorney General's Ministry direct input); Increased confidence in the AGMs legislative capacity, and therefore greater expectations therefrom; Greater likelihood of retention of staff in the AGM Drafting Unit given the increase staff complement; Increased and improved internal record keeping and monitoring of legislative work of the AGM; Increased participation of the AGM via the expert in various GoB Committees; Increased participation of staff in the Drafting Unit in local and regional training and development initiatives. Enacted legislation includes: Money Laundering and Terrorism Act 2016; Treasury Bills (Amendment) Act, Customs Regulations Act 2016; Private Pensions Act, 2016; Drug Treatment Court Bill 2016 to facilitate the treatment and rehabilitation of persons who commit drug offences and, provide for the supervision of such persons while undergoing treatment; Extradition Act 2016; Belize Island Holdings Facility Development Act, 2016. 6. **Botswana – Sentencing Policy Assistance to the Attorney General's Office (Ended Aug15)**: to tackle issues of overcrowding in prisons and excessive use of pre-trial detention through consideration of alternative sentencing measures, took place over the course of three years. Policy assistance was provided to Botswana's Attorney General's Office and the Ministry of Defence, Justice and Security. Following extensive consultations, finalised draft Policies entitled "A Sentencing Council for Botswana" and "Community Service as an Alternative to Imprisonment" were submitted to the Ministry for Cabinet's consideration. Specific proposals for Legislation to support Community Service, and an Abstract Note to facilitate the Cabinet Memorandum on the Sentencing Council for Botswana were also produced.

