

Annual Results Report

July 2023–June 2024



The Commonwealth

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COMMONWEALTH SECRETARIAT

Annual Results Report

July 2023–June 2024



The Commonwealth

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Foreword

As I present the Commonwealth Secretariat Annual Results Report for 2023/24, I hope we can reflect together with pride and purpose on a year of decisive, positive and impactful progress.

Our dedication to innovative and inclusive reform has delivered streamlined processes, enhanced responsiveness and stronger governance. Our reforms have not only increased our efficiency and improved our ability to deliver, they have also created the platform for Commonwealth leadership, ensuring that all our member states – especially our small states – are heard at the highest levels of the international system.

Our position at the forefront of global debates on climate resilience, economic development and social equity is confident and impactful, and our focus on small states is guided by our Charter and the mandates of our Heads of Government.

As we approach CHOGM 2024 in Samoa, our commitment to mobilise resources, facilitate partnerships and provide technical assistance to bolster our members' development trajectories will further intensify.

We stand stronger than ever, resolute in the delivery of all 2022 CHOGM mandates, and steadfast in our commitment to deliver on the promise of a fair, prosperous, sustainable and innovative Commonwealth. We will continue to lead with conviction, collaborate with compassion, and innovate with courage.

Together, we are not simply witnessing change; we are driving it. Our collective efforts are shaping a Commonwealth that is dynamic, resilient and forward-looking – a Commonwealth that stands as a testament to what we can achieve when we unite for the common good.



The Rt Hon. Patricia Scotland KC
Secretary-General of the Commonwealth



Acronyms and Abbreviations

ACA	Anti-Corruption Agency	CRSD	Centre for Resilience and Sustainable Development
AI	Artificial Intelligence	CS DRMS	Commonwealth Secretariat Debt Recording and Management System
CAIC	Commonwealth Artificial Intelligence Consortium	CSET	Commonwealth Sustainable Energy Transitions
CALL	Call to Action on Living Lands	CSIM	Cambridge–Commonwealth Sustainable Investment Marker
CARICOM	Caribbean Community	CSSO	Commonwealth Small States Office
CCA	Commonwealth Connectivity Agenda	CUDC	Commonwealth Universities Debating Championship
CCEM	Commonwealth Conference of Education Ministers	CWCDH	Commonwealth Centre for Digital Health
CCFAH	Commonwealth Climate Finance Access Hub	CWF	Commonwealth Women's Forum
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	CYCN	Commonwealth Youth Climate Change Network
CEN	Commonwealth Electoral Network	CYMM	Commonwealth Youth Ministers Meeting
CEP	Commonwealth Election Professionals	CYP	Commonwealth Youth Programme
CFAMM	Commonwealth Foreign Affairs Ministers Meeting	DeMPA	Debt Management Performance Assessment
CFMM	Commonwealth Finance Ministers Meeting	DF	designated fund(s)
CFNHRI	Commonwealth Forum of National Human Rights Institutions	DHMA	Digital Health Maturity Assessment
CHMM	Commonwealth Health Ministers Meeting	DPI	Digital Public Infrastructure
CFTC	Commonwealth Fund for Technical Co-operation	EBR	Extra Budgetary Resource
CHOGM	Commonwealth Heads of Government Meeting	ECCE	Early Childhood Care and Education
CLMM	Commonwealth Law Ministers Meeting	ECJ	Electoral Commission of Jamaica
CMAG	Commonwealth Ministerial Action Group	EMB	Election Management Body
COG	Commonwealth Observer Group	EOI	Expression of Interest
COMESA	Common Market for Eastern and Southern Africa	GBA+	Gender-Based Analysis Plus
COMM	Commonwealth Ocean Ministerial Meeting	GCF	Green Climate Fund
COMPASS	Common Pool Asset Structuring System	GRB	Gender-responsive budgeting
COMSEC	Commonwealth Secretariat Fund	IMF	International Monetary Fund
COP	Conference of the Parties	ISO	International Organization for Standardization
CORVI	Coastal Resilience Vulnerability Index	ITWP	International Trade Working Paper
CRPD	Convention on the Rights of Persons with Disabilities	LDC	Least developed country
		LNDC	Lesotho National Development Corporation
		M&E	Monitoring and evaluation

MC13	13th Ministerial Conference (WTO)	UNFCCC	United Nations Framework Convention on Climate Change
MOU	Memorandum of understanding	UNITAR	UN Institute for Training and Research
MSMEs	Micro, small and medium enterprises	UPR	Universal Periodic Review
NDC	Nationally Determined Contribution	WAMM	Commonwealth Women's Affairs Ministers Meeting
NMIRF	National Mechanism for Implementation, Reporting and Follow-up	WHO	World Health Organization
OECD	Organisation for Economic Co-operation and Development	WTO	World Trade Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights	YDI	Youth Development Index
ORRAA	Ocean Risk and Resilience Action Alliance	YOY	Year of Youth
PacifEcom	Pacific Regional E-Commerce Alliance		
PERI	Political Economic Resilience Index		
PIF	Pacific Islands Forum		
PIFS	Pacific Islands Forum Secretariat		
RRA	Rapid Readiness Assessment		
SACU	Southern African Customs Union		
SDG	Sustainable Development Goal		
SIDS	Small Island Developing States		
SIDS4	Fourth International Conference on Small Island Developing States		
SMART	Specific, Measurable, Achievable, Relevant and Timebound		
SPDD	Strategy, Portfolio, Partnerships and Digital division		
SSB	Small States Bulletin		
THT	Trade Hot Topic		
TVET	Technical and Vocational Education and Training		
UK	United Kingdom		
UN	United Nations		
UNCTAD	United Nations Conference on Trade and Development		
UNDP	United Nations Development Programme		
UNEP	United Nations Environment Programme		
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific		

Overview

We are pleased to present the **Commonwealth Secretariat's 2023/24 Annual Results Report, covering the third year of our 2021/22–2024/25 Strategic Plan. This report highlights progress towards the fulfilment of mandates set at CHOGM 2022 in Kigali, Rwanda. It showcases results across our Strategic Outcomes: Democracy and Governance; Sustainable Development; Resilience and Climate Action; and Small and Other Vulnerable States. Additionally, it details our progress in mainstreaming youth empowerment and gender equality across our programmes.**

The Annual Results Report encompasses the achievements of 46 projects delivered through 15 programmes, all in close collaboration with our member countries. Innovation and partnerships remain catalysts of our work with other international and regional partner organisations.

The report is divided into four parts.

1. The **illustrative summary** includes graphic representations of the Strategic Results Framework and its alignment with the CHOGM 2022 mandates; CFTC delivery in 2023/24 in terms of meeting regional priorities; a timeline of Commonwealth consensus-building meetings; and highlights of initiatives related to climate change advocacy and new frontiers in artificial intelligence (AI). It also includes a financial overview of budget performance. This section can be made available as a separate document for easy reference and used in ministerial briefings.
2. The **detailed report by Strategic Outcome** covers notable achievements, financial performance across funds and progress in each programme area, as well as mandates. Each programme is also showcased through deep-dive case studies which include stakeholder feedback. This part of the report also covers youth and gender mainstreaming and programmes under our Catalytic Outcomes.
3. **The section on catalytic and organisational outcomes** discusses advancements in communications, progress on monitoring and evaluation, and improvements in corporate effectiveness.
4. The three **annexes** cover the programme design and prioritisation framework used to facilitate delivery, research and documents published, and the Commonwealth Secretariat's toolkits.

The report is based on evidence and data collected from results-focused programmes across our portfolio. It provides an overview rather than an exhaustive iteration of all Secretariat actions delivered in 2023/24. The aim is to highlight key progress across the Strategic Outcomes. Case studies illustrate notable results or progress towards impact. This report also reflects our commitment to learning, value for money and enhancing transparency and accountability.

The Secretariat operates in a complex delivery context marked by significant challenges for multilateral institutions and growing threats to democracy worldwide. These challenges include geopolitical tensions, economic disparities and the rise of authoritarianism, which undermine democratic norms and institutions. Additionally, issues such as climate change, global health crises and digital transformation require co-ordinated multilateral responses, often hindered by differing national interests and priorities.

Within this challenging global context, the Secretariat has continued to foster co-operation, promote good governance and support member states to uphold democratic values – each of which are crucial to navigating these turbulent times and ensuring a resilient and inclusive global community.

This year, the Secretariat has grappled with resourcing challenges across our three funds. To address this challenge, the Secretariat has made cost efficiencies across operational areas and engaged actively with our member states to bolster committed funding across members in arrears as well as with larger contributors. The Secretariat has also leveraged partnerships to co-deliver its work programmes, and continues to seek alternative models to external funding through EBRs. There continues to be a backlog of technical assistance requests for CFTC support which could pose a heightened reputational risk, but which also underlines the continued relevance of the curated support the Commonwealth offers.

We are grateful for the leadership and support of our Secretary-General, the Rt Hon. Patricia Scotland KC; our Senior Management Committee; our Board of Governors and our member countries and partners. Together, we have demonstrated that the Commonwealth Secretariat is a trusted and effective partner in advancing the Commonwealth's shared goals of democracy, development and diversity. We invite you to review this report and guide us forward.

CHOGM 2022 Alignment

In June 2022, at CHOGM in Kigali, Rwanda, Heads set out new mandates and asked the Secretariat to redouble efforts on existing mandates included in the 2021/22–2024/25 Strategic Plan.

In 2023/24 the Secretariat has continued taking forward CHOGM 2022 mandates previously identified in the 40 paragraphs of the CHOGM 2022 Communiqué; in the 2022

Commonwealth Call to Action on Living Lands; in the 2022 Declaration on Sustainable Urbanisation; and in the 2022 Kigali Declaration on Childcare and Protection Reform.

The Strategic Results Framework below outlines this alignment making specific reference to delivery on CHOGM outcomes by area.

Table A.1: The Strategic Results Framework, including the relevant 2022 CHOGM mandates

Strategic Pillars					
	Democracy & Governance	Sustainable Development	Resilience & Climate Action	Small & Vulnerable States	
Strategic Plan Outcome/Programme & CHOGM 2022 Communiqué Paragraph Numbers	1.1 Member countries effectively utilise mechanisms to further adherence to Commonwealth values and Principles CHOGM Communiqué paragraphs 12, 26	2.1 Effective trade policy, increased competitiveness and co-operation Paras 43, 44, 46, 48	3.1 Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition Paras 63, 64, 65, 66, 67, 69, 70	4.1 Policy positions advanced in global governance mechanisms Paras 33, 41, 42	
	1.2 Member countries conduct fair, credible and inclusive elections Para 14	2.2 Sustainable public finance and debt management Paras 35, 36	3.2 Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation Leaders statement; paras 55, 66; Commonwealth Call to Action on Living Lands; Declaration on Sustainable Urbanisation	4.2 Reduced vulnerability to shocks and improved fiscal sustainability and access to financing Paras 41, 42	
	1.3 Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance Paras 15, 18, 21, 29, 104	2.3 Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources Paras 64, 68, 69			
		2.4 Inclusive and resilient education and health systems Paras 22, 82, 87, 95, 97; Kigali Declaration on Child Care & Protection Reform			
	Cross-cutting Outcomes				
	Youth Empowerment	CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced Paras 57, 89, 91, 92, 93	Gender	CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced Paras 28, 97	
	Catalytic Outcomes				
	Partnerships Paras 31, 98, 108				

Financial Performance 2023/24

This section presents the financial performance of the Commonwealth Secretariat for the year ending 30 June 2024. It shows how the Secretariat allocated and utilised its budget to deliver on the CHOGM 2022 mandates and other strategic priorities. It also provides a breakdown of the budget by fund, programme and staff cost. The financial expenditure outlined herein is based on the unaudited financial statements.

The Secretariat’s total budget for 2023/24 amounted to £46.0 million, of which £33.7 million was the direct budget. Of the total direct budget, which is spent on strategic outcomes, expenditure was 84 per cent, or £28.3 million, resulting in a variance of £5.3 million in direct budget versus expenditure.

Total direct budget expenditure of £28.3 million was split between programme costs (£14.9 million, or 53 per cent) and staff costs (£13.4 million, or 47 per cent).

The Secretariat implemented a total of 46 projects across 15 programmes during the financial year 2023/2024. The Secretariat has ensured effective budget utilisation across the three major funds: the Commonwealth Secretariat Fund (COMSEC), the Commonwealth Fund for Technical Co-operation (CFTC) and the Commonwealth Youth Programme Fund (CYP).

The 2023/24 *Annual Results Report* outlines progress made against each strategic outcome and their constituent programmes. These were delivered in collaboration with our

members, partners and accredited organisations across the programmes within the Strategic Plan. The unaudited expenditure in 2023/24 for the 15 programmes delivered is outlined in figure A.2 below. Expenditure met by Extra Budgetary Resources (EBRs) is outlined in figure A.3 below.

Collaborative efforts leveraging partnerships at national, regional and international levels, including with Commonwealth Accredited Organisations, remain instrumental to catalysing Strategic Plan outcomes. The Secretariat has also emphasised partnerships as a critical lever to respond to emerging requests. In 2023/24 the Secretariat utilised £2.9 million in EBRs from partners – including member countries, government bodies, private entities and other multilaterals – for initiatives within the Strategic Plan. This included projects on climate finance, elections, cybersecurity, Commonwealth Small States Offices and advisory support, as well as debt management and natural resources management.

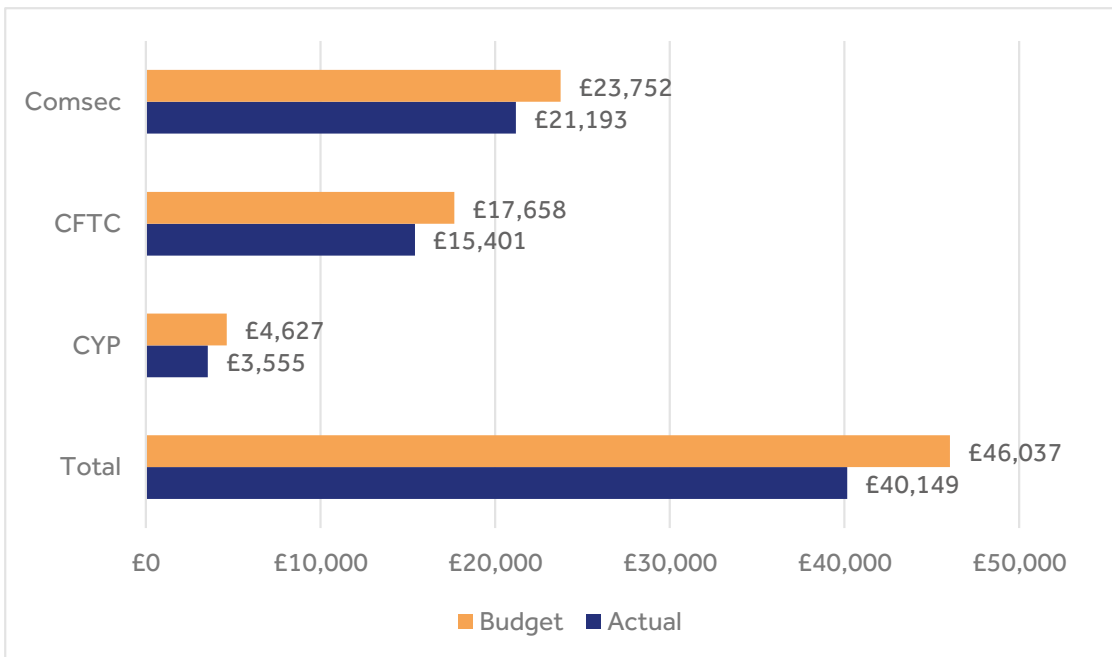
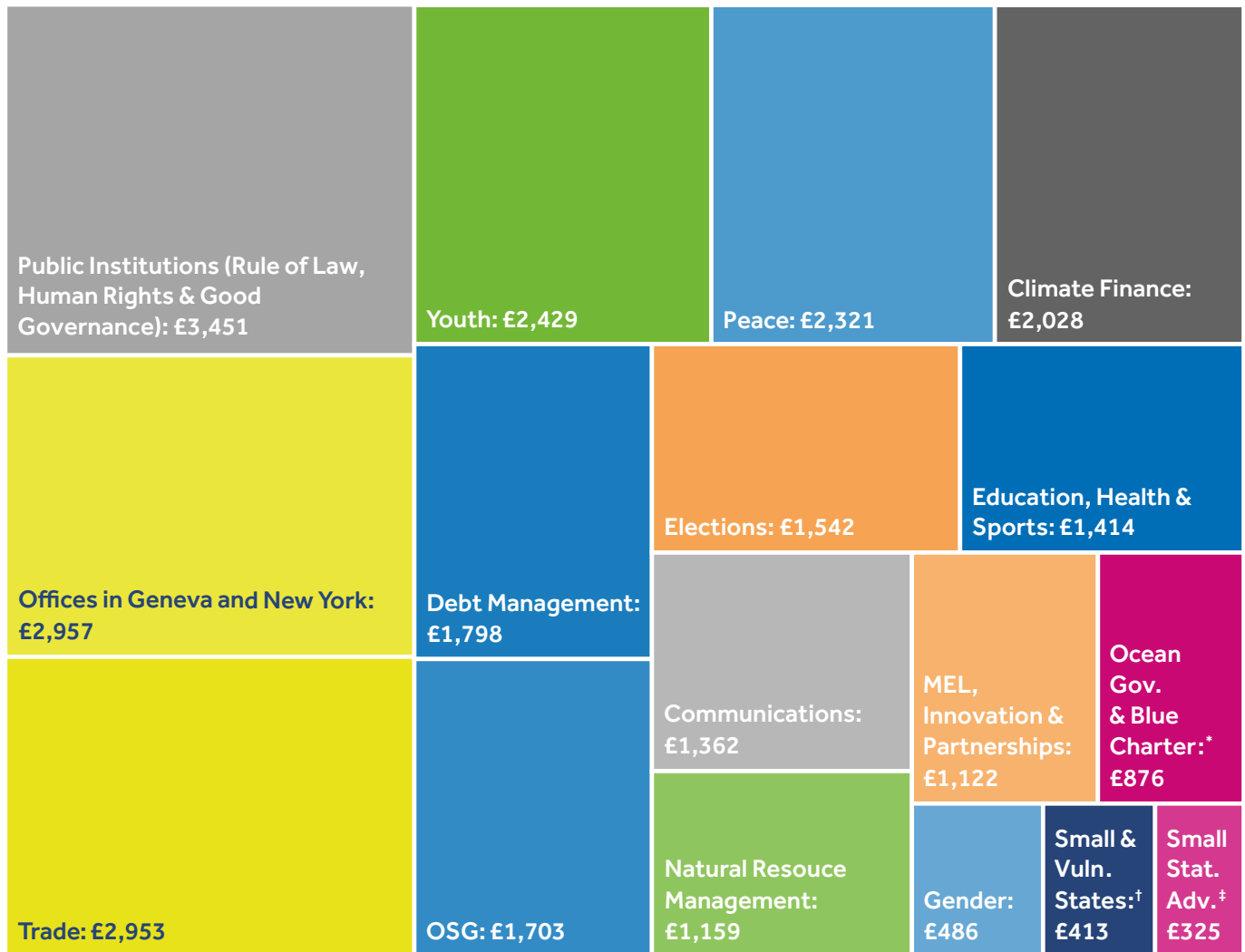