Strategic Outcome	Progress towards Outcomes in the reporting period (by Technical Assistance project)
Public Institutions More effective, efficient and equitable public governance (ctd)	7. **Botswana - Strengthening Africa Anti-Corruption Centre (Commenced Jan16)**: to strengthen the capacity and effectiveness of the Commonwealth Africa Anti-Corruption Centre (CAACC) in delivery of its mandates in anti-corruption training and research and to develop the capacity and knowledge skills of the Centre team. During the reporting period the expert began work, developed an inception report and a plan for the project 8. **Caribbean Region – Strengthening of Drafting Offices in the Commonwealth Caribbean (4 Engagements, 3 active during the year)**: to support the operations and improve the technical capacity of legislative drafting offices in Commonwealth Caribbean member countries, particularly small states. A large number of Bills have been drafted by the Legislative Drafters since the start of the project. The Governments of **Guyana** and Antigua and Barbuda are currently benefiting with the complete revision of their countries' laws, and efforts are being made to place a financial and securities legislative drafter within the Ministry of Finance, **Guyana**. 9. **Cook Islands – Development of a Robust Performance Management Framework for the Government of Cook Islands**: This project supports the Office of the Public Service Commissioner to develop a robust Human Resource and Performance Management Framework. In this reporting period the CFTC expert has finalised 5 core Human Resource Management policies, including: Contracting for Services; Remuneration; Performance Management; Training and Development; Redundancy; and The Leadership development programme. Furthermore, the HR Strategy and Framework is now in place and approved by OPSC. Performance Management Training has also been provided to the 12 Heads of Government Agencies. 10. **Grenada - Support to Attorney General's Office - Commercial Counsel (Ended Apr16)**: to build institutional capacity within the Attorney General's Office to lead and manage current and future investment initiatives, and enable the Government to negotiate and conclude development proposals which foster greater economic growth and development for the country. The project resulted in two understudies identified, assigned and engaged in ongoing matters and exposed to complex legal issues, commercial and investment matters and transaction management, which will better position the Government to negotiate and conclude development and investment proposals. The Attorney General's Office is now directly responsible for the vetting, negotiation and approval of all investment proposals and draft agreements. There has been heightened emphasis on due process by the Prime Minister and Cabinet as well as a shift in behaviour and attitude at the highest level of Government and across the board. Senior interface with the IMF and World Bank regarding the Home-grown Programme facilitated the drawdown of funding. Investment of US$2Billion in the tourism sector has been secured through investment agreements with Sandals, Silver Sands, and Mount Hartman Estates. 11. **Grenada – Strengthening Cabinet Secretaries Office, Prime Minister's Office (2 engagements, ended May16)**: to strengthen the overall institutional policy and administrative capacity within the Prime Minister Office to enable a more effective "centre of government" as the nucleus of policy formulation, coordination and decision making. This included improvements in coordinating general policy formulation among the government ministries, providing the necessary guidance in establishing and executing improved functional administration within the Cabinet Office. Annual Performance Report template has been designed to reflect performance against stated national strategic outcomes, as well as meet the obligations set out in the Public Financial Management Act (2015). Immediate Outcome: Increased understanding of performance reporting requirements and principles among key ministries. 12. **Jamaica – Technical Support to the Office of the Parliamentary Counsel**: to strengthen the Ministry of Justice's response to increased demand for timely and effective legislation, with a focus on criminal and anti- corruption legislation. The Evidence (Special Measures) Act, which introduces new technology in the Courts by allowing witnesses, deemed to be vulnerable to give evidence by live link or video link, or both, has been welcomed by the Courts and the Ministry of National Security. With the passage of the Law Reform (Fraudulent Transactions) (Special Provisions) Act, 39 major operations were carried out by the Task Force, which seriously disrupted several criminal networks engaging in scamming, and lead to the arrest of 367 persons, with 102 persons charged for related offences and the seizure of 32 million dollars in cash, 121 motor vehicle and numerous firearms. As a result of the drafting of the Integrity Commission Act, Jamaica is now being perceived as moving forward in combating corruption and building integrity after nine years of being in the same position. Jamaica's Corruption Perception Index ranking jumped 16 places to 69th among the 168 countries that were assessed in 2015. No other country in the Americas has made such an improvement. Following the four-year assistance, the CFTC expert has been retained by the Government of Jamaica. 13. **Kenya – Implementation of New Constitution- Support to Attorney General's office (4 Engagements)**: completed in June 2016, the project strengthened the capacity of the Attorney General's Office and the Kenya Law Reform Commission with regard to drafting the legislation required to implement the provisions of the new constitution of The Republic of Kenya. This included the creation of a sound legislative base for the work of the Executive, Legislature and Judiciary. CFTC drafters ensured consistent quality, compliance with gender, youth and human rights standards, as well as capacity building to nationally based drafters. A total 144 new laws have been enacted to implement the provisions of the 2010 New Constitution which hopefully contribute towards bringing Kenya up to international standards for companies and insolvency laws. The Kenya Law School benefited from two training courses focussing on: Rules and conventions in drafting legislative sentencing; Role and responsibility of legislative counsel; principles of legislative expression; Commonwealth conventions in drafting; Structure of legislative sentences, definition and interpretation provision. Seminars on Legislation concerning statutory authorities and licensing; Public Financial legislation, subsidiary legislation; extra territorial legislation; treaty implementation; law reform and law reform and law revision; Legislative drafting exercises and Legal writing workshops. Courses were attended by nine participants, most of whom were from the Kenya Attorney General's Office.