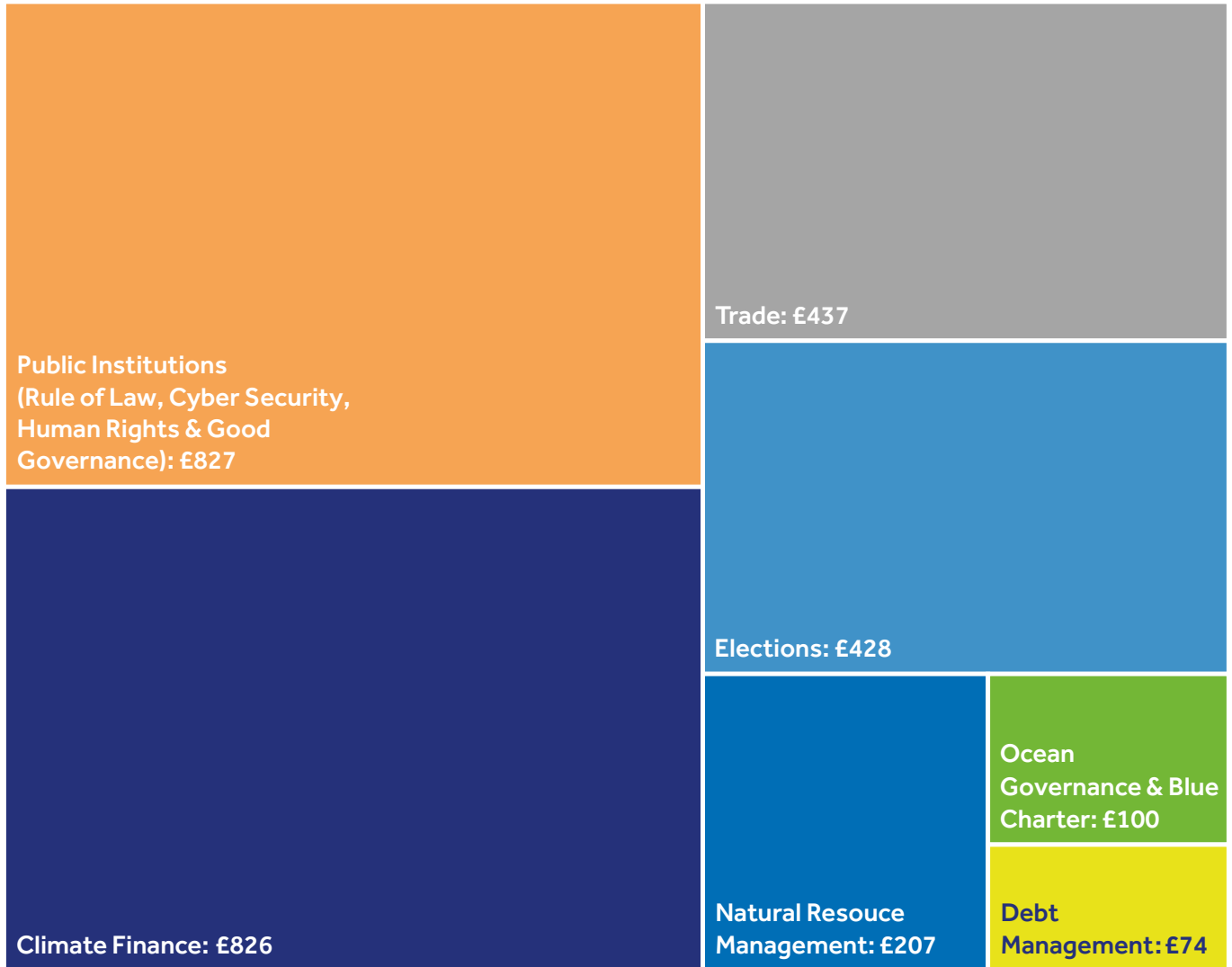
Figure A.1: Budget utilisation (£000s budget versus actual) by fund, unaudited, 2023/24

Figure A.2: Unaudited actual expenditure (£000s) by Outcome, 2023/24



Note: *Ocean Governance & Blue Charter; †Small & Vulnerable States; ‡Small States Advocacy.

Figure A.3: Unaudited actual expenditure (£000s) from Extra Budgetary Resources by Outcome, 2023/24



Programme performance 2023/24

In the fourth year of the 2021/22–2024/25 Strategic Plan, the Secretariat has focused on specific areas of its comparative advantage while taking forward current programmes and continuing to support business-critical areas.

As of June 2024, 88 per cent of indicators of programme outcomes have been met, exceeded or are showing good progress towards their targets. These indicate changes in performance, behaviours and practices of beneficiaries

and partners aligned with the Secretariat’s programmes. A detailed results framework outlining portfolio indicators, annual progress against targets and RAG rating can be found in Annex 4 of the comprehensive *Annual Results Report 2023/24*. Outcome indicators by strategic pillar are included in the yellow ‘notable achievements’ box-outs from page 20 onwards.

CFTC 2023/24

Priorities by Region



Commonwealth-wide

- Commonwealth Carbon Tax Model Law
- Commonwealth Law on Virtual Assets
- Commonwealth Field Development Plan Toolkit
- Regulatory Impact Assessments Training and Guide
- Asia Pacific Trade facilitation dialogue with UNESCAP
- Biennial Commonwealth Sustainable Energy Transition Forum
- Clean Energy Finance Online Resource
- Convened Rural Electrification and Energy Access Action Group
- Convened Commonwealth Working Group on Legal reform and Digitalisation
- Commonwealth-UN Small States Advocacy Strategy Champions
- Commonwealth Ministerial working group on Call for a New Financial Architecture



Asia

Regional priorities

- Climate change finance, adaptation and mitigation
- Sustainable economic development
- Technology and artificial intelligence
- Good governance, democracy, human rights and rule of law
- Oceans and clean energy

Maldives

- Climate Finance Adviser in position
- Commonwealth Meridian for public debt recording and reporting

India

- Capacity building on Commonwealth Meridian for private sector external debt at the Reserve Bank of India
- Supporting Uttarakhand State with Commonwealth Meridian for public debt recording and reporting

Pakistan

- Training of judges on international human rights law
- Training on trade negotiations and trade policy development

Sri Lanka

- Climate Finance Adviser in position

Bangladesh

- Support to implementation of trade competitiveness policy
- Capacity-building of National Human Rights Commission
- Multi-stakeholder dialogue on a model of Digital Public Infrastructure for agricultural data

Caribbean and Americas

Regional priorities

- Economic integration, innovation and development
- Human and social development
- Foreign policy co-ordination

Regional delivery

- Support on Commonwealth Meridian for public debt recording and reporting in Trinidad and Tobago, Antigua and Barbuda, Dominica, Belize, Barbados, Guyana, The Bahamas, Saint Lucia, Jamaica
- Establishment of Centre of Excellence for Oceanography and Blue Economy
- Technical assistance to strengthen data protection framework within digital market
- Technical assistance and capacity-building for WTO negotiations
- Capacity-building on human rights treaty body reporting
- Multi-stakeholder regional dialogue on a model of Digital Public Infrastructure for agricultural data
- Study on the Impact of Data Protection and Privacy in Regulating Competition and Consumer Protection for Digital Markets with CARICOM
- Regional Training Workshop on Medium-Term Debt Strategies (MTDS)

Trinidad and Tobago

- Rapid readiness assessment project with UNEP concluded
- 2023 Commonwealth Youth Games Evaluation Report

Antigua and Barbuda

- Rapid readiness assessment project with UNEP concluded
- Finalised national maritime transportation policy
- Human rights advisory from CSSO Geneva
- Antigua and Barbuda/UK Trade and Investment Summit support

Dominica

- Developed a clean energy business case
- Capacity-building to manage UPR Review on human rights
- Assistance in finalising national maritime policy

Belize

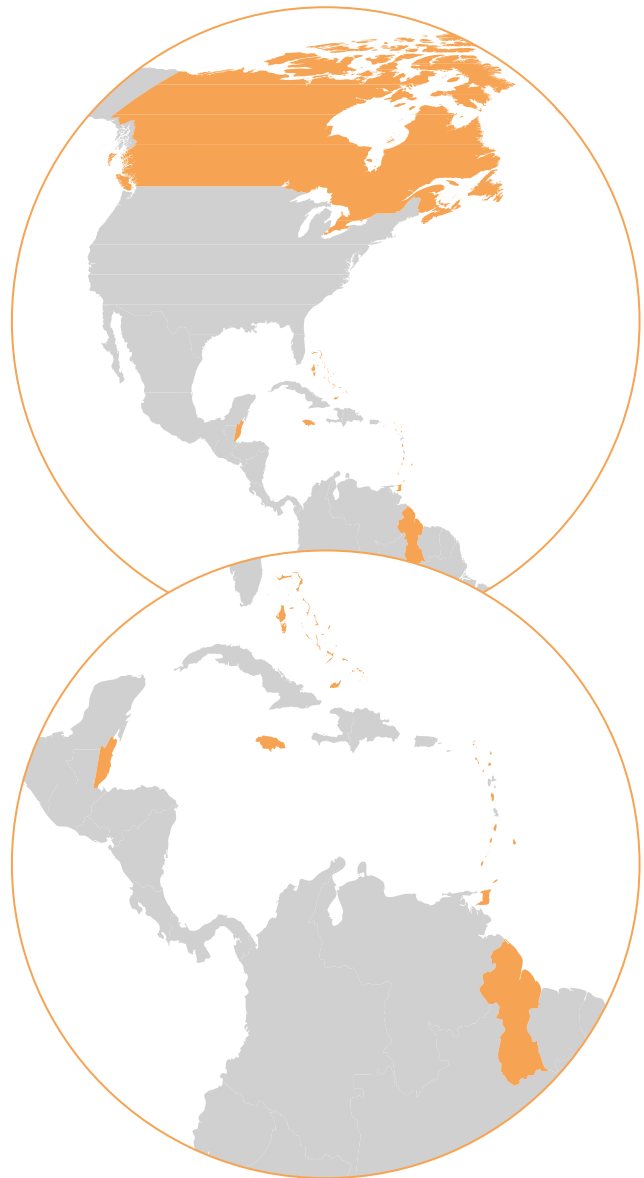
- Policy and legislative support to petroleum sector reforms
- Needs assessment and case study on sustainability and tourism

Barbados

- Policy and legislative support to energy sector reforms
- Improved business continuity plan for debt management
- Latimer House Principles symposium

Guyana

- Policy and legislative support to petroleum sector reforms
- Technical assistance in preparation for upcoming review with UN Human Rights Committee



The Bahamas

- Policy and legislative support to national mining reforms
- Review of debt management strategy

Saint Lucia

- Technical assistance to improve Debt Management Performance Assessment rating

Jamaica

- Technical assistance engagement with Commonwealth Observer Group

Saint Vincent and the Grenadines

- Assistance in finalising national maritime policy

Pacific

Regional priorities

- People-centred development
- Peace and security
- Resource and economic development
- Climate change and disasters
- Ocean and environment

Regional delivery

- Support on Commonwealth Meridian for public debt recording and reporting in Vanuatu, Tonga, Papua New Guinea, Fiji, Samoa, Solomon Islands
- Climate Finance Advisers in position in Fiji, Nauru, Solomon Islands, Tonga, Tuvalu, Vanuatu
- Climate Finance Write-shop
- Climate finance negotiation training
- Training on Joint Management Areas in 22nd Pacific Maritime Boundaries Working Session
- Capacity building on human rights treaty body reporting
- Technical assistance and capacity-building for WTO negotiations
- Contribution to PIFS workshop on Regional Kava Development
- Established the Pacific Regional E-commerce Alliance

Vanuatu

- Policy and legislative support to petroleum sector reforms
- Policy and legislative support in mining sector reforms
- Technical support for Human Rights Commission engagement

Kiribati

- Policy and legislative support on national mining reforms
- Technical support on submission and statements to the Human Rights Commission
- National seminar on addressing the digital divide and regulatory coherence for trade and investment

Tonga

- Capacity-building to MSMEs under Digital Connectivity Cluster
- Development of investment promotion and facilitation website

Papua New Guinea

- Capacity-building for judiciary on cybercrime and electronic evidence

Fiji

- Regional workshop on effective legal frameworks for building the digital economy
- Climate finance 'writeshop'

Cook Islands

- Policy and legislative support to national mining reforms
- Legal and advisory support on justice frameworks



Samoa

- Technical assistance to conduct national e-commerce legislative gap analysis

Nauru

- Climate Finance Adviser in position

Tuvalu

- Climate Finance Adviser in position

Solomon Islands

- Technical assistance and capacity building on the development of a national policy and draft bill on product packaging and labelling.

Africa

Regional priorities

- Inclusive growth and sustainable development
- Good governance, democracy, human rights and rule of law
- People-driven, especially women, youth and caring for children

Regional delivery

- Support on Commonwealth Meridian for public debt recording and reporting in Lesotho, Malawi, Namibia, Eswatini, Nigeria, Mozambique, Kenya, Cameroon, Seychelles, The Gambia, Ghana and Tanzania
- Three regional Commonwealth Meridian workshops (in collaboration with World Bank and regional partners)
- Regional workshop on oil and gas emission reduction and near-zero methane
- Support to the development of competition policy with COMESA
- Capacity-building on human rights treaty body reporting
- Networking and knowledge-sharing on the role of e-commerce
- Technical assistance and capacity-building for WTO negotiations
- Commonwealth Africa Cybercrime Fellowship Conference
- Convened Rural Electrification and Energy Access Action Group championed by Malawi and Nigeria.
- SACU E-Commerce Framework Workshop with UNCTAD

Mauritius

- Manufacturing 4.0 Capacity Building Workshop Series
- Impact assessment to determine the feasibility of the adoption of the international exhaustion regime for trademarks
- Climate change negotiations training
- Review of debt management framework and revision of the public debt management procedures manual
- Capacity-building for MSMEs on Entrepreneurial Export Skill
- Phase two of the CORVI Rapid Readiness Assessment project

Lesotho

- Technical assistance on export development and investment promotion
- Latimer House principles symposium
- Gender-responsive budgeting training and support

Malawi

- Policy and legislative support to petroleum sector reforms
- Capacity-building for government on legal and fiscal reforms to petroleum sector
- Debt Management Performance Self-assessment
- Multi-stakeholder dialogue on Digital Public Infrastructure for agriculture data
- Technical assistance to implement the National Export Strategy and develop a new national trade policy
- Support to participating in CEDAW Committee review
- Capacity-building for judiciary on cybercrime and electronic evidence



Namibia

- Climate Finance Adviser in position
- Policy and legislative support to petroleum sector reforms
- Capacity building on legal and fiscal reform of mining sector
- Support for petroleum emissions reduction, near zero methane and sector energy transition strategies.
- Scoping and training on law reform and legislative drafting

Sierra Leone

- Technical support on submission and statements to Human Rights Commission

Uganda

- Training of judges on international human rights law

Eswatini

- Technical assistance in Debt Management Performance Self-Assessment
- Capacity-building on engagement with human rights mechanisms
- Capacity building and legislative support on legal and fiscal reform of mining sector

Nigeria

- Product development training for MSMEs

Mozambique

- Technical support on Human Rights Commission engagement

Kenya

- National Diaspora Investment Strategy
- Scoping and training on law reform and legislative drafting
- Technical assistance on Critical Information Infrastructure Protection

Cameroon

- Digital bootcamp for MSMEs

Seychelles

- Climate Finance Adviser in position
- Training of government on delimitation of maritime borders
- Workshop on digital maturity assessment of healthcare system



Rwanda

- Debt management business continuity and disaster recovery training with Ministry of Finance
- WTO MC 13 workshop

The Gambia

- Diaspora Investment Study and Report
- Technical assistance on reporting to the Committee on the Rights of the Child
- Support for the implementation of the National Export Strategy
- Review of National Sports Policy

Ghana

- Multi-stakeholder dialogue on Digital Public Infrastructure for agriculture data
- Capacity-building for officials on cybercrime and electronic evidence

Zambia

- Capacity-building for judiciary on cybercrime and electronic evidence
- Workshop on digital maturity assessment of national healthcare system
- Capacity building on trade policy analysis, trade agreements and negotiations

Tanzania

- Launch of Tanzania and Zanzibar Says NO MORE campaigns, as part of the Commonwealth Says NO MORE initiative

Botswana

- Two Commonwealth regional conferences for anti-corruption bodies delivered
- Enterprise risk management technical assistance workshop
- Tailored capacity-building with specific advice provided on youth mainstreaming

South Africa

- Leadership and management training tailored for senior management of anti-corruption agencies
- Jointly hosted the Southern African Customs Union (SACU) E-Commerce Framework workshop

Highlights of the Year 2023/24

Aug
2023



Commonwealth Women's Affairs Ministers Meeting, The Bahamas
Chair: The Bahamas

 27

Sept
2023



Commonwealth Foreign Affairs Ministers Meeting, New York
Chair: Rwanda

 53

Commonwealth Environment Ministers Meeting, New York
Chair: UK

 38

Apr
2024



Commonwealth Ocean Ministers Meeting, Nicosia
Chair: Cyprus

 28



Commonwealth Law Ministers Meeting, Zanzibar
Chair: Tanzania

 32

Commonwealth Ministerial Action Group, London
Chair: Malta

 9

May
2024



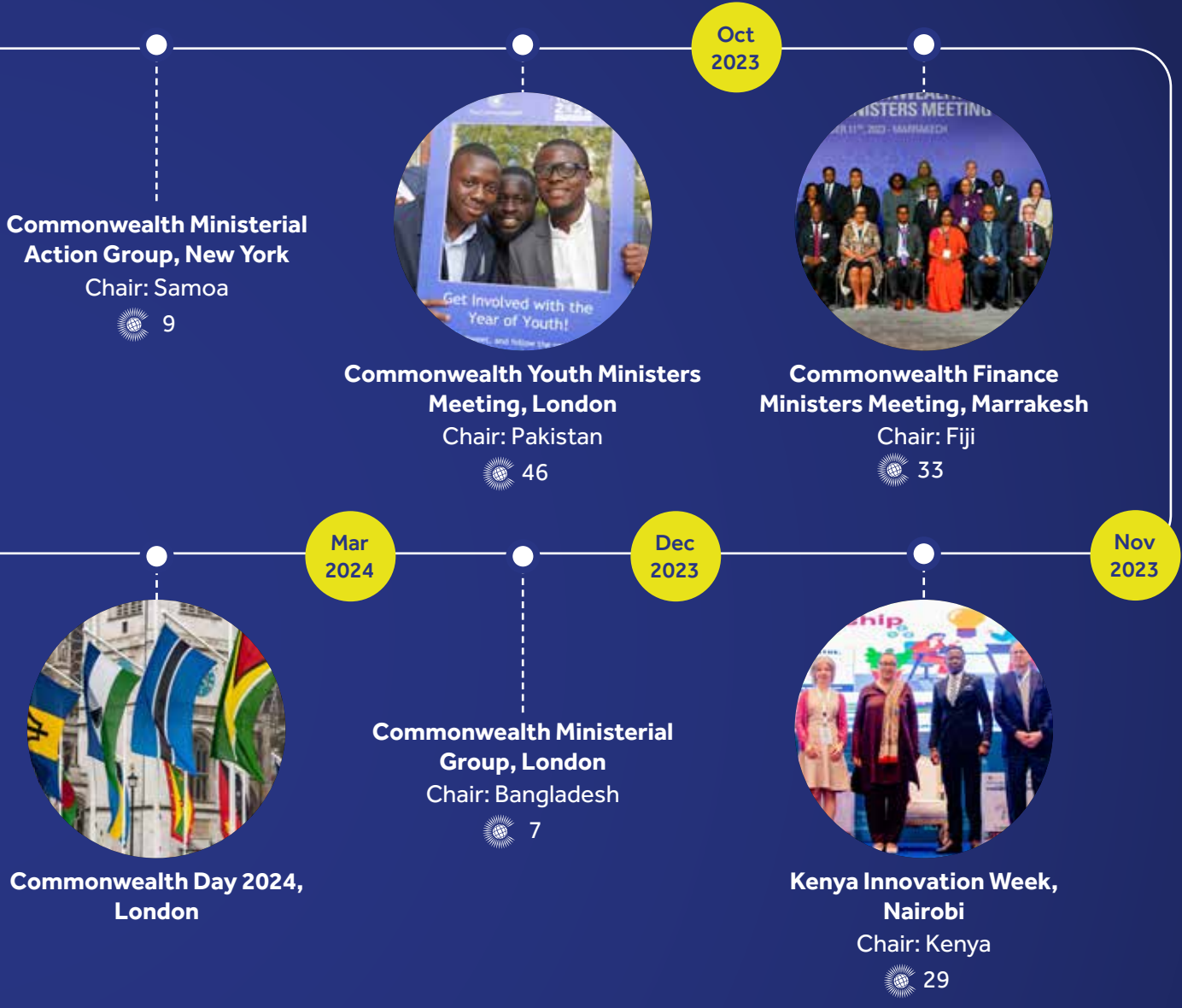
Commonwealth Education Ministers Meeting, London
Chair: Kenya

 38



Commonwealth Health Ministers Meeting, Geneva
Chair: Kenya

 42



 = Number of countries represented

THE COMMONWEALTH AT COP28

The Commonwealth Secretary-General led a delegation of policy experts, climate specialists and youth alliances to the UNFCCC Conference of the Parties 28, held in Dubai in December 2023. The Secretariat secured sponsorship for a Commonwealth COP28 pavilion that serves as a central hub for member countries and key partners. Hosting more than 40 activities, including technical meetings, introductory sessions and high-level discussions, the pavilion was pivotal for advocating the interests of small and vulnerable states,

notably through the direct support of the Commonwealth Climate Finance Access Hub's advisers for COP negotiations.

'Decisive action for systems transformation, rooted in the sharpest honesty about where we are, where we need to be, and how we get there, is the only way forward... It falls to us – here and now – to make it happen, and there is no time left to waste.'

The Rt Hon. Patricia Scotland KC, Secretary-General of the Commonwealth

Living Lands Charter: Presented the Commonwealth Living Lands Charter Implementation Plan, developed in consultation with member countries for actions on land, biodiversity, and climate issues.



Climate Finance Essentials: Initiated a Commonwealth Climate Finance Essentials e-learning course, informed by CCFAH, to assist vulnerable nations in accessing climate finance.



Gender-Based Analysis Plus: Conducted a Gender-Based Analysis Plus (GBA+) masterclass, embedding gender integration strategies across all climate action projects.

Global Stocktake: Released the *Blueing the NDCs* report, which urges critical change to fulfil Paris Agreement obligations and notes progress on ocean-based climate actions linked to funding, in line with the Global Stocktake report.

Blue Charter: Launched the Ocean Youth Working Group and a Gender Outreach Assistant as part of the Commonwealth Blue Charter advocacy.

Carbon Tax Model Law: Introduced the Commonwealth Carbon Tax Model Law, developed under the Commonwealth Natural Resources Programme, to guide nations in implementing carbon taxes that aim to curb emissions and maintain a maximum global temperature rise of 1.5°C.



Just Energy Transition: Launched an *Oil and Gas Decommissioning Toolkit* to support effective management of technical, health, safety, environmental and financial risks.



Methane Action: Announced a Methane Action Group under the Commonwealth Sustainable Energy Transition Agenda to expedite methane emission reduction among member states.



Financing Decarbonisation: Introduced a toolkit to encourage decarbonisation of the transportation sector in SIDS and presented an online knowledge centre on private and public financing sources for the clean energy transition.

Health & Climate Nexus: Collaborated with PATH on health and climate nexus to showcase impactful innovations and actionable measures for COP28's inaugural Health Day.

Youth: Facilitated six youth-led climate engagement events, collaborated with UNFCCC on youth leadership and presented *Commonwealth Youth Policy Recommendations on Climate Change*.



Indigenous Innovations: Launched the Wildfire-Resilient Landscapes Network with the Circular Bioeconomy Alliance to combine indigenous and scientific knowledge on wildfires through Living Labs, attended by His Majesty King Charles III.



Media Impact: Substantial increase in social media influence with the #CommonwealthForClimate campaign, reaching over 7 million users – a 295 per cent growth from COP27.



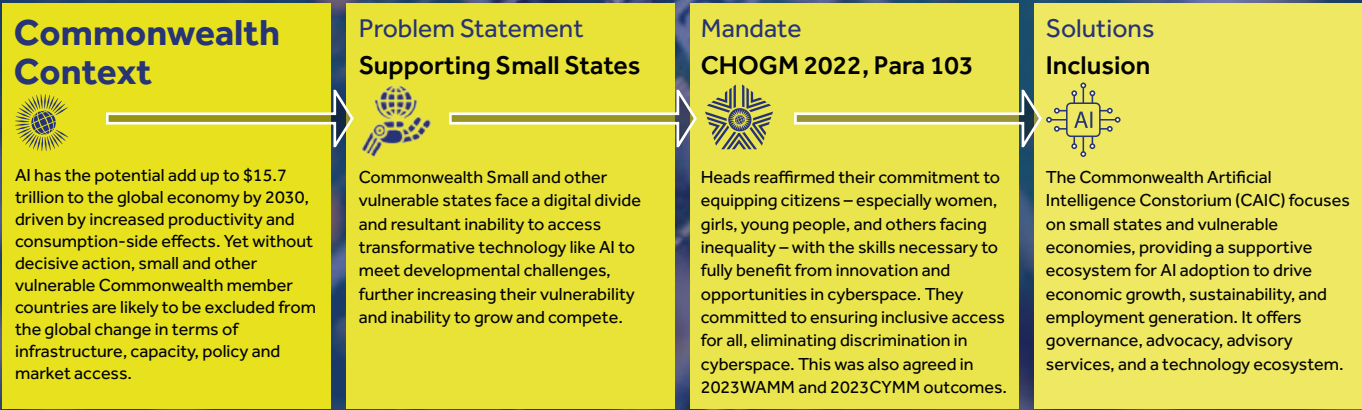


United Nations
Climate Change



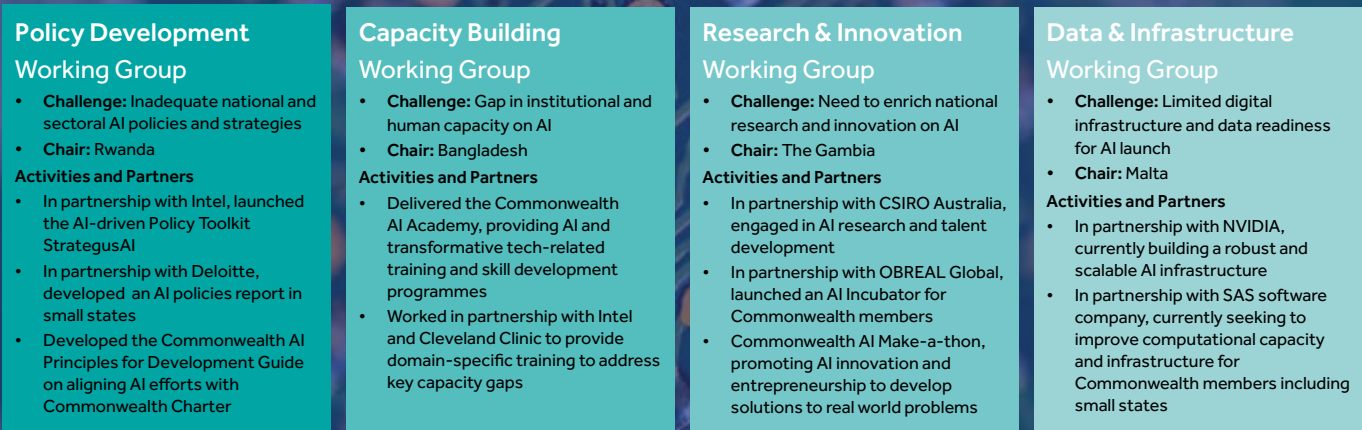
COP28UAE

COMMONWEALTH ARTIFICIAL INTELLIGENCE CONSORTIUM



CAIC THEORY OF CHANGE

The Commonwealth Artificial Intelligence Consortium is a transformative initiative that aims to harness AI to foster sustainable development across Commonwealth countries through the following four working groups.





Democracy and Governance

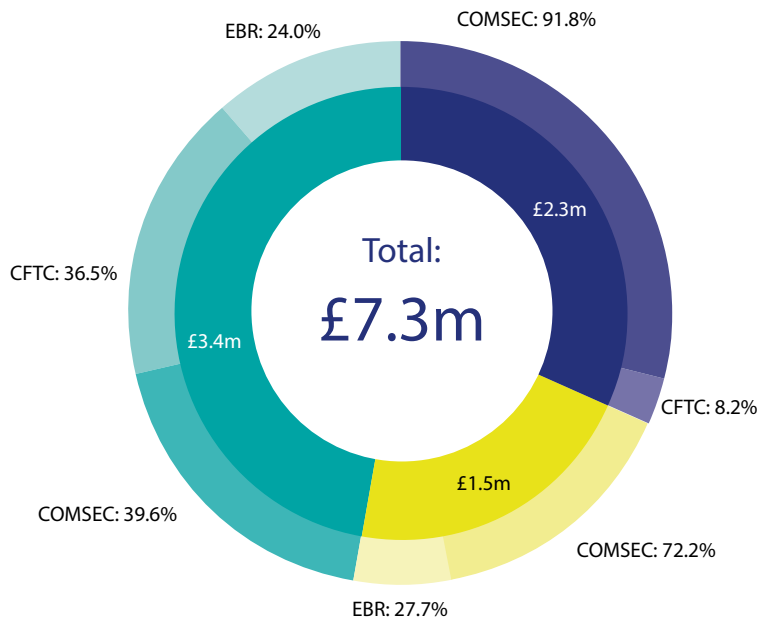
Democracy and Governance

3 programmes

- 'Peace and Democracy'**
 1.1 Member countries effectively utilise mechanisms to further adherence to Commonwealth values and principles
- 'Elections'**
 1.2 Member countries conduct fair, credible and inclusive elections
- 'Public Institutions'**
 1.3 Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance

Notable achievements

- Convened Senior Officials and Commonwealth Law Ministers Meetings
- Convened Commonwealth Foreign Affairs Ministers Meeting
- Convened Four Commonwealth Ministerial Action Group Meetings
- CHOGM 2024 Open-Ended Working Group meetings held
- CHOGM high-level policy paper and communiqué developed and circulated
- Deployed missions to four elections
- Training for professionals from 18 Election Management Bodies in Africa
- Drafted and launched Model Law on Virtual Assets
- Multi-stakeholder Dialogue on Disability Inclusion
- Marlborough House Dialogues
- Universal Periodic Review capacity-building in Pacific
- Pan-African anti-corruption workshop
- Built capacity of 196 law enforcement officials, prosecutors, judges and magistrates in Pacific and Asia to advance Commonwealth Cyber Declaration
- Commonwealth African Cyber Fellowship annual conference
- Met or made 'good progress' against 85 per cent of performance indicators



- 1.1 Member states adhere to Commonwealth values and principles
- 1.2 Member states conduct fair, credible and inclusive elections
- 1.3 Public institutions and frameworks strengthened to promote rule of law

Figure 1.1: Actual expenditure on Democracy and Governance, by fund, unaudited, 2023/24 (£ '000s)

Table 1.1: Democracy and Governance projects and relevant mandates

Project name	Mandate
Secretary-General's Good Offices	CHOGM 2022 Communiqué para 12
Political Analysis, Advice and Engagement and Regional Consensus-Building	CHOGM 2022 Communiqué paras 18, 21 31; CHOGM 2003 Abuja Latimer House Principles
Elections	CHOGM 2022 Communiqué paras 11, 12, 14
Effective Rule of Law Frameworks	CHOGM 2022 Communiqué paras 18, 21 31; CHOGM 2003 Abuja Latimer House Principles
Human Rights Frameworks	CHOGM 2022 Communiqué paras 15, 23
Commonwealth Anti-Corruption Centre and Networks	CHOGM 2022 Communiqué paras 30, 32
Cyber Frameworks	CHOGM 2022 Communiqué para 104
Strengthening of Public Administration	CHOGM 2022 Communiqué para 29
Office of Civil and Criminal Justice Reform	CHOGM 2022 Communiqué para 18
Governance Technologies	CHOGM 2022 Communiqué para 29, 102, 103

1.1. Peace programme on Commonwealth values and principles

The Secretariat supports member countries to further their adherence to Commonwealth values and principles through the effective use of Commonwealth mechanisms. The Secretariat created opportunities to address political and developmental challenges and enhance intra-Commonwealth collaboration through high-level dialogues and events.

This included the 23rd Commonwealth Foreign Affairs Ministers Meeting (CFAMM), focused on climate change, the ongoing impact of COVID-19, food and energy costs and digital trade. Prior to CFAMM, two meetings of the Commonwealth Ministerial Action Group (CMAG), on **Belize** and **Guyana**, were held to continue support on conflict resolution through 'quiet diplomacy'.

The Secretary-General's Good Offices has continued to protect and promote the Commonwealth's fundamental values and principles by engaging with countries, and using envoys when required, to de-escalate socio-political crises. The Good Offices function was leveraged in several countries in this period, especially in pre- and post-election contexts. In **Sierra Leone**, over the last two years the Secretariat has brought together political parties from across the spectrum to commit to peace. In June 2023, the Secretariat supported a three-day mediated dialogue between the government and the All-People's Congress Party, underscoring the important role the Secretariat plays in fostering peace and social cohesion.

The Secretary-General attended the 52nd Pacific Islands Forum (PIF) in **Cook Islands** and had the opportunity to engage with Pacific Commonwealth members to ensure their priorities are brought to the forefront at CHOGM. The Secretariat engaged in

negotiations at all levels in **Gabon**, helping ensure a democratic solution in the wake of the sudden change in leadership in August 2023. The Good Offices support is subject to request of member countries and aims to maintain peace between divergent political positions through professionalism and confidentiality.

1.2. Elections

The Secretariat supports member countries to conduct fair, credible and inclusive elections through a full-cycle election approach. The reporting period saw the successful deployment of Commonwealth Observer Group (COG) missions to **Bangladesh**, **Eswatini**, **Maldives** and **Pakistan**. COG deployment prioritisation meant only one technical assistance engagement, to **Jamaica**, was delivered. Work to advance youth and women's political representation continues to move forward. This included, via the inclusion of recommendations on enhancing youth political participation in all COG reports, a new agreement with the African Union (AU) on the joint delivery of a training programme for youth observers and identification of gender experts for COGs.

The Commonwealth Election Professionals (CEP) Initiative marked its 10th Anniversary during a capacity-building training session in Cape Town for 21 participants from 18 Commonwealth Africa Election Management Bodies (EMBs). The workshops are designed to focus on regional priorities and incorporate trends and challenges identified during election observation. A celebratory virtual meeting held during the training week brought together over 60 participants from across the three-phase project lifecycle. It reflected on CEP's impact over the past 10 years. In evaluating the CEP Africa training event, 88 per cent of participants gave an overall rating of 'Excellent' and 12 per cent a rating of 'Good.'



Case study

Nurturing Commonwealth Values and Principles

Intermediate Outcome 1.1: Member countries effectively utilise mechanisms to further adherence to Commonwealth values and principles



In June 2024, the Assistant Secretary-General led a Good Offices mission to the Kingdom of Eswatini. This focused on inclusive political dialogue, democratic reforms and peacebuilding, including through engagements with government ministers and a representative of the prime minister.

A key focus was the youth of Eswatini, who constitute a significant proportion of the population. Recognising their importance in fostering democratic reforms, the mission delivered a two-day capacity-building workshop on Commonwealth values and principles for 50 youth leaders. This empowered and equipped them to promote these values in their respective communities.

The mission made significant strides in strengthening relationships with the Kingdom. Next steps include sustaining engagement, exploring partnership opportunities with the UN and engaging in high-level diplomacy with His Majesty King Mswati III.

To further bolster commitment to Commonwealth values in February 2024, the Secretariat delivered a three-day workshop of human rights. The workshop focused on strengthening Eswatini's capacity to fulfil its reporting and implementation obligations from the UN human rights mechanisms. Representatives from government agencies, non-governmental organisations and the National Human Rights Commission attended. They are all members of the recently established National Mechanism for Implementation, Reporting and Follow-up (NMIRF).

'We appreciate the Secretariat's invaluable contributions in sharing best practices to enhance the efficiency of our office. We will continue to maintain regular communication with you to learn more as we carry out our mandate as the permanent secretariat of the NMIRF.'
Said Nozipho Mazibuko, State Reporting Co-ordinator

Case study

Good Offices support for Guyana

Intermediate Outcome 1.1: Member countries effectively utilise mechanisms to further adherence to Commonwealth values and principles



The Commonwealth Secretariat has been actively engaged in its support for Guyana in the dispute with Venezuela over the Essequibo region at the request of the Government of the Co-operative Republic of Guyana and per the mandate given by the Commonwealth Heads of Government in 1999 to monitor 'further developments in respect of the existing controversy between Guyana and Venezuela'.

Good Offices' prompt analysis of the situation, as well as the Secretary-General's quiet and multi-tracked diplomacy and mobilisation of wider Commonwealth support, were instrumental in de-escalating the crisis and preserving Guyana's territorial integrity. The Secretary-General convened the Commonwealth Ministerial Group on Guyana (CMGG) in New York in September 2023. It reaffirmed its support for the judicial process underway before the International Court of Justice (ICJ) and reiterated its firm and steadfast support for the maintenance and preservation of the sovereignty and territorial integrity of Guyana, and the unobstructed exercise of its rights to develop the entirety of its territory for the benefit of its people.

The Secretary-General issued public statements in November and December 2023 in support of the preservation of the sovereign and territorial integrity of Guyana, and convened an emergency meeting of the CMGG in December 2023, where Ministers reaffirmed the Group's firm and steadfast support for Guyana's right to self-defence, and the ICJ process as the lawful means to address the matter under international law.

At the 64th Meeting of the Commonwealth Ministerial Action Group (CMAG) in March 2024, Ministers reiterated their steadfast, strong and unconditional support for the maintenance and preservation of the sovereignty and territorial integrity of Guyana, and the unobstructed exercise of its rights to develop the entirety of its territory for the benefit of its people. Ministers further commended the Secretary-General's prompt assessment of the situation and her engagements with Guyana. CMAG reiterated its firm and steadfast support for the ICJ process underway as the appropriate and lawful means to address the matter under international law, and Guyana's right to self-defence.

Case study

Transforming Campaign Finance in Jamaica

Intermediate Outcome 1.2:
**Member countries conduct
fair, credible and inclusive elections**

In 2018, Jamaica became the first country in the Commonwealth Caribbean to pass campaign finance legislation. However, implementing this specialised and complex law posed significant challenges. The Electoral Commission of Jamaica (ECJ) recognised the need for expert guidance.

Phase 1: Development of an Implementation Plan

Following on from its engagement in a two-day meeting on the Secretariat's 2020 guide to legislative approaches to political finance regulation, in 2021 the ECJ sought technical assistance from the Secretariat on implementing the country's 2018 legislation. Despite pandemic-related travel restrictions, the Secretariat's consultant conducted online interviews and desk research to deliver an Implementation Plan that focused on staffing, budgeting, operations and policies.

Phase 2: Tailored implementation

The ECJ then sought a second phase of support to take forward the Implementation Plan. The Secretariat identified a consortium of three leading campaign finance experts who, in January 2024, held a series of meetings with the ECJ, political parties, civil society and the police in Kingston. Building on the Implementation Plan, the consortium delivered tailored policies and procedure in areas like campaign monitoring, compliance checking, enforcement and disclosure, and made an additional six recommendations on policy, staffing, budgeting and operations.