Strategic Outcome	Progress towards Outcomes in the reporting period (by Technical Assistance project)
Public Institutions More effective, efficient and equitable public governance (ctd)	14. **Kiribati – Judge to the High Court of Kiribati (2 Engagements)**: to support the High Court of Kiribati through technical engagements. This has resulted in a new way of opening criminal cases, as well as clearing the case backlog with a total of 114 civil cases disposed and 66 cases cause listed for hearing during the period. Case backlogs for 2009 - 2012 were cleared, while the current backlog dropped to 225, down from 423 reported in the last period. The continuing use of Fast Tracking of cases and hearings by way of sessions has also clarified and sped up legal processes. The project also delivered new High Court (Civil Procedure) Rules after a detailed process of consultation and drafting, which will replace the colonial-era 1964 Rules. 15. **Mauritius - Formulation of a Civil Services Reform Strategy for Mauritius (Commenced April 2016)**: to support the formulation of a Civil Services Reform Strategy for Mauritius over one year. The project has completed an in-depth consultation process composed of over 40 sessions with senior public officials, public institutions, federations of unions, the private sector and civil society organizations. In addition, there have been 10 employee engagement and feedback sessions in the civil service attracting more than 211 Public Officers who gained insight in moving towards a modern, flexible, responsive civil service; understanding the reform context to-date; improving service delivery and managing and transferring knowledge; human resource development and capacity building; monitoring progress and positioning the civil service for the future. The expert has also completed an inventory of existing reform initiatives; reviewed mandates and functions and conducted preliminary organisational assessments to inform the prioritization of key issues to be addressed in the Strategy. 16. **Namibia – Strengthening the Magistrates Court System (Ended Jul15)**: This project completed during the reporting period, built the capacity of magistrates and strengthens the magistrates' court system to create a stronger more effective judicial process. Results included the recruitment of over 40 new magistrates, with over 300 magistrates and nearly 200 clerks trained. A new administrative Magistrates Offices toolkit and new civil and criminal bench books have been introduced. The performance of some of the Magistrates offices has shown marked improvements already, with figures from across the six court regions showing an overall reduction of the total backlog of cases, and the best region (Windhoek Rural) recording a decreased backlog of nearly 50%. 17. **Seychelles - Strengthening the Capacity of the Judiciary (2 Engagements)**: to strengthen the institutional capacity of the Supreme Court in order to improve the operational effectiveness of the judicial system, resulting in a steadily reducing case backlog. Clearing of the backlog of cases, both criminal and civil continued during this reporting period, and in March 2016 there were 279 cases pending before the Criminal court with only 28 criminal cases still outstanding for the years 2009-2012. This period also saw an enrichment of the Seychelles jurisprudence including a sentencing tariff for use under the new Drugs Act. 18. **Sri Lanka – Strengthening Local Governance for National Development**: is implemented by the Commonwealth Local Government Forum in Partnership with the Ministry of Provincial Councils and Local Government (MPCLG) and the Federation of Sri Lankan Local Government Authorities (FSGLA). Working in four main pilot provinces, and using the National Local Government Policy as a framework, the project has developed work plans in partnership with the provincial and local administrations targeted towards their key concerns. Central and Northern Province work plans address four major areas: citizen participation, improving own source revenue raising, building local administration's capacity and consensus governance. North Western and Sabaragamuwa province work plans have been focused more specifically on own source revenue raising, however this work has been linked to both council capacity building and greater citizen participation in local decision making. At the national level the second year of activities has also seen an increase in CLGF's advocacy work, specifically linked to increasing the representation of women in local government, as well as to strengthening the national level institutions which support local government such as FSLGA and the Sri Lanka Institute of Local Governance (SLILG). 19. **Vanuatu - Strengthening the Institutional Capacity of the Supreme Court (2 Engagements)**: to reduce the backlog of cases and improve the administration of justice through two technical assistance engagements focusing on the disposal of commercial cases. Of the 152 cases assigned 95% have had a first hearing, 45% have had a final order with 47% closed and 8% settled. Training was provided to staff, Sheriffs and lawyers. However, the only drawback still has been the inability to fill the post of a Deputy Master with a local which could create a setback in ensuring the sustainability of the project. It is envisaged that a Deputy will be in post before end of September 2016.
Social Development Enhanced positive impact of social development	20. **Sierra Leone – Strengthening of Sierra Leone National Health System post Ebola Virus Disease**: to strengthen the public health system for early warning and reporting capacities, improved responses and effective infectious disease mitigation. The expert is also helping to implement its short-term recovery plan, through the coordination of international partners and donors assisting with the Ebola crisis. The project was 52% completed in April. The expert's work has been extended for six months to complete the remaining activities and, in addition, to assist the government to complete work on the Public Health Protection Policy for Sierra Leone.
Youth Youth are more integrated and valued in political and development processes	21. **Saint Lucia – Technical Support for Review of National Youth Policy (commenced Aug15)**: to develop a new evidence based National Youth Policy and appropriate implementation strategies for Saint Lucia. During the reporting period, the new draft National Youth Policy was sent for comment to all Stakeholders in early June. The project is expected to be complete by August 2016.