The consortium also identified areas of future work for a possible Phase 3, in relation to enforcement processes, creation of a scheme of delegation, development of guidelines for political parties, establishment of a campaign finance unit and possible legislative reforms, in readiness for the next general election due in September 2025.



1.3. Public institutions

In working to strengthen public institutions and frameworks in member countries to promote the rule of law, access to justice, human rights and good governance, the Secretariat convened the 2024 Commonwealth Law Ministers Meeting (CLMM) and Senior Officials Meeting in **Zanzibar**. Thirty-two member countries and several partner organisations met to discuss the importance of international co-operation as a catalyst for advancing the rule of law, addressing food security, protecting human rights and prioritising social and economic challenges to deliver access to justice.

Law Ministers pledged a people-centred package of new measures shaped by four-day deliberations including to strengthen efforts in improving access to justice and addressing the legal needs of all citizens. Key provisions centred on access to justice for persons with disabilities, a model law on virtual assets, a new action plan to protect women from online violence, and a proposal to eliminate gender-discriminatory legislation.

The Secretariat, in collaboration with the Commonwealth Lawyers Association, developed the *Commonwealth Guide to Mediation*. This was welcomed by CLMM alongside the Secretariat's new small claims court app for dispute resolution.

Additionally, they adopted the Commonwealth guidelines on the treatment of electronic evidence in criminal proceedings, designed to offer member countries a framework to craft national legislation. To support implementation, ministers requested the Commonwealth Law Ministers Action Group to report progress at the next meeting.

Taking forward the CHOGM 2022 mandate to advance the Latimer House Principles, the Secretariat convened two symposia, for senior judges and magistrates. Eminent judges led the 45 **Barbados** and 30 **Lesotho** delegates through the workshop to enhance the relationships between the three arms of government. The result was the adoption of key recommendations by the judiciary which will serve as a roadmap for strengthening the rule of law and separation of powers.

Efforts to sustain equal access to justice across the Commonwealth included a law reform and legislative drafting training and two scoping missions, to **Kenya** and **Namibia**. The aim was to identify areas for support in response to technical assistance requests. In response to new legal

challenges arising from technological advances, the Secretariat developed the Commonwealth Model Law on Virtual Assets to provide a regulatory framework with legislative clarity to customer protection and financial markets.

The Secretariat has also been examining responsible ways to leverage technology to improve law and access to justice, especially for marginalised people in alignment with 2022 CHOGM Declaration on Equal Access to Justice. The Secretariat has launched a Commonwealth Database on International Co-operation in Criminal Matters on the Commonwealth website. This aims to facilitate communication and the sharing of details on domestic legislation among member countries leveraging the Commonwealth Schemes on International Co-operation in Criminal Matters.

In collaboration with the University of Botswana the Secretariat has introduced an LLM course in Legislative Drafting. This is critical to filling the resourcing gap in this highly technical field and ensuring the capacity and control of local legislature can be led by citizens.

Taking forward the Rule of Law Conversation Series which promotes policy-influencing discussions on solutions to issues including the rule of law, access to justice, cybersecurity and cybercrime, in February 2023 the Secretariat and the Institute of Commonwealth Studies, University of London held a seminar on the decriminalisation of poverty and status in the Commonwealth. Speaking at the event, Ms Bhavani Fonseka, Senior Researcher and Lawyer, Centre for Policy Alternatives said:

'In today's seminar, we heard from South Africa, Sri Lanka and other countries about aspects that have worked in improving access to justice. There are best practices that may work for other countries, so it's also about learning from each other about what has worked and what hasn't.'

Taking forward the renewed commitment at CHOGM 2022 to the Commonwealth Cyber Declaration, and funded by **the UK**, the Secretariat provided tailored technical assistance to **Kenya** on its Critical Information Infrastructure Protection, to help in cybercrime management. In partnership with Protection Group International, the Commonwealth African Cyber Fellowship continues to facilitate collaboration between cybersecurity and cybercrime experts in the region. The annual African Cyber Fellowship conference, convened in **South Africa**, brought together 26 fellows from 13 Commonwealth African countries

Case study

New Model Law on Virtual Assets

Intermediate Outcome 1.3:
Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance



Advancing the CHOGM 2022 Communiqué, and the Law Ministers' endorsement of the Plan of Action on Equal Access to Justice in 2023, and in response to new legal challenges arising as a result of technological advances, the Secretariat developed a new model law on virtual assets. Drafted by a pro bono team of experts in finance, technology and law, this was presented to and endorsed by ministers at the 2024 CLMM in Zanzibar, Tanzania.

The Commonwealth Model Law on Virtual Assets and Access to Justice Toolkit provides countries with a regulatory framework that will give much-needed legislative clarity to financial markets and vital protection to customers in dealing with blockchain and distributed ledger technology.

The model law provides a broad suite of provisions. This includes licensing virtual assets such as virtual currencies, defining the obligations of issuers, overseeing financial activities and enforcing penalties for non-compliance. In particular, the law offers guidance on establishing a framework to prevent the use of virtual assets for money laundering and terrorism financing, while protecting customers and providing businesses with legal clarity and confidence.

The law is designed to implement agreed international standards in the regulation of virtual asset service providers. The Financial Action Task Force – the global rule-making body in this sphere – has publicly recognised the model law and recommended the same for its member countries.

Commonwealth countries can use the law as a starting point to draft new legislation or adapt provisions to existing statutes to regulate virtual assets, with options customisable to local needs. Currently, 19 Commonwealth countries are in the process of using the model law to draft new or amend existing domestic legislation.

The law will also enable member countries to keep pace legislatively while minimising the cost of developing individual regulatory frameworks, estimated at £2 million per country.

to exchange knowledge, foster partnerships and influence policy work to address cybercrime, which has cost the African economy an estimated US\$3.5 billion and increased the exploitation of vulnerable communities, including women, girls and the elderly.

To promote and protect human rights, the Secretariat works closely with the newly established Commonwealth Forum of National Human Rights Institutions (CFNHRI) and the Office of the United Nations High Commissioner for Human Rights (OHCHR). Technical assistance to **Dominica, Eswatini** and **Uganda** increased understanding of UN human rights mechanisms, to draft national reports under the core human rights instruments, to strengthen National Mechanisms for Implementation, Reporting and Follow-up (NMIRFs) and to embed Commonwealth good practice in Universal Periodic Review (UPR) implementation. To support the Pacific region, the Secretariat delivered a regional workshop on treaty body reporting and strengthening of NMIRFs in partnership with OHCHR and the Government of Fiji. Eighteen delegates attended from **Fiji, Kiribati, Nauru, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu** and **Vanuatu**. Additionally, the Secretariat delivered trainings on international human rights law to judges from **Pakistan** and **Uganda** through the Judicial Training Institute and the Parliamentary Human Rights Committee.

A virtual training to strengthen the capacity of the National Human Rights Commission of **Bangladesh** was conducted. This was well received. Dr Kamal Uddin Ahmed, Chair of the Commission commended the Secretariat:

'I appreciate the value that the contribution rendered to the organisation's growth and development and also its enhancement of the ideas of new officers about human rights.'

The Secretariat continued its multidisciplinary advocacy efforts on the rights of persons with disabilities. This included producing policy papers on inclusion via cross-thematic Ministerial Meetings, including, inter alia, 13WAMM, 10CYMM and CLMM. Engagements on disability also extended to a roundtable on

advancing the rights of persons with disabilities in November 2023, and a panel discussion on disability-inclusive policy development at the 17th Session of the Conference of States Parties to the CRPD at UN Headquarters, New York, in June 2024.

Notably, CFNHRI has become independent, with a permanent secretariat. This voluntary and inclusive body of Commonwealth national institutions for the promotion and protection of human rights has 46 Commonwealth members, from all regions. National human rights institutions play an important role in ensuring national, regional and internationally accepted human rights standards result in improved enjoyment of human rights within countries. This year, the Secretariat supported the annual meeting of CFNHRI in Geneva and co-hosted webinars on business and human rights and on human rights election monitoring.

Though the Commonwealth Small States Office, the Secretariat continues to support member countries through capacity-building and technical assistance provided by Human Rights Advisers based in Geneva. Supported by **Australia** and **the UK** the Advisers provided technical advice and drafted statements for **Antigua and Barbuda, Ghana, Kiribati, Mozambique, Sierra Leone** and **Vanuatu**. **Malawi** was supported to successfully participate in a review by the Committee on the Elimination of Discrimination Against Women (the CEDAW Committee), while **The Gambia** received technical assistance in drafting its report to the Committee on the Rights of the Child.

Guyana received technical assistance to prepare for its review with the UN Human Rights Committee. The Honourable Ambassador Bevon McDonald of Guyana expressed his gratitude to the Advisers in a letter of appreciation:

'The advice and practical support during the mock session contributed significantly to Guyana's preparedness and readiness for its Third Periodic Report under the International Covenant on Civil and Political Rights Session.'



Case study

Combatting Cybercrime

Intermediate Outcome 1.3: Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance



With the increasing digitalisation of services and widespread use of the internet, cybercrime is a growing global issue, and Africa is no exception to this. Judges and court systems are facing a growing volume of cybercrime cases. The legal framework is complex and continuously evolving.

Rigorous technical capacity-building on cybercrime and electronic evidence can equip the judiciary with the skills and knowledge to handle this complexity and overcomes biases. It also increases understanding of prevalent laws and how to apply them correctly, enabling informed decisions based on sound legal principles, securing justice for both victims and the accused.

As part of the CHOGM 2018 Commonwealth Cyber Declaration, and supported by the UK, the Secretariat delivered a two-day training workshop in Accra in October 2023. Attended by 150 judges from **Ghana, Malawi and Zambia**, this aimed to improve capacity to adjudicate in cybercrime cases and those involving electronic evidence. Participants engaged in simulations to gain a deeper understanding of cyber-threats and the vulnerabilities of citizens to online crimes, including phishing, ransomware, scams, malware and AI-enabled offences. There was a specific focus on emerging threats in cybercrime, including fraud and AI, email compromise, the darknet and the use of cryptocurrencies.

The training provided an overview of international frameworks on cybercrime – namely, the provisions of the Budapest Convention – and of the principles of and guidelines for international co-operation to combat cybercrime under this. In evaluating the training, 97 per cent of delegates reported that their capacity to adjudicate had increased, while 93 per cent stated that the training had equipped them with the knowledge to take their learning objectives forward.

Ghana's Chief Justice, Her Ladyship, Justice Gertrude Sackey Torkornoo, acknowledging that documented cybercrime cases had cost Ghana about US\$200 million between 2016 and 2018, expressed confidence that the workshop would help the country's legal system adapt to the digital landscape to confront this pervasive issue.

The Honourable Justice Elita Phiri Mwikisa, a high court judge in Zambia, described the training as an 'eye-opening' examination of the international conventions addressing cybercrime issues. She underscored the impact of computer and online sexual exploitation offences on vulnerable groups, particularly women and children, adding, 'As a judge, it feels like I can now be a stronger voice for women and girls'.

The Secretariat continues to work to combat corruption and promote leadership of public administration bodies. At two Commonwealth Regional Conferences for Anti-Corruption Bodies, in **Africa** and the **Caribbean**, more than 120 participants from 31 countries, from Anti-Corruption Agencies (ACAs), civil society and international organisations, discussed and adopted strategies to fight corruption. In recognition of the Secretariat's work in tackling corruption through the Commonwealth Africa Anti-Corruption Centre in **Botswana**, the President of Botswana, HE Mokgweetsi Masisi noted:

'Since inception, the Centre has trained 2,300 officers across Commonwealth Africa in an effort to meet the training needs of anti-corruption agencies, designed to cover critical and relevant anti-corruption subjects addressing both proactive and reactive mandates.'

High-level leadership and management training programmes were tailored to senior management of ACAs and the public sector to enable them to effectively manage organisations in **Botswana, Ghana, Grenada, Lesotho, Malawi, Rwanda** and **South Africa**. Priscilla Israel, Acting Director General of the Directorate on Corruption and Economic Crime, expressed appreciation by saying:

'The programme's impact is already evident as participants have begun applying the knowledge and skills acquired to enhance their professional effectiveness and drive positive changes within their respective organisations.'

The Secretariat hosted the Third Biennial Pan-Commonwealth Meeting for Heads of Public Service in April 2024 at Marlborough House. Convened under the theme, 'Institutionalisation of smart government to enhance public service delivery', heads of public service expanded on the ongoing dialogue around the urgent need to modernise and enhance the efficiency of government. Pertinent country studies from Rwanda, Kenya, India and Namibia were shared. Delegates agreed to develop a roadmap for implementing the actions that were determined at the meeting, including forming a Smart Governance Working Group at the Commonwealth Secretariat to spearhead this work until the next biennial meeting in 2026.

Case study

Multi-stakeholder Dialogue for Inclusion in Seychelles

Intermediate Outcome 1.3: Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance



In November 2023, the Secretariat delivered a multi-stakeholder dialogue to boost progress on the Convention on the Rights of Persons with Disabilities (CRPD), including the right to live independently and to education without discrimination based on disability.

Delivered in partnership with the Ministry of Youth, Sports and Family, this brought together representatives from ministries, Parliament, the Human Rights Commission, the Electoral Commission, the National Bureau of Statistics and disabled people's organisations to examine meaningful ways to include people with disabilities in policymaking and programme delivery.

After the dialogue, the Secretariat trained care home administrators and staff of the Ministry's Elderly and Disabled Division on integrating human rights principles into care homes, including providing accessible and reasonable accommodation for older people with disabilities. Staff learned practical measures to implement specific provisions of the CRPD; data collection, awareness-raising, health, exploitation, abuse and violence.

The week-long engagements concluded with a strategy development session. Participants identified further priorities and timelines and key action areas were underpinned by accessibility, training and deepening co-ordination across government departments.

The Secretariat continues to support Seychelles with the implementation of the CRPD, through technical support and facilitating knowledge exchanges between the Elderly and Disabled Division and Whaikaha – the New Zealand Ministry of Disabled People.

Minister Marie-Celine Zialor of the Government of Seychelles noted,

'A comprehensive assessment by the Commonwealth Secretariat Human Rights Unit in 2022 identified various gaps and areas in which action can be undertaken which includes the review of legislation, capacity building of key stakeholders, promoting inclusion and strengthening data collection.'

She further underscored that,

'We need more dialogue, discussions, and projects and programmes to transform the Seychelles landscape for persons with disabilities.'



Technical assistance workshops on enterprise risk management were delivered in **Botswana** and **Sierra Leone**, with participants from **Eswatini**, **Lesotho** and **Namibia** to improve decision-making, enterprise risk management and strategic planning across senior government level. In a letter of appreciation, HE Neal Rijkenberg, Minister for Finance for Eswatini, said:

'As the country is on a drive to implement reforms in the public sector, this assistance would not have come at a better time, giving us hope and impetus to believe that we are on the right path to achieve our development agenda.'

In October 2023, the Secretariat published *Enterprise Risk Management as a Strategic Tool in Improving Governance*, which examines how strategic and operational decision-making are influenced by a proactive and holistic approach to the management of risks and opportunities. The study was the result of large-scale research involving 1,487 participants from 399 registered organisations from Botswana, Eswatini, The Gambia, Ghana, Kenya and Sierra Leone.

Observing the increasing significance of technology in governance, the Secretariat initiated an assessment of its members' needs regarding AI, to provide policy advice and technical assistance, as well as to enhance its own internal efficiency. This scoping has also indicated the need for tools to improve performance management via a Government Performance Management System, as well as the rising need for policymaking on AI. As part of an AI Policy Working Group under the CAIC (see page 17), chaired by Rwanda, the Secretariat initiated the development of an AI Policy Toolkit in collaboration with Intel and Oxford Insights. The toolkit aims to increase time and resource efficiencies in policy development, including on expert costs, while improving the quality of policymaking.

Case study

Strengthening Dominica's Human Rights Engagement

Intermediate Outcome 1.3: Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance

CFTC

Dominica is a committed party to seven of the nine core international human rights instruments, and the Secretariat has provided ongoing support to enable Dominica to more effectively engage with UN mechanisms.

Phase 1: Building Capacity

In 2019, the Secretariat supported civil servants and stakeholders in Dominica to meet the growing demands of UN human rights mechanisms through an in-country capacity development working session in Roseau. This generated a recommendation to formally establish an NMIRF to enable Dominica to better prepare for its UPR review in Geneva in May 2019.

Phase 2: Strengthening Capacity

In preparation for its fourth UPR cycle in November 2024, the Secretariat delivered a three-day working session in Roseau, outcomes of which included the following.

- **Knowledge Empowerment:** Participants gained a deep understanding of NMIRF's mandate, strategic role, and UN human rights mechanisms. They learned how NMIRF contributes to effective engagement.
- **Report Finalisation:** Armed with newfound capacity, officials worked on Dominica's national report for the UPR's fourth cycle. Timelines were set to reduce reporting backlogs and finalise the UPR report.

In her opening remarks at the UPR Working Group in May 2019, the Minister of Foreign Affairs stated:

'I will take the opportunity to particularly thank the staff from the Commonwealth for working closely with us these last few days and for making the small states office available to us here in Geneva...'

With increased capacity, Dominica now prepares for its next UPR in November 2024. The Secretariat continues to assist in finalising the draft national report. Additionally, logistical support from the Commonwealth Small States Office in Geneva ensures Dominica's active participation despite its lack of a permanent presence there.

Sustainable Development



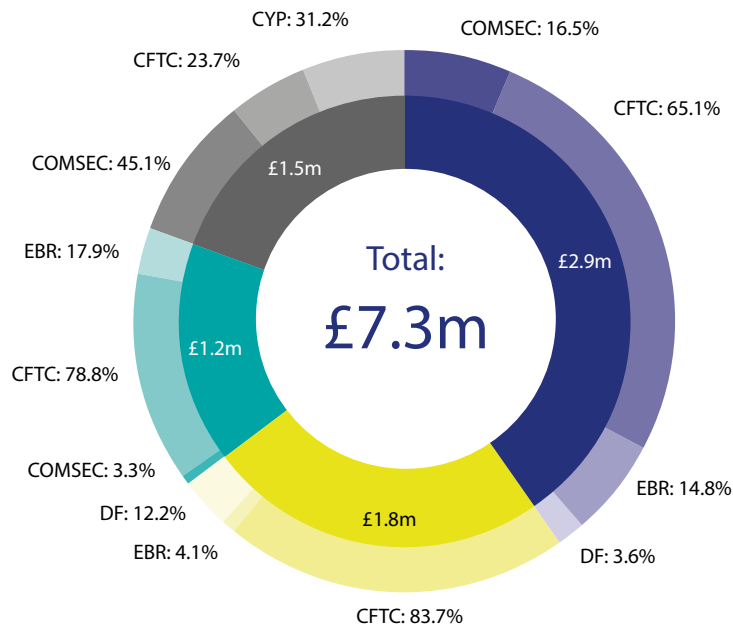
Sustainable Development

4 programmes

- **'Trade'**
2.1 Effective trade policy, increased competitiveness and co-operation
- **'Debt Management'**
2.2 Sustainable public finance and debt management
- **'Ocean Governance and Natural Resource Management'**
2.3 Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources
- **'Social Policy Development'**
2.4 Inclusive and resilient education and health systems

Notable achievements

- Technical advisory provided to members on WTO 13th Ministerial Conference
- Six new countries transitioned to Commonwealth Meridian
- Vanuatu Mineral Policy adopted by Cabinet to maximising socio-economic benefits and safeguard people and the environment
- Launched the *Commonwealth Model Carbon Tax Law and Field Development Plan Toolkit*
- Three countries developing oil and gas emissions reduction action plans following successful regional workshop on minimising petroleum emissions
- Assistance to Malawi in oil and gas reform and emissions reduction workshop for African region
- Drafted National Maritime Transportation Policy for Antigua and Barbuda
- Capacity-building workshops for Seychelles and Zambia
- Implemented outcomes of 2023 Commonwealth Trade Ministers Meeting
- Convened Commonwealth Advisory Committee on Health, Senior Officials and 36th Health Ministers Meetings
- Convened 22nd Commonwealth Conference of Education Ministers
- Met or made 'good progress' against 100 per cent of performance indicators



- 2.1 Effective trade policy, increased competitiveness and co-operation
- 2.2 Sustainable public finance and debt management
- 2.3 Sustainable management and use of the ocean, energy & natural resources
- 2.4 Inclusive and resilient education and health systems

Figure 2.1: Actual expenditure on Democracy and Governance, by fund, unaudited, 2023/24 (£ '000s)

Table 2.1: Sustainable Development projects and relevant mandates

Project name	Mandate
Commonwealth Connectivity Agenda and Trade Ministers Meeting	CHOGM 2022 Communiqué para 44
Trade Competitiveness	CHOGM 2022 Communiqué paras 43, 48
International Trade Policy	CHOGM 2022 Communiqué paras 45, 47, 48
Public Debt Management	CHOGM 2022 Communiqué para 35
Strengthening Public Debt Management Framework and Developing Government Bond Market in The Bahamas	CHOGM 2022 Communiqué paras 35, 36;
Commonwealth Meridian	CHOGM 2022 Communiqué paras 35, 36
Natural Resources	CHOGM 2022 Communiqué para 63, 64, 69
Ocean Governance and Maritime Boundaries	CHOGM 2022 Communiqué para 40, 63, 100
Health Security and Resilience	CHOGM 2022 Communiqué para 87
Sport for Development and Peace	CHOGM 2022 Communiqué para 101
Inclusive and Resilient Education	CHOGM 2022 Communiqué para 95



2.1. Trade

To enable effective trade policy, the Secretariat conducted research and analysis on relevant multilateral, regional and emerging trade issues, producing 11 knowledge products to support evidence-based policymaking in member countries. Based on the CHOGM 2022 mandate, the Secretariat continued to implement its memoranda of understanding (MOUs) with the United Nations Conference on Trade and Development (UNCTAD) and the World Trade Organization (WTO) through various initiatives. A major joint report was produced with UNCTAD on harnessing intellectual property rights for innovation, development and economic transformation in least developed countries (LDCs).

The Secretariat has established a range of partnerships to raise the visibility of issues faced by small and vulnerable economies. Two events were organised at the WTO's Public Forum and a high-level session at the WTO's Global Review of Aid for Trade.

Members implemented the outcomes of the 2023 Commonwealth Trade Ministers Meeting. The Working Group on Trade and Investment was revived and a Sub-Action Group on Investment, co-chaired by **Malaysia** and **the UK**, was established. The working group on legal reforms and digitalisation has also been constituted.

To advance trade competitiveness, the Secretariat delivered training on Entrepreneurial Export Skills in **Mauritius** for the Rodrigues Export and Market Development project in December 2023 to enhance the export readiness of micro, small and medium enterprises (MSMEs). The first step was to evaluate the export readiness of Rodrigues entrepreneurs and assess the quality of locally manufactured products. The first phase of a three-day training programme to improve organisational, management and marketing skills was attended by 60 participants.

Technical assistance in product packaging and labelling laws and capacity development remains on track for **Bangladesh**, **Solomon Islands** and the Common Market for Eastern and Southern Africa (COMESA) Competition Authority. Support to e-commerce and MSME business development through a digital bootcamp for **Cameroon** and assistance to **Malawi** to develop an export strategy are also making good progress. To enhance trade facilitation in the Asia-Pacific region, the Secretariat also launched a dialogue with the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). The Secretariat was invited to the first Paperless Trade Week to foster deeper co-operation among public and private sector stakeholders from the region to implement cross-border trade digitalisation.

The Secretariat jointly hosted the first-ever Southern African Customs Union (SACU) E-Commerce Framework Workshop, held in September 2023 in Johannesburg, **South Africa**, in collaboration with UNCTAD. This focused on the development of a regional framework on e-commerce with 50 officials from

Case study

Strengthening African and Small States' Negotiations at the WTO

Intermediate Outcome 2.1: Effective trade policy, increased competitiveness and co-operation

EBR

To enhance the participation of Commonwealth African and other vulnerable states in the multilateral trading system, the Secretariat focuses its approach on strengthening internal capacity, generating relevant research and providing technical guidance towards enhancing negotiation powers.

Leading up to the WTO's 13th Ministerial Conference (MC13) in Abu Dhabi, a two-day Commonwealth African Regional Preparatory Workshop in Kigali in November 2023 discussed key issues such as agriculture, fisheries subsidies and WTO reform to support the African Group's negotiating agenda for MC13. Delivered in partnership with the Government of Rwanda, the WTO and the International Institute for Sustainable Development, the workshop was attended by senior trade and fisheries officials from 21 African countries. The workshop provided valuable input into preparations for MC13 and has helped ensure that African countries will play a strong and active role in the WTO.

Santiago Wills, Director of the General Council and Trade Negotiations Committee Division at the WTO in his opening remarks at the African Regional Workshop noted that:

'Devoted to improving lives is a phrase from the Commonwealth Charter that is central to the Commonwealth. This is also one of the foundational aims enshrined in the preamble of the Marrakesh Agreement establishing the WTO. With a common ethos comes a shared responsibility to deliver for people.'

Furthermore, ahead of WTO MC13, the Trade Advisers at the CSSO Geneva, a project co-funded by the UK, organised two hybrid workshops, one for all Commonwealth small states and the second co-organised with the CARICOM Secretariat, for Caribbean member countries. In addition, they contributed to a PIFS workshop on the same theme.

The Commonwealth's distinct advantage as a trusted partner for member countries is demonstrated by the fact that CSSO Trade Advisers are called upon to provide real-time technical and advisory support on the negotiations under extreme pressure. In 2023, this included dedicated support to **Barbados, Botswana, Fiji, Guyana, Jamaica, Malawi, Samoa, Seychelles**, the Organisation of Eastern Caribbean States and Pacific Island Forum members. The Secretariat also prepared technical and analytical negotiation briefs for all small states. Workshops are organised at the request of member countries and regional organisations, on topics such as on fisheries, agriculture, e-commerce and digital trade, investment facilitation, trade and climate change and WTO reform. One adviser travelled to WTO MC14 in Abu Dhabi to provide on-the-ground technical support to small state delegations.

Finally, the Secretariat has prepared and published knowledge products on WTO negotiating issues, including a dedicated negotiating matrix to support LDCs and a blog following MC13 to assess the implications and the way forward for member countries.

Botswana, Eswatini, Lesotho, Namibia, South Africa and the SACU Secretariat. It included representatives from the AU, the African Continental Free Trade Area, the United Nations Economic Commission for Africa and other regional partners. Delegates explored the role of e-commerce in implementing the SACU Strategic Plan, assessed the ecosystem for e-commerce and digital trade, and evaluated how the e-commerce regulatory environment and governance could be more responsive to the needs and realities of member countries.

Advancing co-operation on the Commonwealth Connectivity Agenda (CCA) for Trade and Investment, the Secretariat provided digital industrial policy support through a series of capacity-building workshops in **Mauritius** in December 2023. This included a tailored series of capacity-building workshops for public sector policy makers as well as specific sessions with promising manufacturers in priority sectors for Mauritius' industrial development. Guidance was offered to the selected companies for the seamless implementation of Manufacturing 4.0.

The Secretariat aims to foster environments in which democratic values can thrive, and businesses can flourish and grow. Regulatory Impact Assessment (RIA) is a crucial tool for sustainable economic development. Through a systematic analysis of the potential effects of proposed regulations, RIA ensures that the regulations

are effective and efficient, and do not create unnecessary burdens on businesses, individuals and society. Accordingly, a Guide on Designing and Implementing Regulatory Impact Assessments has been commissioned to help member countries design and implement RIA at the country level. Online and in-person training were organised to disseminate the knowledge.

In addition, the Secretariat provided technical assistance and support to **Mauritius** to develop a report on Socio-Economic Impact Assessment to Determine the Feasibility of the Adoption of the International Exhaustion Regime for Trademarks for Mauritius. The assessment also evaluates the potential macro-economic impact on MSMEs, the manufacturing sector and the economy in general in terms of exports, imports, employment, investment and exchange rates.

Within the **Caribbean** region, the Secretariat collaborated with the CARICOM Competition Commission to undertake a Study on the Impact of Data Protection and Privacy in Regulating Competition and Consumer Protection for Digital Markets with CARICOM. This study presents baseline information collected on data protection and privacy in the region to determine whether the legislative and regulatory frameworks in the CARICOM Single Market and Economy (CSME) member countries can address modern competition, consumer protection and international trade



Case study

Boosting Lesotho's International Trade Competitiveness

Intermediate Outcome 2.1: Effective trade policy, increased competitiveness and co-operation



CFTC

As a small state, Lesotho has historically been reliant on agriculture and textiles, and has faced challenges in diversifying its export base. Based on country requests, the Secretariat built a partnership with the Lesotho National Development Corporation (LNDC). This aims to enhance the country's trade policies, diversify export products and promote national branding through strategic support and capacity-building in two main areas.

New Products New Markets

Under the existing New Products New Markets scheme, the Secretariat delivered a five-day workshop in 2023 with 23 officials to enhance capacity on exporting into priority international markets, improving service delivery to exporters, and international and regional trade systems. Support led to the identification of 77 products, 62 of which were potential new products where Lesotho was found to be more competitive than at least one of its competitors. From this pool, a list of 21 products were prioritised for export to a prioritised market of Europe and Southeast Asia with the potential to compete for a market share of US\$6.4 billion.

A staff member at the LNDC shared that:

'Knowledge from the scheme gave LNDC a strategic direction of travel for the country's trade and investment. We became more targeted with our efforts because we know now which products for which market under what incentive should work. With the Commonwealth's support, we can diversify our products for export.'

One important success factor according to LNDC is the flexibility the team had had to develop the work with the Commonwealth and the space given to them to learn in that process:

'We are listened to and given time to adjust. We can ask questions such as can we add this? Can we substitute this? With this flexibility we can learn and learning in a supportive and flexible environment with the Commonwealth; this is an important factor for us to improve.'

Lesotho Country Brand Strategy

The Secretariat supported Lesotho in implementing its Country Brand Strategy and in launching the National Brand. An important success factor in this was engagement with stakeholders to improve effectiveness, according to LNDC:

'Our concept note went through consultation with several ministries and private sector actors, which allowed us to learn from others and to validate our strategy. The process made the strategy more realistic and reflective of different needs of different stakeholders. It is also part of the important journey towards getting agencies and individuals to work together well.'

concerns. It is anticipated that further work will be done to increase capacity among regional regulators to deal with new and emerging issues arising from the exponential growth in digital trade.

Delivering on outcomes from the Commonwealth Trade Ministers Meeting in June 2023, the Commonwealth's Working Group on Legal Reform and Digitalisation was constituted under the auspices of the Connectivity Agenda. Work began on drafting a Commonwealth Model Legislative Text to assist member countries in moving from paper-based to paperless trade, and member countries were sensitised to the coming resources and technical assistance to be provided under the Working Group at the Commonwealth Law Ministers Meeting in Tanzania in March 2024 and UNESCAP's Paperless Trade Week in Bangkok in June 2024.

During the reporting period, the Secretariat undertook multi-stakeholder national dialogues on a model of Digital Public Infrastructure (DPI) for agricultural data for **Malawi, Bangladesh, Barbados** and **Ghana**. This is the foundation for boosting intra-Commonwealth trade and investment within the sector. The Barbados dialogue was a regional dialogue for the Caribbean region. Representatives from **Jamaica, Guyana, Trinidad and Tobago, Belize, St Kitts and Nevis, Dominica, Saint Lucia, St Vincent and the Grenadines, Bahamas, and Antigua and Barbuda** attended. Consensus was reached on the need for an infrastructure to secure better coordination among all the existing data systems through design and development of a model of National Agricultural Data Infrastructure (NADi). The Secretariat is currently developing an investment roadmap based on the outcomes of the dialogues for external donors.

The Secretariat awarded its first-ever grant funding aimed at boosting cross-regional connectivity and facilitating peer-to-peer learning on trade and investment. It was awarded to the Caribbean Telecommunications Union and the African Telecommunications Union to create a framework for a

single regulatory space. The Secretariat also organised a national seminar in **Kiribati** on addressing the digital divide and regulatory coherence for trade and investment to advance public private partnership for economic development.

Technical assistance was provided to **Samoa** to conduct national e-commerce legislative gap analysis and prepare a legal options paper, and to the Caribbean region to strengthen the data protection framework within the digital market and to the Pacific region to construct effective legal frameworks to build their digital economies. The Secretariat was invited to a PIFS validation workshop for the Implementation Plan for the Regional Kava Development Strategy in **Vanuatu**. In October, the Secretariat formally established the Pacific Regional E-commerce Alliance (PacifECOM) as part of a three-day regional workshop in **Fiji** focusing on an effective legal framework for building the digital economy, reinforcing the Commonwealth's commitment to fostering resilient digital economies across the **Pacific**.

2.2. Debt management

In pursuing sustainable public finance and debt management, the Secretariat continues to strengthen institutional capacity in member countries to build debt sustainability and resilience. The Secretariat supported **Saint Lucia, Eswatini** and **Malawi** to conduct a diagnostic Debt Management Performance Self-Assessment to evaluate the debt management functions with a view to identify potential areas for reform. It also supported **The Bahamas** to review its Debt Management Strategy, **Barbados** to improve its business continuity plan and procedures manual and **Mauritius** to review its debt management framework and revise the Public Debt Management Procedures Manual. The reporting period also saw the review and enactment of the Public Debt Act Legislation for Saint Lucia.



Case study

Building the Digital Economy in the Pacific Region

Intermediate Outcome 2.1: Effective trade policy, increased competitiveness and co-operation



The digital economy has the potential to significantly boost economic growth by creating new opportunities for entrepreneurs, yet many Commonwealth member countries in the Pacific region lack comprehensive legal frameworks to support this. Such frameworks are crucial for ensuring secure, transparent and efficient transactions as the backbone of a thriving digital economy.

The Secretariat in partnership with PIFS, the Asian Development Bank and the UN delivered a three-day workshop in Suva, Fiji, in October 2023 to enhance capacity, foster awareness, stimulate dialogue and promote knowledge exchange among policymakers, officials, senior professionals, technocrats and legal reform officers. Over 60 participants from key Pacific government agencies gained a deeper understanding of the legal frameworks necessary for building a robust digital economy.

One significant outcome was formal establishment of the Pacific Regional E-Commerce Alliance (PacifEcom). This has created a platform for ongoing regional co-operation and collaboration, essential for the successful implementation of e-commerce initiatives.

The workshop also featured the launch of the Legal Reform and Digitalisation Working Group, tasked with driving the modernisation of trade across the Commonwealth. This is set to drive significant changes in the region's trade practices, ensuring they are modern, efficient and aligned with global standards.

PIF Deputy Secretary-General, Esala Nayasi, said of the workshop:

'E-commerce presents the potential to facilitate trade, connect our islands and empower businesses in the digital era. This workshop addresses one of the priority areas of the Regional Strategy, focusing on advancing e-commerce and legal and regulatory frameworks.'

The workshop was a partnership with key regional and international organisations, inter alia, the United Nations Commission on International Trade Law, the International Chamber of Commerce and the World Intellectual Property Organization.

By enhancing capacity, fostering regional co-operation and driving legal reforms, the Secretariat is playing a crucial role in ensuring the Pacific region can harness the benefits of the digital economy for sustainable economic growth and development.

The Secretariat supported **Fiji** to assess the status of its public debt management and recommend reforms through high-level discussions with key government and financial officials. The Secretariat identified several areas for improvement, including the establishment of a centralised Public Debt Management Agency to streamline operations and minimise conflicts between fiscal and monetary policies. The report also emphasised the need for a comprehensive legal framework and debt management strategies to support sustainable financial practices in Fiji. The Secretariat is committed to providing ongoing technical assistance to ensure successful implementation of these recommendations.

Drawing upon the Commonwealth Secretariat's 40 years of experience in debt management and recognised good practices, a *Handbook on Public Debt Transparency* was launched in October 2023. The handbook provides officials with an easy-to-use self-assessment tool to evaluate the transparency of their debt operations, including transactions, terms and conditions.

Institutionalising Commonwealth Meridian to support public finance management, five new countries (**Guyana, Jamaica, Nigeria, St Vincent and the Grenadines and Tonga**) started the process of migrating from CS-DRMS to Meridian during the reporting period, bringing the total number of countries using Meridian to 43 (39 Commonwealth members and four non-Commonwealth countries). Member countries continue to receive capacity-building to institutionalise Meridian for improved debt management.

Furthermore, 15 countries received technical assistance through face-to-face training on debt data reconciliation and validation in Meridian (**Barbados, Cameroon, Cyprus, Fiji, Mauritius, Papua New Guinea, Kenya, Jamaica, Nigeria, Maldives, Tonga, Lesotho, Tanzania, St Vincent and the Grenadines, Guyana and India**). In addition, the Secretariat hosted debt management officials from Tanzania, Mozambique and Nigeria to discuss the Commonwealth Meridian project in their respective countries and capacity building. Three regional workshops were held, in collaboration with the World Bank, the Macroeconomic and Financial Management Institute of Eastern and Southern Africa and the West African Institute for Financial and Economic Management.

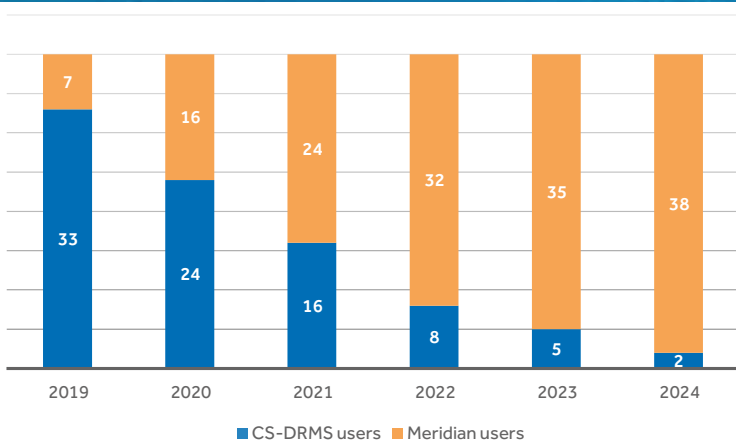


Figure 2.2: Migration from CS-DRMS to Commonwealth Meridian, 2019–2024

Case study

Strengthening Multi-Sector Manufacturing 4.0

Intermediate Outcome 2.1:
Effective trade policy, increased
competitiveness and co-operation

CFTC

As a foundation piece in its support to member states, the Commonwealth Connectivity Agenda in 2022 produced *A Policymaker's Guide to Manufacturing 4.0*, which showcases the transformative impact that new digital technologies can have on industrial development. In December 2023 the Commonwealth Connectivity Agenda (CCA) supported Mauritius' Ministry of Industrial Development, SMEs and Cooperatives to train policymakers and manufacturers across priority sectors and explore the adoption of Manufacturing 4.0 technologies and processes.

The program, delivered in collaboration with the University of Warwick's WMG, identified routes to implementing or increasing automation, improving data collection and analysis, and introducing positive organisation-wide changes in culture and approaches to digital transformation.

Tailored Multi-Sector Focus

The approach centred on sector-specific strategies, which catered to the distinctive requirements of eight companies spanning seven diverse sectors: textiles; fish and food; jewellery; medical devices; food processing; printing and packaging; and tyre rethreading. This multi-sectoral perspective fosters cross-sectoral collaboration, knowledge sharing, and an in-depth understanding of the challenges and barriers inherent to each sector.