Strategic Outcome	Progress towards Outcomes in the reporting period (by Technical Assistance project)
Development: Pan Commonwealth More inclusive economic growth and sustainable development	22. **Cook Islands - Technical Support to the Government of the Cook Islands in the sustainable management and development of seabed mineral resources (2 engagements)**: to support development of a regulatory framework and strategy for seabed minerals. The reporting period saw the close of the first national tender for seabed minerals of this kind, along with the preparation of options for the Minister. The expert also developed a TOR and budget for establishing "Technical Advisory Panel" [TAP], and provided on-going input into an operational manual to provide a simple "recipe" for allocating mineral resources and on-going management and monitoring of activities. 23. **Mauritius – Support for Mauritius' negotiation of and participation in the Trade in Services Agreement (TiSA) negotiations**: to provide technical assistance as Mauritius works to consolidate its services sector. Mauritius' initial offer was reviewed and amended so that it could be tabled to Parliament for submission to TISA parties on 6 May 2016. An assessment of 23 existing offers for each of the TISA parties for the negotiations was completed with 23 corresponding draft requests prepared and circulated, and a matrix assessing the relevance of existing commitments on services at both the multilateral, regional and bilateral level developed as a starting point to identifying the offensive and defensive positions. 24. **Pacific (Regional) – Strengthening the Office of the Chief Trade Adviser (OCTA) to support Pacific Islands Forum countries in PACER+ negotiations (2 engagements)**: to facilitate the PACER Plus Trade agreement negotiations between **Australia**, **New Zealand**, and the Pacific Island Forum (PIF) countries. Economic and Legal Advisers provide impartial analysis, advice and expertise to the Office of the Chief Trade Adviser to the PIF countries through consultations, needs assessments and capacity building. Of the now 202 proposed Articles under PACER Plus, 175 have now been agreed with 8 'convergence' articles and 10 fully outstanding. Increased national consensus can be seen through specific engagements in **Kiribati**, **Niue**, **Nauru**, **Tonga** and at the Pacific Islands Forum Secretariat (PIFS); as well as pan-regionally engagement on sectoral issues attached to Trade in Goods, Trade in Services, Rules of Origin, Labour Mobility and Temporary Movement of Natural persons and The Role of Agriculture in Promoting prosperity. 25. **Pan-Commonwealth (Caribbean) – Strengthening Financial Sector Regulation Through Commonwealth Institutional Linkages (4 engagements in the year, engagement in St. Lucia ended Dec15)**: to strengthen financial sector regulation through the provision of assistance to developing countries in implementing global financial sector regulatory standards. Three Commonwealth financial regulatory Authorities/Commissions in - St. Vincent and the Grenadines, St Kitts and Nevis and the Cook Islands - received CFTC support from counterpart agencies in Guernsey and Gibraltar. This included the delivery of system and process reviews, policy recommendations and staff training covering IAIS Insurance Core Principles, Risk based supervision, on- and off-site supervision, banking regulation, policies and guidelines. 26. **Seychelles - Seychelles Blue Economy Strategic Roadmap and Implementation (Commenced Jan16)**: to assist the Government of Seychelles in developing and implementing a National Blue Economy Roadmap to establish the broad direction for future investment in and development of a sustainable ocean-based economy in Seychelles. This reporting period saw the expert draft a Cabinet Memorandum on Blue Economy Governance and the value of a Blue Economy Framework. A Blue Economy Ministerial retreat took place which saw a better articulation of the Blue Economy landscape from concept to action, and greater awareness and understanding of the role of the Blue Economy department and responsibilities of the respective ministries 27. **Seychelles - Implementation of Industrial Property Rights Act 2014 in compliance with WTO TRIPS Agreement (Commenced May16)**: to ensure full implementation of the Industrial Property legislations and compliance with the standards of the TRIPS Agreement. The purpose of the project is to provide the Registrar's Division with the necessary skills to implement the new legislation, strengthened capacity, and develop a comprehensive policy for the development of the Industrial Property Industry. During the reporting period, training workshops were delivered in Confusing Marks; Registrable Marks, Concepts of Trademarks and, Intellectual Property. Furthermore, a Trademark Registry Operational Manual was developed; and a work-plan was developed that covers the work delivery agenda and timelines for the whole year. Staff with the Registrar's Office commented on improved skills and knowledge.
Development: Small States Strengthened resilience of small states and vulnerable states	28. **Pacific and Caribbean Regional – Supporting Climate Finance Readiness and Access in the Pacific and Caribbean (2 engagements, May14-Oct15 and Jan16-Jun16)**: to improve understanding and identify the strategic needs of key Caribbean and Pacific regional platforms to improve flows of climate finance to vulnerable states. The recommendations established by the projects through needs and gaps assessments will be taken forward through the Climate Finance Access Hub, or through technical assistance projects through the regional organisation. This year, the expert delivered: A Climate Finance Development Partner mapping exercise; a summary brief for country level MDA's; a consolidated outline of feedback from member countries; the provision of forward looking coordination and alignment of climate finance activities has been completed; and the Concept Paper on 'A programmatic Approach for Strengthening National Capacities on Readiness and Accessing Climate Finance Through Regional Facilitation and Assistance'. 29. **Tonga - Strengthening Macro Economic Capacity in the Office of the Ministry of Finance and National Planning (Commenced Jun16)**: to support the Minister of Finance and National Planning Office in its engagement with relevant stakeholders toward the development of and coordination of national strategic policy development and implementation and to Review and assess the current and emerging economic policies and Tonga's economic prospects in the context of the global environment and fragilities within the region. The beneficiaries of this project are members of Cabinet and technical staff within the Ministry of Finance and National Planning.