Policymaker Engagement

The program encompassed dedicated capacity-building sessions for policymakers, equipping them with the knowledge required to harmonise policy settings with the principles of Manufacturing 4.0 adoption. Furthermore, specialised half-day workshops were conducted to raise awareness regarding the manifold benefits of Manufacturing 4.0 among enterprises and Ministry officials.

Customized Capacity Building

Recognising the imperative of tailored solutions, the program was designed to guide selected Mauritian enterprises in embracing Manufacturing 4.0 technologies and processes. This approach aligned seamlessly with their unique demands and sector-specific nuances. The implementation of the capacity-building program aimed at empowering these enterprises to assess industrial digital technologies and identify sustainable Manufacturing 4.0 solutions, ensuring successful execution.

Road Mapping Blueprint

This approach also covered establishing key performance indicators (KPIs) to evaluate enterprise performance and sustainability. Additionally, we furnished a road mapping framework in the form of a blueprint, offering guidance to the selected companies for the seamless implementation of Manufacturing 4.0 in their respective companies.

2.3. Natural resource management

Promoting sustainable, equitable, transparent and effective management and use of natural resources, the Secretariat, building on over 55 years of advisory services, is supporting 14 member states in the strategic plan.

The Secretariat provided policy and legislative support to six countries in petroleum sector reforms (**Belize, Barbados, Guyana, Malawi, Namibia** and **Vanuatu**) and five countries in national mining reforms (**The Bahamas, Cook Islands, Eswatini** and **Kiribati**) with multi-year technical assistance projects. The Secretariat further delivered a comprehensive and bespoke five-day training in **Namibia** to more than 50 government officials to gain an understanding of the fundamentals of the oil and gas industry and discuss with peers the multifaceted economic, social and environmental issues the development of the sector could bring.

In collaboration with the Rocky Mountain Institute, the Secretariat delivered a New Producers Group workshop in Senegal focusing on minimising oil and gas emissions to support tangible action in emerging producers. Six countries with a total of 52 delegates, 60 per cent of them from Commonwealth countries, attended. As part of this collaboration, the Secretariat also delivered a one-day emissions training to 35 delegates and participated in the New Producers for Sustainable Energy annual meeting in Suriname, increasing its engagement in the petroleum sector.



Case study

Enhancing Public Debt Management through Strategic Reforms in Saint Lucia

Intermediate Outcome 2.2: Sustainable public finance and debt management

CFTC

In 2023, Saint Lucia conducted a Debt Management Performance Assessment (DeMPA) as part of a loan application to the World Bank. A condition for the loan necessitated the introduction of a bill on public debt management to Parliament. The Secretariat supported Saint Lucia to successfully enact the country's first Public Debt Management Act in 2023. A pivotal component was the formation of a high-level Public Debt Committee, which the Secretariat helped operationalise through establishing a clear and effective Terms of Reference.

The Secretariat drafted a comprehensive reform plan based on the findings of the DeMPA. This has led to the creation of a Business Continuity Plan, an updated procedures manual and guidelines on assessing guarantees, well as a specialised e-learning training programme for auditors to support a well-equipped workforce to uphold the new standards.

The reforms have improved the analysis that informs borrowing decisions and enhanced the negotiation process for loans. With a debt strategy in place, the Secretariat has significantly improved risk assessment for investors. This proactive approach to public debt management has laid the groundwork for sustainable fiscal practices. These efforts will help Saint Lucia meet financing needs at the lowest possible cost while managing risk prudently, especially critical in the disaster-prone Caribbean region.

The successful enactment of legislation and the operationalisation of the Public Debt Committee mark a new era of accountability and efficiency. The impact of this work has already borne fruit, as shown in the World Bank's monitoring data transparency heatmap for Saint Lucia, below.

Table 2.2: World Bank debt reporting heat map for Saint Lucia, 2022 vs 2023

	Data accessibility	Instrument coverage	Sectorial coverage	Information on recent contracted loans	Periodicity	Time lag	Debt management strategy	Annual borrowing plan	Other debt/statistics/contingent liabilities (CLs)
2022 (pre-project)	Green	Green	Yellow	Red	Yellow	Orange	Red	Orange	Red
2023 (post-project)	Green	Green	Green	Red	Green	Yellow	Green	Green	Orange



In collaboration with the Rocky Mountain Institute, the Secretariat delivered a New Producer Group (NPG) Emission workshop in **Senegal** focusing on minimising oil and gas emissions including methane. Six countries with a total of 52 delegates, of which 60 per cent were from Commonwealth countries (**Ghana, Uganda, Namibia, Tanzania**). As part of this collaboration, the Secretariat also co-delivered an emissions training to 35 delegates and participated in the New Producers for Sustainable Energy (NP4SE) annual meeting in Suriname. The New Producers Group, which was co-founded by the Secretariat in 2012 and through which over 700 government officials have enhanced their capacity to administer the petroleum sector, has now been established as an independent organisation, the New Producers for Sustainable Energy.

The Secretariat continues to assist member countries in engaging in the negotiations on exploitation regulations at the International Seabed Authority. The Secretariat provided in session support and guidance, leading to member interventions to improve the draft regulations advocating for, inter alia, strong environmental processes and a fair and just payment regime. It was also instrumental in progressing the establishment of the Enterprise, an operational body to facilitate the participation of developing countries in deep sea mining in the area beyond national jurisdictions.

The Secretariat also developed two toolkits – *Field Development Plans: A Handbook for Government Officials* and the *Oil and Gas Decommissioning Toolkit* – which along with the *Carbon Tax Model Law* were presented and discussed at the Commonwealth Law Ministers Meeting, Commonwealth Law Ministers at CLMM

noted the importance of strengthening the legal framework for natural resources to safeguard national interests, protect the environment and communities, limit climate change and secure a just energy transition. They welcomed the Commonwealth Model Carbon Tax Law, Legal Checklists and Model Legal Provisions for petroleum project approvals and decommissioning and the Model FDP Submission Guidelines to support member countries in these efforts.

In the governance and management of natural resources, the Secretariat also supports small and other vulnerable states by advocating for their interests on ocean governance and maritime boundaries. During the reporting period, the Secretariat supported the establishment of a Centre of Excellence for Oceanography and Blue Economy, hosted by the University of the West Indies. It also participated in the 22nd Pacific Maritime Boundaries Working Session as a partner on the Pacific Maritime Boundaries Consortium in **Australia**. During the session's country presentations, several member countries, including **Fiji** and **Vanuatu**, praised the Secretariat for the good it had done in the region on boundary delimitation through the extended continental shelf work and on ocean governance. The Secretariat further provided training in collaboration with the Australian Attorney General's Office on Joint Management Areas. This was well received by countries and represents an area in which the Secretariat can provide guidance based on past expertise gained through the development of the Seychelles–Mauritius Joint Management Area.

Case study

Strengthening Debt Management in the Pacific Region

Intermediate Outcome 2.2: Sustainable public finance and debt management



In response to growing demand from Pacific nations, the Secretariat delivered specialised training to enhance the debt management capacities of regional debt staff. As part of this, an eight-day workshop on Commonwealth Meridian was held in Nadi, Fiji, in partnership with the Government of Fiji. It was attended by 23 participants from six Pacific countries: **Fiji, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu.**

The workshop was a significant step in improving financial oversight and debt management in the region. It helped enhance institutional debt management controls and monitoring through the effective use of Commonwealth Meridian. By equipping participants with advanced skills in using the system, the workshop fostered improved decision-making, strategic planning and compliance with global debt reporting standards.

John Robert Simelum, Manager of Vanuatu's Debt Management Office, highlighted the workshop's significance:

'The training workshop is very timely for the region as many countries are struggling with post-COVID-19 debt sustainability issues. Meridian will help address the challenges encountered by debt officials in proactively managing their debt portfolios.'

Following the training, Commonwealth Meridian was successfully deployed in the six countries.

The training workshop and subsequent deployment of Commonwealth Meridian represent a significant advancement in debt management for the Pacific region. By enhancing the capabilities of debt management offices across six countries, the Secretariat has not only improved financial transparency and reporting but also strengthened the overall economic resilience of the region.

For more details, refer to the original news release from the Commonwealth Secretariat: Pacific Countries Trained for Better Debt Management.

The Secretariat, following on from the work it has undertaken on the development of National Ocean Policies, has also been assisting member states in the development of their National Maritime Transportation Policies. A completed national maritime transport policy has been delivered to **Antigua and Barbuda** and work is ongoing on projects in **St Vincent and the Grenadines** and **Dominica** to assist in finalising their national maritime transport policies. These policies will help to provide guidance to the member states in making decisions to advance their maritime transport sector while working toward the achievement of the Sustainable Development Goals.

2.4. Social policy development

On inclusive and resilient health systems, the Secretariat convened the 36th Commonwealth Health Ministers Meeting (36CHMM) in Geneva, hosted by the Government of Kiribati under the theme 'Actionable Solutions to Building Resilience in Healthcare Systems within the Commonwealth, with an Emphasis on Small and Vulnerable States'. Prior to 36CHMM, the Secretariat organised the Commonwealth Advisory Committee on Health (CACH) Meeting in March 2024 at Marlborough House.

In collaboration with the Commonwealth Centre for Digital Health (CWCDH) and the World Health Organization (WHO), the Secretariat delivered capacity-building in **Seychelles** and **Zambia** to conduct a digital maturity assessment of the national healthcare system using a scoring matrix that enabled the identification of gaps and action points for future improvement.

To promote the Commonwealth's youth-led non-communicable disease guiding framework through multisectoral collaboration, the Secretariat hosted a webinar to raise awareness for cervical cancer in partnership with the Union for International Cancer Control in Marlborough House as part of London Global Cancer Week.

During the reporting period, Trinidad and Tobago hosted the 2023 Commonwealth Youth Games, with over 1,000 young athletes and para-athletes converging to showcase their talents and determination across seven sports. The Secretariat commissioned a tailored evaluation report for the event to support **Trinidad and Tobago** to demonstrate its value and wider impacts. The Secretariat further supported **The Gambia** to review its current National Sports Policy to understand the needs of the sporting community and sector.

Leveraging the Commonwealth's convening power to drive inclusive and resilient education systems within member countries, the Secretariat convened the 22nd Commonwealth Conference of Education Ministers (22CCEM) and associated high-level meetings chaired by the Government of **Kenya** under the theme 'Driving Resilience, Equity, and Skills for an Inclusive Future'. This provided a critical forum to discuss the Commonwealth's education agenda within sustainable development priorities.

The Secretariat delivered comprehensive training of all secondary state school heads as part of their continuous professional development. The in-person training followed two virtual pre-training workshops conducted in November 2023. About 75 school principals from across **Mauritius** benefited from the educational leadership training.



Case study

New Commonwealth Carbon Tax Model Law

Intermediate Outcome 2.3: Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources

Natural resource management and governance has been a core element of CFTC for 55 years, and CHOGM 2022 reaffirmed commitment to the sustainable development of energy and natural resources as an essential part of an inclusive and resilient economic recovery. It is accepted that the most vulnerable communities, which have contributed the least to the causation of climate change, are likely to be disproportionately affected by its adverse effects.

The Secretariat aims to help countries implement a carbon tax to reduce greenhouse gas emissions. The Paris Agreement, which all 56 Commonwealth member countries have ratified, commits signatories to limit global warming to 1.5°C above pre-industrial levels. To meet these commitments, member countries need to put in place legal frameworks to reduce their emissions and limit the pace of climate change.

The newly launched Commonwealth *Carbon Tax Model Law* provides a framework for an easily administrable carbon tax. This tax would be levied on fossil fuel companies and major industrial emitters following the 'polluter pays' principle. This approach is designed to ensure that most emissions in Commonwealth countries are taxed.

By taxing major sources of carbon pollution, the law will encourage the transition from fossil fuels to clean energy. The revenue generated can be invested in climate action, offset impacts on vulnerable groups and support economic diversification. The law offers the Commonwealth countries a starting point to draft new legislation or adapt existing statutes.



The Secretariat strengthened its partnership with the United Nations Educational, Scientific and Cultural Organization and the Organisation for Economic Co-operation and Development (OECD) through collaboration on research for and production of the report *The Price of Inaction: The Global Private, Fiscal and Social Costs of Children and Youth Not Learning*. This report is the first of its kind globally and illustrates the monetary costs to economies around the world of leaving children and youth behind in education. Collaboration with the Pacific Community led to the revision of the regional school leaders' standards, and technical advice was provided to the leadership of the Pacific Summit. The Pacific Summit witnessed the active participation of 66 participants from 11 countries in the region: **Australia, Cook Islands, Fiji, Kiribati, Nauru, New Zealand, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu**. This gathering presented an opportunity to introduce and discuss the *Commonwealth Educational Leadership Handbook*. One noteworthy outcome was the proposal to create a Pacific Leaders' Profile, mirroring the Commonwealth's approach to leadership profiles.



Case study

Sustainable Vanuatu Mining and Minerals Policy

Intermediate Outcome 2.3: Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources

CFTC

Seeking to accelerate growth in the mining sector, the Republic of Vanuatu sought support from the Commonwealth Secretariat to develop its national mineral sector policy. Vanuatu has significant mineral resources, including precious metals and manganese, which have been significantly underexplored.

The Secretariat has successfully delivered the new policy which enhances regulation and management of mineral resources for broad-based economic growth and social development.

Development of sustainable and consultative policy

To ensure the new policy will have minimal negative impacts on the environment for the benefit of the present and future generations, the Secretariat ensured a comprehensive review of existing mineral sector governance framework and conducted nationwide stakeholder consultations. These were critical to ensuring an informed policy formulation.

Alignment with Vanuatu's national strategic plans including the National Sustainable Development Plan 2016–2030 (the People's Plan), the Updated Vanuatu National Energy Road Map 2016–2030 (UVNERM) and the Vanuatu National Environment Policy and Implementation Plan 2016–2030 (VNEPIP) were all key considerations in the development process.

Whole of system policy

The new policy document provides guidance on several key areas including investment promotion; data management; institutional arrangements; licensing transparency; environmental protection; local participation; mineral revenue capture, management, collection and distribution; fiscal transparency; public consultation; government-industry partnership; gender and inclusion; support for small-scale mining and quarrying; and seabed mining including deep sea.

Outcomes

The new mineral sector policy is expected to boost mining sector investment, stimulate new job creation, and enhance Government's revenues from the mineral sector. Furthermore, it meets the objectives of the Government of Vanuatu in that it seeks to build a more robust relationship between oversight government institutions and mining licence holders and ensuring that the benefits of mineral development are maximised while the negative externalities are minimised.

The Vanuatu Government said:

'The Vanuatu government is grateful to COMSEC for the technical assistance provided. The Mining Act had not been reviewed since 1986. Thus, the policy captures many areas which promotes sustainable mineral development in Vanuatu whilst maximizing benefits for the people of Vanuatu.'

Case study

Enhancing Maritime Boundary Delimitation Capabilities

Intermediate Outcome 2.3: Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources



Legal uncertainty on maritime jurisdictions and entitlements affects coastal states' ability to manage their marine resources and can lead to conflict over access to resources, stifle investment and hinder marine environmental protection and the development of alternative energy sources. Under the 1982 United Nations Convention on the Law of the Sea, many coastal Commonwealth member countries are entitled to increase their maritime zone space and make extended continental shelf submissions. For nearly three decades, the Secretariat through CFTC has provided advice to over 30 members to help them exercise their rights under international law.

Small islands nations also need support to establish a regulatory and management framework to open the economic potential of the seas for sustainable exploitation through fisheries, tourism, minerals, marine renewable energy and marine biotechnology.

Through CFTC, the Secretariat has been pivotal in providing comprehensive policy, legal and technical assistance to Seychelles as well as Antigua and Barbuda.

In 2023/24, the Secretariat organised training of government officials from Seychelles to enable them to effectively negotiate and finalise remaining maritime boundaries. This initiative imparted in-depth understanding of the essential principles, legal frameworks and technical methodologies. It fostered a deeper engagement among stakeholders, including youth representatives, and equipped participants with practical tools through interactive sessions.

This was followed in May 2023 by a technical workshop customised to local needs and challenges. This focused on delimitation principles, practical demonstrations of equidistance line creation and a simulated negotiation exercise, as well as a field exercise complementing theoretical learning.

These trainings have bolstered Seychelles' institutional capacity in maritime affairs, reinforcing its position in regional and international forums. Participants have gained comprehensive knowledge of delimitation principles and methodologies, empowering them to contribute effectively to ongoing and future negotiations. The Secretariat's inclusive approach has fostered greater participation from diverse stakeholders, including youth, promoting broader national ownership of maritime boundary issues and advancing development goals on the blue economy.

Case study

Enhancing Digital Health

Intermediate Outcome 2.4: Inclusive and resilient education and health systems



In collaboration with WHO and CWCDH, the Secretariat launched an innovative initiative to enhance digital health and health system resilience in Samoa, Seychelles and Zambia through two technical support programmes. This was a direct result of ministerial deliberations within the COVID-19 technical working group, linking advocacy with operationalisation.

The Secretariat's initiatives underscore a robust partnership approach to address health challenges effectively. The Secretariat engaged early and frequently with governments, planned and facilitated Digital Health Maturity Assessments (DHMA), oversaw the assessment process, drafted reports and provided platforms for follow-up and dissemination.

In Seychelles, a Digital Health Strategy has been developed and capacity has been built for digital health through workshops and technical support. In Zambia, a resource mobilisation roadmap has been drawn up to address gaps identified during the DHMA, bringing various actors together to enhance digital health. The Secretariat is currently finalising a technical support programme to build resilience on non-communicable diseases and mental health for Samoa.

The technical support programmes have shown tangible results, including in strategic planning, capacity-building and resource mobilisation. They have provided a platform for ongoing support and follow-up, ensuring sustainable progress. Addressing country-specific health challenges through tailored strategies and collaborative efforts contributes to success. Key learnings from implementation highlight the importance of partnerships, face-to-face interactions and the role of forums like CHMM and technical working groups in identifying priorities and support areas.

Director of Digital Health at WHO, Dr Alain Labrique, discussed the importance of assessing how countries use digital technologies to deliver quality health services and of using assessment tools to chart a sustainable future.

'Our combined work with the Commonwealth to establish benchmarks for maturity is essential to moving towards a possible future where we focus less on quick wins, and more on investing in the fertility of the soil in which we plant the seeds of innovation.'