Strategic Outcome	Progress towards Outcomes in the reporting period (by Technical Assistance project)
Approved projects – Not yet started	30. **Dominica** - Review and Development of New National Youth Policies in the Eastern Caribbean 31. **Geneva** - Assistance to small states on multilateral trade issues 32. **Fiji** - Development and Finalisation of Priority Legal Framework within the Attorney General's Chambers of **Fiji** 33. **Kiribati** - Support for the Production of the Kiribati Development Plan 2016-19 34. **Kiribati** - Support for the effective and sustainable management of offshore mineral resources 35. **Mozambique** - Strengthening mechanisms for policy implementation in the Mozambique Public Service 36. **Mauritius (3 Engagements)** - Support for System-wide Educational Reform and the Development of a Regulatory Framework for Higher Education 37. **Namibia** - Strengthening public financial management standards 38. **Sierra Leone** - Development and Implementation of Public Service Pay Strategy 39. **St Vincent and Grenadines** - Strengthening of Maritime and Ocean Affairs

Annex 3: Commonwealth Secretariat Publications 2015/16

Economic Affairs

Achieving a Resilient future for Small States: Caribbean 2050
Edited by Denny Lewis-Bynoe
April 2016

Building the Resilience of Small States, Economic Review and Basic Statistics, Volume 18
Commonwealth Secretariat
November 2015

Commonwealth Trade Review 2015: The Commonwealth in the Unfolding Global Trade Landscape
Commonwealth Secretariat
November 2015

Prioritising the Implementation of International Financial Regulation
John Armour, Daniel Awery
July 2015

Small States in the Multilateral Trading System: Overcoming Barriers to Participation
Edited by Teddy Y Soobramanien and Laura Gosset
November 2015

Elections

Saint Vincent and the Grenadines General Elections
Commonwealth Observer Group
December 2015

Seychelles Presidential Elections and Re-Run of Seychelles Presidential Elections
Commonwealth Observer Group.
December 2015

Sri Lanka Parliamentary Elections
Commonwealth Observer Group
August 2015

Tanzania General Elections
Commonwealth Observer Group.
October 2015

Trinidad and Tobago Parliamentary Elections
Commonwealth Observer Group
September 2015

Uganda General Elections,
Commonwealth Observer Group
February 2016

Vanuatu General Elections,
Commonwealth Observer Group
January 2016

Commonwealth reference books

The Commonwealth Yearbook 2015
Commonwealth Secretariat,
October 2015

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

Annex 4: Acronyms

AAAA	Addis Ababa Action Agenda
ACA	Anti-Corruption Association
ACP	African, Caribbean and Pacific Group of States
AfDP	African Development Bank
AGM	Attorney General's Ministry
AML/CFT	Anti-Money Laundering and Countering the Financing of Terrorism
AOSIS	Alliance of Small Island States
ASEAN	Association of Southeast Asian Nations
AU	African Union
BBC	British Broadcasting Corporation
BPC	Bahamas Petroleum Company
CAACC	Commonwealth African Anti-Corruption Centre
CACH	Commonwealth Advisory Committee on Health
CARICOM	Caribbean Community and Common Market
CAYE	Commonwealth Alliance of Young Entrepreneurs
CBR	Correspondent Banking Relationship
CCEM	Conference of Commonwealth Education Ministers
CEFM	Child, Early and Forced Marriage
CEN	Commonwealth Election Network
CEPF	Commonwealth Education Policy Framework
CFNHRI	Commonwealth Forum of National Human Rights Institutions
CFTC	Commonwealth Fund for Technical Co-operation
CHOGM	Commonwealth Heads of Government Meeting
CHMM	Commonwealth Health Ministers Meeting
CMAG	Commonwealth Ministerial Action Group
COG	Commonwealth Observer Groups
ComSec	Commonwealth Secretariat Fund
COP21	21st Conference of Parties to the UN Framework on Climate Change
CRGA	Committee of Representatives of Government Administration
CS-DRMS	Commonwealth Secretariat – Debt Recording Management System
CSA	Commonwealth Students Association
CSO	Civil Society Organisations
CYC	Commonwealth Youth Council

CYF	Commonwealth Youth Forum
CYGEN	Commonwealth Youth Gender Equality Network
CYHRDN	Commonwealth Youth Human Rights and Democracy Network
CYP	Commonwealth Youth Programme
CYPAN	Commonwealth Youth Peace Ambassadors Network
DDA	Doha Development Agenda
DF	Dedicated Funds from internal reserves
EAC	East African Community
EBR	Extra-Budgetary Resources
ECOWAS	Economic Community of West African States
EMB	Election Management Body
EMAG	Education Ministers Action Group
EPAs	Economic Partnership Agreements
ERP	Enterprise Resources Planning
EU	European Union
ETR	End Term Review
FATF	Financial Action Taskforce
FSP	Foreign Service Programme
FFD	Financing for Development
G20	Group of Twenty
GCF	Green Climate Fund
GDP	Gross Domestic Product
HCC	Healthy Caribbean Coalition
HR	Human Resources
ICT	Information and communications technology
ILO	International Labour Organisation
IMF	International Monetary Fund
IOC	Indian Ocean Commission
IOI	International Oceans Institute
IPoA	Istanbul Plan of Action
ISD	Institute for Strategic Dialogue
IT	Information Technology
JEP	Junior Election Professional
LDC	Least Developed Countries
MEC	Malawi Electoral Commission

MTR	Mid-Term Review
NCD	Non-Communicable Diseases
NES	National Export Strategy
NHRI	National Human Rights Institution
OAS	Organization of American States
OEMWG	Open Ended Ministerial Working Group
PIF	Pacific Island Forum
PMIS	Project Management Information System
PYC	Pacific Youth Community
RBM	Results Based Management
RCM	Readiness Coordination Mechanism
SAARC	South Asian Association for Regional Corporation
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SDP	Sport for Development and Peace
S-G	Secretary-General
SIDS	Small Islands Developing States
SLILG	Sri Lankan Institute of Local Governance
SME	Small Medium Enterprise
SPREP	Secretariat of the Pacific Regional Environment Programme
SRF	Strategic Results Framework
TAP	Technical Advisory Panel
TAU	Technical Assistance Unit
TCT	Tackling Corruption Together
TiSA	Trade in Services Agreement
TVET	Technical and Vocational Education Training
UHC	Universal Health Coverage
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Action Framework
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Programme
UNECLAC	United Nations Economic Commission for Caribbean and Latin America
UNEP	United Nations Environment Programme
UNESCO	United Nations Organization for Education, Science and Culture

UNICEF	United Nations International Children's Emergency Fund
UNHRC	United Nations Human Rights Council
UNODC	United Nations Office on Crime and Drugs
UPR	Universal Periodic Review
VAWG	Violence Against Women and Girls
WHO	World Health Organisation
WTO	World Trade Organisation
WTO MC10	World Trade Organisation Tenth Ministerial Conference
YDI	Youth Development Index
YPP	Young Professionals Programme

Commonwealth Secretariat
Marlborough House, Pall Mall
London SW1Y 5HX
United Kingdom

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