Resilience and Climate Action



Resilience and Climate Action

2 programmes

- 'Sustainable Energy Transition and Blue Charter'**
 3.1 Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition
- 'Climate Change'**
 3.2 Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation

Notable achievements

- Convened the first Commonwealth Climate and Environment Ministers Meeting, chaired by UK
- Convened the first Commonwealth Ocean Ministers Meeting, chaired by Cyprus
- US\$310.41 million mobilised in climate finance for member countries
- 30 distinct Commonwealth Climate Finance Access Hub training programmes conducted
- Launched the Living Lands Charter Implementation Framework, setting the stage for delivering on the promise of the Charter
- Support for Antigua and Barbuda and Trinidad and Tobago to transition to sustainable blue economies
- Launched new Commonwealth Sustainable Energy Transitions Action Group on Rural Electrification and Energy Access
- Met or made 'good progress' against 100 per cent of performance indicators

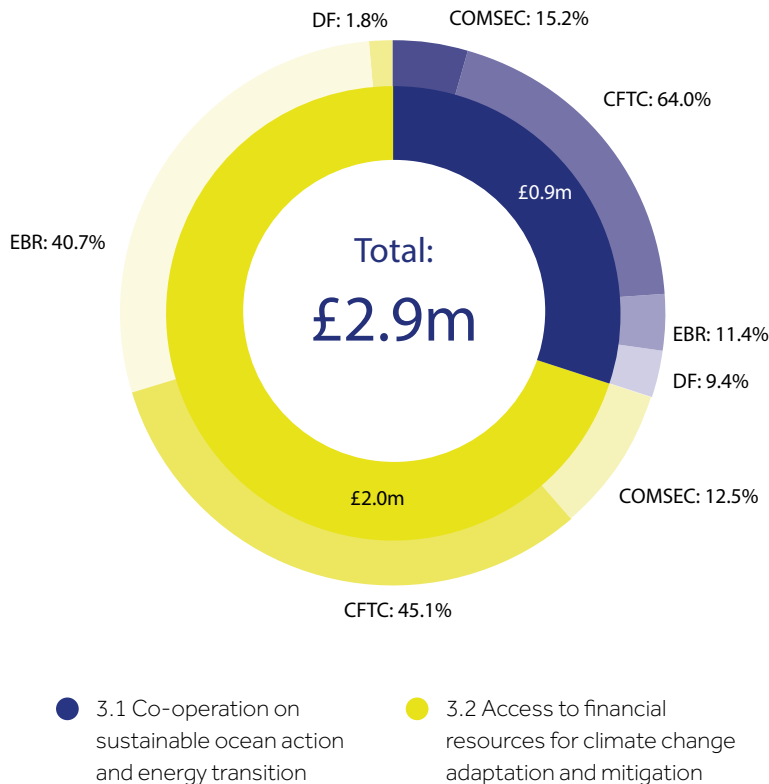


Figure 3.1: Actual expenditure in Resilience and Climate Action impact pathway (£GBP), by fund, unaudited, 2023/24

Table 3.1: Resilience and Climate Action projects and relevant mandates

Project name	Mandate
Commonwealth Blue Charter	2018 and 2022 CHOGM mandates
Commonwealth Sustainable Energy Transition	2022 CHOGM Communiqué paras 64, 69
Commonwealth Climate Finance Access Hub	2022 CHOGM Communiqué para 55
Commonwealth Living Lands Charter	Commonwealth Call to Action on Living Lands
Commonwealth Sustainable Urbanisation Programme	2022 Declaration on Sustainable Urbanisation



3.1. Ocean governance, Blue Charter and CSET Agenda

The Secretariat continues to support member countries, particularly small and other vulnerable states, to enhance intra-Commonwealth co-operation on sustainable ocean action and energy transition. In partnership with the Government of **Cyprus**, the Secretariat hosted the inaugural Commonwealth Ocean Ministers Meeting (COMM), which 28 member countries and 12 observer organisations attended. The meeting agreed to commence preparation of the Commonwealth Ocean Declaration for adoption at CHOGM and formation of the Commonwealth Blue Finance Working Group in collaboration with the Ocean Risk and Resilience Action Alliance (ORRAA). During the meeting an MOU was also signed with the Government of Cyprus to establish the Commonwealth Blue Charter Centre of Excellence.

In partnership with the Government of **Canada**, the Secretariat hosted the Blue Charter All Champions meeting in Ottawa, which was attended by 13 out of 16 champion countries and provided a platform for them to discuss strategy, collaboration and prioritisation.

Taking forward the Commonwealth's Blue Charter Project incubator launched last year, 47 applications were received from 20 Commonwealth countries. Eight highly promising projects, in **Barbados, Canada, Fiji, Kenya, Kiribati, Nigeria, Seychelles** and **Sri Lanka** were selected for funding. The reporting period saw the successful conclusion of the Blue Economy Rapid Readiness Assessment project for **Antigua and Barbuda** and **Trinidad and Tobago** in collaboration with the United Nations Environment Programme (UNEP). It also saw commencement of Phase 2 of the Coastal Resilience Vulnerability Index (CORVI) Rapid Readiness Assessment project in **Dominica** and **Mauritius**, in collaboration with ORRAA (funded through the Government of **Canada**) and the Stimson Centre.

The Commonwealth Blue Charter Clean Ocean Alliance Action Group and the UK Government collaborated on training ahead of UN Global Plastics Treaty Negotiations, which took place in Nairobi, **Kenya** in November 2023. The training equipped Commonwealth government officials from 18 countries with the knowledge and confidence needed during the negotiations of the International Legally Binding Instrument on Plastic Pollution, including in the Marine Environment.

A spokesperson from the **UK** Government's Department for Environment, Food and Rural Affairs remarked:

'The UK, as a proud co-Champion of the Commonwealth Clean Ocean Alliance, is dedicated to ensuring that our collective response to plastic pollution is both robust and effective. This training is a crucial step in that direction as negotiations continue to develop a new international legally binding instrument to tackle plastic pollution.'

Taking forward the Commonwealth Sustainable Energy Transition (CSET), the Secretariat launched a new CSET Action Group on Rural Electrification and Energy Access. This is underpinned by a new MOU signed with the Alliance for Rural Electrification, an international non-profit association to promote a sustainable decentralised renewable energy industry. During the reporting period, number of knowledge products were launched, notably the New Clean Energy Toolkit for Transport at COP28, a new online compendium and a toolkit for clean energy finance. The Secretariat worked to develop a clean energy business case for Dominica. As part of Africa Climate Week held in September 2023 in **Kenya**, the Secretariat held a joint side event with the Government of Kenya focusing on harnessing geothermal energy for clean energy transition.

In collaborating with the Youth Action Group and the Student Energy Youth Group, the Secretariat developed technical training to empower youth to participate more effectively in driving the clean energy transition globally. COP28 saw **Malawi** and **Nigeria** stepping forward to co-champion the new action group on energy access and the Alliance for Rural Electrification supporting the CSET efforts.

3.2. Climate change

The Commonwealth Climate Finance Access Hub (CCFAH), continues to improve access to financial resources and technology and enhanced capacity for climate change adaptation and mitigation, funded in part by **Canada, Australia** and **the UK** as well as institutional partners like the UN Institute for Training and Research (UNITAR), the NDC Partnership and others. CCFAH has consistently provided small and other vulnerable states climate change support through adaptation and mitigation project development; accreditation support; policy development; human and institutional capacity development; and promoting knowledge-sharing and learning.

During the reporting period, CCFAH deployed three new Commonwealth National Climate Finance Advisers, in **Maldives, Nauru** and **Tuvalu**, as well as replacing the Advisers for **Mauritius, Namibia** and **Seychelles**. CCFAH has also been

Case study

Supporting Sustainable Blue Economy Development

Intermediate Outcome 3.1: Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition



The Secretariat, with UNEP, Howell Marine Consulting and the University of Portsmouth, embarked on a project in 2023/24 to assess the readiness of Antigua and Barbuda and Trinidad and Tobago to transition to a sustainable blue economy. This initiative aimed to tap into ocean resources for economic development while ensuring protection of the marine environment.

The project utilised a new Rapid Readiness Assessment (RRA) methodology to provide a comprehensive snapshot of each country's existing policies, legal framework, systems and political landscape, offering insights on how to facilitate a sustainable blue economy transition. It identified gaps and provided recommendations for next steps, including resource requirements.

The outcomes of the RRAs provided valuable insights to support the establishment of unique blue transition pathways for each country, considering their specific contexts and challenges.

Antigua and Barbuda had already begun its transition, with the government recognising its benefits for economic and climate resilience. The RRA emphasised the importance of enhancing stakeholder collaboration, establishing marine spatial planning and improving co-ordination among government agencies.

In Trinidad and Tobago, where the economy relies heavily on oil and gas, tourism and fisheries, the RRA highlighted the need for accelerated progress in integrating cross-sector ocean policies and legislation. Recommendations included developing a shared approach for inter-ministerial co-ordination on sustainable development and the energy transition away from fossil fuels.

The success of the RRA trials showcases the commitment of the Secretariat's Blue Charter programme to assist countries in transitioning towards a sustainable blue economy. They offer clear next steps, accelerating the adoption of best practices and fostering informed decision-making. The project's impact lies in its contribution to the pursuit of sustainable blue economies in the Caribbean, leveraging the region's interest and ocean resources, while ensuring environmental preservation, economic growth and resilience in the face of climate change.

able to increase climate finance mobilised by 150 per cent (from US\$56.2 million to US\$330.41 million) through the approval of projects in the pipeline, as well as a shift in readiness support to the development of projects at scale, which has led to the funding being granted for large-scale projects. This has been made possible by effective recruitment and deployment of skilled technical experts. Furthermore, there has been an increase in capacity-building initiatives from 89 to 119, to reach a total of 2,240 officials trained in beneficiary countries.

Mainstreaming Gender and Youth in Climate Action

All CCFAH support areas are committed to taking forward gender and youth mainstreaming. In fact, 11 countries have incorporated mainstreaming goals in their workplans, including **Maldives, Mauritius, Namibia, Seychelles, Solomon Islands, Tonga, Vanuatu** and **Nauru**. In partnership with the Government of Mauritius, the Secretariat launched climate change negotiations training, targeting mainly women and youth in both the public and the private sector, to provide them with proficiencies to understand climate change, jurisprudence techniques and strategies for negotiation. At COP28, the Commonwealth pavilion offered a Gender-Based Analysis Training widely attended by Advisers and members countries.

This reporting period saw the development and launch of the online Commonwealth Climate Finance Essentials Course. This is expected to provide officials with the proficiencies to develop bankable project proposals, thereby enhancing the sustainability of in-country initiatives. It currently has more than 400 subscribed trainees. Furthermore, a Gender-Based Analysis Plus (GBA+) masterclass was conducted for Commonwealth National and Regional Climate Finance Advisers with a view to building their capacity in gender mainstreaming. As part of knowledge management and sharing, CCFAH conducted 17 outreach and advocacy initiatives, most of them as part of COP 28 engagements. These initiatives provided the general public, partners and technical experts

with information on CCFAH outcomes. This has increased requests for technical assistance and new partnerships.

The Commonwealth convened its first Commonwealth Climate and Environment Ministers Meeting (CECMM) in the wings of the UNGA in September 2023. Chaired by the UK, in this first meeting countries discussed ways to enhance action around climate change and the preservation of land, oceans and biodiversity. The focus was on strengthening implementation of Commonwealth countries' Nationally Determined Contributions (NDCs).

To advance the Commonwealth Living Lands Charter adopted at CHOGM 2022, the Secretariat circulated the Implementation Framework for the Charter to member countries and launched it at a high-level event at COP28. The Implementation Framework sets out the five thematic areas of intervention (agriculture, livestock, biodiversity, water and soils, and indigenous people and local communities) and strategies under the Charter, as well as proposing the operational structure for governance, on-the-ground implementation and knowledge exchange among member countries. Issues that will be tackled include financing gaps, co-ordinated governance, technical capacity, knowledge generation and exchange. These will be delivered through member country-driven thematic working groups and partnerships with UN agencies, Commonwealth Accredited Organisations and other civil society organisations. A Living Lands Charter Advisory Group will be established to provide strategic guidance and advice on the implementation.

Following the CHOGM 2022 Declaration on Sustainable Urbanisation, the Secretariat has been working with **Kenya's** State Department of Housing and Urban Development on Building Climate Resilience of the Urban Poor to develop a seven-year Implementation Plan. The Secretariat delivered a joint side event at COP28 and is now developing plans for readiness projects involving other countries in Africa including Uganda, Eswatini and Mozambique, as well as partner organisations including Global Climate Fund and UN Habitat.



Case study

Building Coastal Resilience in Tonga

Intermediate Outcome 3.2: Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation



Small states, LDCs and other vulnerable countries face acute impacts of climate change in a disproportional way. Meanwhile, much as climate finance is being made available to developing countries through several international initiatives, most of these countries have limited capacity to access these funds.

CCFAH helps countries unlock available climate finance. Through this initiative, small and vulnerable member countries are assisted to bid for and gain increased access to climate finance.

In June 2024, the Kingdom of Tonga received grant funding from the Green Climate Fund (GCF) to fight the impact of extreme climate events. Tonga was supported in this initiative by CCFAH and its National Climate Finance Advisers. The GCF approved a US\$22.66 million grant, and the Government of Tonga committed \$1.2 million in co-financing. The United Nations Development Programme (UNDP) has added a further \$63,000 to bring the total close to \$24 million.

The CCFAH Advisers have been embedded within the Ministry for Meteorology, Energy, Information, Disaster Management, Environment, Climate Change and Communications in Tonga, and have provided strategic and technical guidance on mobilising climate finance.

Luisa Tuiafitu Malolo, Tonga's Director of Climate Change, stated:

'We gratefully acknowledge the support provided by the Commonwealth Secretariat, through the Commonwealth Finance Access Hub, towards the development of this important project, and we look forward to continuing our partnership.'

GCF financing will be used to support the development of a revised national land use strategy that incorporates long-term climate risks and impacts, to come into effect in 2025.

Tonga will establish a national community dialogue platform to enable island-wide discussions on land use to develop long-term adaptation strategies. The financing is strengthening local capacity to monitor and manage climate risks, and community adaptation bolsters national authorities' ability to use climate risk data.

Case study

Empowering Mauritius: A Transformative Journey in Climate Negotiations

Intermediate Outcome 3.2: Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation



International climate negotiations are a vital platform for collective progress. As a nation vulnerable to climate impacts, Mauritius needed skilful negotiators to ensure its unique context was heard at COP28. Mauritius approached the Secretariat at COP27 to seek support and, in response, the Secretariat developed a tailored training plan for COP28.

In May 2023, the Secretariat co-organised the inaugural Capacity-Building Workshop on Climate Change Negotiations, in collaboration with the Ministry of Environment, Solid Waste Management and Climate Change of Mauritius, supported by the European Union and facilitated by the Indian Ocean Commission.

The Secretariat crafted a comprehensive curriculum with six modules, covering the UNFCCC and related climate change protocols and agreements, as well as outcomes from COP27, and concluding with country negotiation priorities. The training also delved into crosscutting themes like loss and damage, technology and gender, as well as drafting country positions and intervention statements.

Over 70 participants, including women and representatives from government, the private sector, civil society and youth, underwent three-day training on international climate negotiations. This increased participants' ability to articulate demands effectively during climate talks, and thus to secure more favourable outcomes and effectively formulate the country's position during COP sessions. This strengthened negotiation capacity will position Mauritius as a key influencer with negotiation blocs such as the Alliance of Small Island States; the African Group of Negotiators; and the Group of 77 and China.

In appreciation, Minister of Environment, Solid Waste Management and Climate Change Hon K. Ramano noted that:

'Some 72 stakeholders, out of which 55 per cent were women, have been able to enhance their understanding of the climate change negotiation process. Demystification of the COP process has enabled the acquisition of basic knowledge on the processes and capabilities to master the tools and best practices of negotiation and communication on climate change.'

Building on the success of this training, CCFAH is developing further modules. These aim to extend the training's reach to other Commonwealth member countries through regional and national workshops as CCFAH actively seeks collaboration with other partners.

Small and Other Vulnerable States



Small and Other Vulnerable States

2 programmes

- **'Small States Advocacy'**
4.1 Policy positions advanced in global governance mechanisms
- **'Reducing Small States Vulnerability'**
4.2 Reduced vulnerability to shocks and improved fiscal sustainability and access to financing

Notable achievements

- Convened Commonwealth Finance Ministers Meeting, Central Bank Governors Meeting and UN Small States Advocacy Champions alongside IMF/World Bank Annual Meeting
- Convened Commonwealth Finance Ministers Meeting at IMF/World Bank Annual Meeting
- Convened two Advocacy Champions meetings at IMF/World Bank Spring Meetings
- Advanced Commonwealth position at Fourth International Conference on Small Island Developing States
- Technical assistance in diaspora investment for The Gambia and Kenya

- 4.1 Policy positions advanced in global governance mechanisms
- 4.2 Improved fiscal sustainability and access to financing

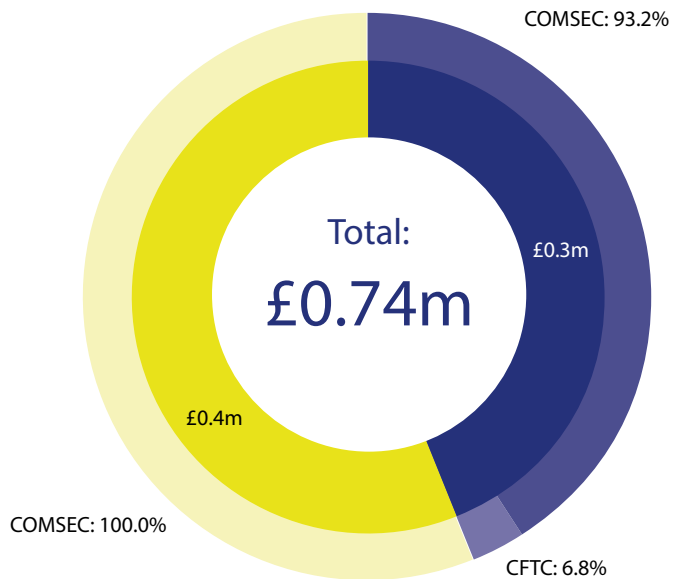


Figure 4.1: Actual expenditure in Small and Other Vulnerable States impact pathway (EGBP), by fund, unaudited, 2023/24

Table 4.1: Small and Other Vulnerable States projects and relevant mandates

Project name	Mandate
Commonwealth Finance Ministers Meeting	CHOGM 2022 Communiqué paras 33, 41, 42
Advocacy Strategy for Small States	CHOGM 2018 Communiqué para 21; CHOGM 2022 Communiqué para 41
Virtual Centre for Small States	CHOGM 2022 Communiqué para 42
Supporting Fiscal Sustainability and Improving Access to Finance	CHOGM 2022 Communiqué paras 41, 42
Economic and Vulnerability Analysis	CHOGM 2022 Communiqué paras 41, 42

Case study

Small States Advocacy at SIDS4

Intermediate Outcome 4.1: Policy positions advanced in global governance mechanisms



Small states, including 25 small island developing states (SIDS), make up about 60 per cent of Commonwealth member countries. The Commonwealth is a champion for small states and recognises their specific vulnerabilities that arise from exposure to climate and economic shocks, worsened by global crises. Disproportionate impacts include high public debt and high borrowing costs. In addition, 14 small states (upper-middle- and high-income small states) are ineligible for concessional development finance owing to traditional per capita income threshold. The Commonwealth continues to advocate for global financial architecture reform, to move from the traditional system to one responsive to emerging challenges and capable of scaling up development finance.

At UN 4th International Conference on Small Island Developing States, the Commonwealth Secretary-General led a high-level side event with the Prime Minister of Samoa. Ministers from Fiji, Mauritius, Seychelles, UN-OHRLS USG Fatima Rabab as well as other partner institutions including UNITAR participated. The Commonwealth Virtual Centre for Small States, which provides a platform for representing small states work and interconnecting with Commonwealth Small States offices in Geneva and New York, was presented. This platform provides space for working in collaboration with member countries including with the Antigua and Barbuda Centre of Excellence for SIDS and other Centres of Excellence being developed by Commonwealth member countries; the Debt Sustainability Support Service; and the UN Industrial Development Organisation (UNIDO)-Barbados Global Hub for Sustainable Development.

The Secretariat, in conjunction with UNESCAP, also hosted a side event at the conference entitled 'Harnessing digital economy in Asia and the Pacific', drawing attention to the emerging opportunity among multi-stakeholders to act through the regional frameworks. The discussion highlighted issues that are critical to advancing digital economy towards resilient prosperity for SIDS in Asia and the Pacific. With the engagement of policymakers and other stakeholders, the discussions identified pathways forward for the governments to synergise with the 2030 Agenda for sustainable development and the advancement of the SDGs target.

The outcomes will be taken to the upcoming Commonwealth Ministerial Meeting of Small States alongside CHOGM, under the theme 'One Resilient Common Future: Transforming our Commonwealth', in Samoa in October 2024.

Marking its 75th anniversary, the Commonwealth continued to champion solutions for SIDS, and renew memberships and secure international endorsement for actions addressing their unique vulnerabilities. This will further enhance its advocacy strategy going forward and help in developing targeted and innovative financial instruments to address debt and climate risks.

4.1. Small and other vulnerable states' advocacy

To ensure global governance mechanisms address the needs and concerns of small and other vulnerable states, the Secretariat convened the Commonwealth Finance Ministers Meeting (CFMM) in October 2023 on the margins of the International Monetary Fund (IMF)/World Bank Annual Meeting in Marrakech, Morocco. The meeting was chaired by Hon. Prof. Biman Chand Prasad, Deputy Prime Minister of Fiji, with attendance from 33 member countries. It progressed discussions on the Commonwealth call for a new global financial architecture with a specific focus on mechanisms to tackle the effects of climate change and elevating debt to build resilient economies. Ministers welcomed the Secretariat's proposal to develop a debt swaps handbook to provide step-by-step guidelines for countries. The Commonwealth Ministerial Working Group on a Call for a New Financial Architecture collaborates with the UN, IFIs and the Bridgetown Initiative to advocate for reforming the global financial system to ensure it is relevant, flexible and adaptive to crises and meets the needs of small and other vulnerable states. There is a global convergence towards the recognition of vulnerability in the allocation of concessional finance and, therefore, advocacy efforts on moving beyond GDP and recognising vulnerability are gaining momentum.

In this reporting period, the Secretariat also convened two meetings of the Small States Advocacy Champions to discuss the debt vulnerability of small states, in Washington, DC, at an IMF/World Bank Spring Meetings side event. The Secretariat hosted four side events in May as part of the Fourth International Conference on Small Island Developing States (SIDS4) in Antigua and Barbuda to build the resilience of small states, including one youth side event to advance work in the area with partners.

The Secretariat is developing the Virtual Centre for Small States (VCSS). This platform for small states provides a collaborative working space with member countries and partners. The Commonwealth Small States Offices in Geneva and New York are being interlinked through this platform. It also provides secure virtual space for member countries to use as their own working space. Furthermore, it provides the opportunity to collaborate

with the various Commonwealth Centres of Excellence and Data Hubs, including the Antigua and Barbuda Centre of Excellence launched at UN SIDS4 and Malta's Centre of Excellence.

4.2. Small and other vulnerable states' fiscal sustainability and development finance

Advancing its commitment to support member countries to reduce vulnerability to shocks and improve fiscal sustainability and access to financing, during the reporting period the Secretariat produced two diaspora investment reports, for **The Gambia** and **Kenya**, while progressing the possible placement of a diaspora investment adviser for **Fiji**. Significant progress has been made with the finalisation of case studies on tourism for **Belize, Malta, Samoa** and **Seychelles**, appended to the *Small States Economic Review and Basic Statistics Bulletin* (SSER) Volume 22. At the request of the government, the Secretariat visited Belize to conduct a technical mission to gather information pertaining to the case study on sustainability and tourism. The completed SSER, on the theme of building resilience in Commonwealth small states, will be presented at CHOGM 2024. The Secretariat has also begun work on the revision of the Universal Vulnerability Index.



Cross-cutting Outcomes

Cross-cutting Outcomes

2 programmes

- 'Youth Empowerment'**
 CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced
- 'Gender Equality'**
 CC2 Gender disparities and violence against women and girls reduced

Notable achievements

- Year of Youth celebrated across the Commonwealth
- Convened a Commonwealth Women's Affairs Ministers Meeting in The Bahamas
- Convened National Women's Machinery in the wings of UNGA
- Convened Commonwealth Youth Ministers Meeting in London
- Technical assistance to Lesotho on gender-responsive budgeting
- Technical assistance to Botswana on youth mainstreaming
- Technical support to Pakistan on youth entrepreneurship
- Progressed work on Youth Development Index
- Met 100 per cent of performance indicators

- CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced
- CC2 Gender disparities and violence against women and girls reduced

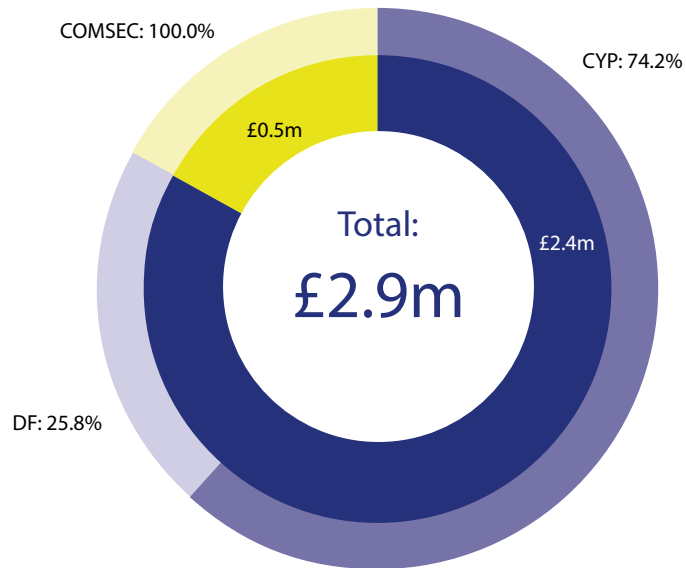


Figure 5.1: Actual expenditure on cross-cutting outcomes (EGBP), by fund, unaudited, 2023/24

Table 5.1: Small and Other Vulnerable States projects and relevant mandates

Project name	Mandate
Youth Mainstreaming, Participation and Inclusion	Kigali Declaration on Child Care and Protection Reform
Professionalisation of Youth Work	CHOGM 2022 Communiqué paras 57, 89, 91, Cross-Cutting Outcome I
Youth Skills Development and Economic Empowerment	CHOGM 2022 Communiqué paras 57, 89, 91, Cross-Cutting Outcome I
Gender Equality and Women's Empowerment	CHOGM 2022 Communiqué para 27, Cross-Cutting Outcome II



The Secretariat reflects the cross-cutting themes of youth empowerment and gender equality in all areas of work. Dedicated programmes have been developed to embed and support gender and youth priorities and mainstreaming internally within the Secretariat and externally with member countries.

5.1. Youth empowerment

The Secretariat convened the 10th Commonwealth Youth Ministers Meeting (CYMM) at Marlborough House, London, in September 2023. Chaired by the Government of Pakistan, under the theme 'Aiming Higher: Delivering More for Young People in the Commonwealth,' this examined education, employment, environment and engagement with the three cross-cutting themes of human rights, transformative technology and disability. Meanwhile, the Commonwealth Youth Awards

were held in partnership with the Queen's Commonwealth Trust. They saw 50 extraordinary young social entrepreneurs, environmental champions, innovators and human rights activists selected across the Commonwealth, with 20 finalists receiving a certificate and £1,000 to expand the impact of their work while the finalist from each region received £3,000.

The Commonwealth Secretariat's Year on Youth (YOY) initiative marked the 50th anniversary of the CYP. Based on the four 'E's of Energise, Empower, Envision and Engage, this significantly reinvigorated relationships among national, regional and international stakeholders.

Region	Country	Actions
Africa	Ghana	Endorsement and grant YOY event: Employability Training Programme YOY aims achieved: Energise/Empower
Asia	Brunei Darussalam	Endorsement and grant YOY event: SDG Youth Camp YOY aims achieved: Energise/Empower
Caribbean	Antigua and Barbuda	Endorsement YOY event: Antigua and Barbuda Youth Symphony Orchestra: The Caribbean Composes! Programme YOY aims achieved: Energise/Empower
Caribbean	Caribbean region	Endorsement and financially supported YOY event: Caribbean Youth & Student Leaders Workshop 2024 YOY aims achieved: Energise/Empower/Envision
Europe	UK	Endorsement and grant YOY event: Netball Tournament YOY aims achieved: Energise
Pan-Commonwealth	-	Endorsement YOY event: Commonwealth Accredited Organisation Youth Membership drive YOY aims achieved: Empower/Engage

Year on Youth achievements

- Delivered at least 50 special pan-Commonwealth, regional or national initiatives and events led by the CYP, the Commonwealth Youth Council, Commonwealth Youth Networks and Accredited Organisations with the support of their partners.
- Provided learning and upskilling opportunities for at least 20,000 young people and 5,000 youth development policymakers and practitioners, including on leadership, entrepreneurship, digital skills, youth development mainstreaming, participation and inclusion, safeguarding and evidence-based policymaking, grant-making and financing youth development.
- Enabled young people and partners to develop and implement their own youth-led and youth-focused activities, contributing to the Year's themes, and meaningfully engaged at least five million young people, through guidance from a 2023 YOY Engagement Kit.
- Encouraged member countries to initiate special initiatives to engage young people, celebrate their contributions and strengthen the enabling environment for youth empowerment and development.
- Increased youth access to Commonwealth decision-making processes through youth representation and participation in at least five high-level intergenerational dialogue sessions with Commonwealth Heads of Government, the Secretary-General, ministers and senior government officials.
- Promoted increased collaboration, partnership and knowledge exchange among Commonwealth youth development partners, including member countries, Commonwealth Youth Networks and Accredited Organisations.

- Created new opportunities for youth capacity-building and advocacy for youth development through convening at least five regional youth summits/conferences led by youth networks and councils and at least one pan-Commonwealth conference on youth development work.
- Created opportunities for young people to envision a more peaceful, prosperous and sustainable future through special conferences, seminars, online initiatives and other events.

Using youth mainstreaming and disability inclusion in YOY as an anchor strategy, the Secretariat progressed work on the results of the Youth Mainstreaming Baseline Survey and its review of 50 years of the CYP. The Secretariat also supported targeted and tailored capacity-building and advisory services for member countries, with specific advice on mainstreaming to **Botswana**, on entrepreneurship strategy to **Pakistan** and on the Youth Development Index (YDI) to **Cameroon, Samoa, Togo** and CARICOM. Work on intergenerational equity and participation strategies also advanced, including through regional youth summits, the virtual Commonwealth Youth Museum, a roundtable on advancing the rights of persons with disabilities and active participation at COP28 along with four Commonwealth-sponsored youth delegates.

The Secretariat progressed its work on the YDI as a unique resource for researchers, policymakers and civil society. The YDI measures progress on the Sustainable Development Goals (SDGs) associated with youth development and identifies gaps to be filled. The YDI has 27 indicators that measure progress on youth development in the domains of education; health and wellbeing; employment and opportunity; peace and security; equality and inclusion, political and civic participation. It covers 181 countries, including 48 of the 56 Commonwealth countries.

Advancing the professionalisation of youth work, the Secretariat convened the Fourth Commonwealth Youth Work Conference in partnership with National Youth Agency and the Commonwealth



Case study

Connecting and Empowering Youth across the Commonwealth

Cross-Cutting Outcome CC1:

Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced



Among the various initiatives of the Commonwealth's YOY, the introduction of an Expressions of Interest (EOI) Portal has broadened the scope for stakeholder engagement, allowing for a diverse range of proposals and collaborative opportunities.

The Portal has been pivotal in connecting and engaging a wider array of stakeholders, particularly young people. It facilitated the submission of 127 EOIs, of which over 80 were endorsed by the YOY Advisory Committee and 20 received grants. Grants ranged from £5,000 for member countries to up to £2,500 for Accredited Organisations, youth networks and external youth organisations. This funding supported various projects, with a total of 35 being completed, contributing to the 4 agreed SDG informed YOY outcomes.

One of the notable projects funded by the Secretariat was the Commonwealth Universities Debating Championship (CUDC), held at the University of Rwanda's Gikondo Campus. This event was a collaborative effort with Aspire Debate and exemplified the objectives of the YOY initiative. CUDC was held in June 2024 and attracted 80 student participants from 12 universities in nine Commonwealth countries under the theme 'Fostering Open Discussion to Provoke a New Thinking.'

CUDC provided a platform for cultural exchange and co-operation, embodying the YOY goal of engaging youth in shaping a sustainable and inclusive future for the Commonwealth. Participants honed their public speaking, debate and critical thinking skills, essential for future leadership roles. The championship facilitated a rich exchange of ideas and cultures, promoting mutual understanding and co-operation among young leaders from diverse backgrounds. The event also highlighted the importance of youth leadership in the Commonwealth's future, encouraging participants to take active roles in their communities and beyond.

The YOY initiative and projects like CUDC have strengthened relationships across the Commonwealth. The EOI Portal has allowed for greater inclusivity, enabling new voices to participate in shaping the Commonwealth's future. Grants provided by the Secretariat have supported diverse and impactful youth-led activities, reinforcing the Commonwealth's commitment to empowering young people.

YOY has also triggered actions and commitments from member countries across the Commonwealth on key youth issues and agendas.

The Year of Youth: The celebration of youth in 2023–2024 has triggered collaboration, events and commitments from member countries, partner and accredited organisations across the Commonwealth

Project	Member countries	Actions
Commonwealth Resounds Music Relay	India, Cameroon, Uganda Antigua & Barbuda, Australia, Malta, Nigeria	An active music relay of a youth song by Commonwealth Resounds, adapted and translated to national context and will continue until CHOGM.
International Football for Good Day	UK, Kenya, Cameroon Jamaica, Malawi, Zambia, Tanzania	A collaboration with Street Soccer Foundation and Catalyst in Communities for global amplification of football-led programmes that offers a means of unified action and celebration of youth development and empowerment across the Commonwealth – delivered through the power of the global No.1 sport.
Commonwealth University Debate Competition	Global	<ul style="list-style-type: none"> The first Commonwealth Universities Debating Championship hosted in Rwanda and organised by Aspire Debate. 93 participants across 12 universities and eight Commonwealth Countries took part. These countries included Mauritius, Sri Lanka, Ghana, Nigeria, Rwanda, Kenya, Canada.
Year of Youth spotlight series	Global	An online series of articles celebrating young people of the Commonwealth, with details of their work and passions, and enabling them to deliver initiatives that make tangible contributions to achieving global sustainable development goals. 50 young people are being celebrated.
Asia Region Youth Leadership Summit	India, Pakistan, Sri Lanka, Singapore, Maldives, Brunei, Malaysia	<ul style="list-style-type: none"> The first Asia region Youth Leadership Summit was held in Malaysia and brought together national delegates from the region to share experiences, challenges and successes in leadership. The Commonwealth Asia Youth Alliance, a regional youth council, was established to foster advocacy, engagement and cross-cultural learning.
Commonwealth Local Government Conference 2023	Trinidad & Tobago, Belize, Jamaica, Rwanda, Namibia, Malawi, Ghana, Tanzania, Gambia, South Africa, Zambia, Togo, Eswatini, Nigeria, Cameroon, Pakistan, Maldives, India, Sri Lanka, Malta, UK	<ul style="list-style-type: none"> The conference was organised by CLGF and supported by PLATFORMA and the Commonwealth Youth for Sustainable Urbanisation. A working group and a young leaders caucus were established as a result of this conference to discuss issues around democratic inclusion and youth outreach. Developed the Kigali Youth Outcomes Statement on Youth Leadership for a Resilient Future which reflected youth perspectives on the conference theme. This outcome statement will also feed into the CHOGM 2024 statement.

Youth Worker Alliance for three days in Reading, UK in July 2023 under the theme 'The Power of Youth Work: Forging a Sustainable and Peaceful Common Future'. The event brought together 250 participants in person and 1,000 virtual attendees, including ministers, youth workers, academics, young people and policymakers from across the 56 Commonwealth countries to celebrate youth work and share best practice and learning.

Commonwealth Collaboration: Their Future, Our Action

The research partnership between the Secretariat and Cambridge University's Centre for Resilience and Sustainable Development (CRSD) entered its third phase after running for two years. The initiative is designed to help small states gain access to sustainable finance for youth and biodiversity.

The Common Pool Asset Structuring System (COMPASS), a product of the joint efforts during the project, stands out as an innovative means to refine financial systems for SIDS. Through a universal and cross-border approach, COMPASS aims to streamline and improve sustainable financial options for countries experiencing intensified environmental and economic issues owing to climate change.

Collecting and analysing relevant data to back investments remains a significant obstacle in creating sustainable, investable ventures in developing economies. To bridge this gap, the collaboration has created two novel data instruments: the Political Economic Resilience Index (PERI) and the Cambridge–Commonwealth Sustainable Investment Marker (CSIM). Notable side events on PERI and CSIM were held at both the Commonwealth Youth Ministers Meeting (CYMM) and COP28. Additionally, a Legal Steering Committee was set up to discuss the necessary regulatory environment to protect member countries and investors.

The final workshop of the Their Future, Our Action initiative in February 2024 marked the culmination of this extensive engagement process, which has involved over 500 experts, 200 national policymakers and 5,000 citizens of Commonwealth countries. Attendees, including Commonwealth SIDS High Commissions, were introduced to strategies to secure funding for SIDS.

The CRSD will synthesise the findings from the action research partnership into a conclusive report on the creation of COMPASS, on PERI and on legal endorsement of a systemic approach to identifying investment opportunities for attracting mixed finance. The report will provide actionable advice for the effective deployment of COMPASS and PERI by SIDS, to ensure the knowledge acquired significantly assists the promotion of sustainable answers for these countries.

Building on the Secretariat's work on youth skills development and economic empowerment, the Secretariat partnered with UNDP Bangkok and the Social Enterprise Academy UK to organise a virtual dialogue on social enterprise development

in December 2023. The webinar had high-level speakers from UNDP, the Social Enterprise Academy, OECD and academia, who raised awareness on social entrepreneurship and its potential for positive impacts on youth development and the 2030 Agenda. It was attended by over 100 people, with excellent engagement during the Q&A on mentorship and peer-to-peer learning opportunities and on knowledge-sharing platforms that can support young entrepreneurs.

In collaboration with the CYCN, the Secretariat published the *Commonwealth Youth Policy Recommendations on Climate Change*, providing an evidence-based report on climate vulnerabilities and risks as well as environmental problems from a youth perspective. The report also presents a set of 30 actionable policy recommendations from youth across the Commonwealth to guide the process of building resilient futures.

5.2. Gender equality

Pursuing gender equality in this period, the Secretariat convened the 13th Commonwealth Women's Affairs Ministers Meeting (13WAMM) in Nassau, The Bahamas, in August 2023. This was attended by 28 member countries with a focus on four priority areas: women in leadership, women's economic empowerment, ending violence against women and girls, and gender and climate. The Secretariat also hosted a high-level side event on transformative leadership for gender equality and women's empowerment.

Following the successful 13WAMM, a high-level event titled 'A Call for Action: Safeguarding the Wellbeing of Women and Children' was hosted by the Secretary-General, the Rt Hon. Patricia Scotland KC, in November 2023. The event enabled women leaders to explore the prevalence of domestic violence and its effects on the physical and mental health of women and children and how it impedes sustainable development.

On the margins of the UN 68th Session of the Commission on the Status of Women, the Annual Consultation with National Women's Machinery was held on 10 March as is customary. Seventy delegates joined the meeting from member countries, Commonwealth Accredited Organisations and other partner organisations. The meeting was opened by the Chair of WAMM, the Hon. Myles LaRoda MP, Minister for Social Services, Information and Broadcasting, The Bahamas.

The Secretariat provided an overview of the outcomes of WAMM, and on the progress of key elements including gender and climate change – noting the development of the collaborative Commonwealth community effort for gender-responsive climate action; strengthening disability inclusion with voices from the Commonwealth Disabled People's Forum, and so on.

The first stepping-stone event of the Commonwealth Women's Forum (CWF) 2024 was held in March 2024. This focused on women's economic empowerment. The second stepping-



stone virtual event took place in June 2024, providing a platform for governments and civil society groups to showcase innovative initiatives that had successfully reduced prevalence of gender-based violence. It also facilitated the sharing of good practices and the latest research guiding national responses to gender-based violence. Recommendations from this event will inform deliberations at the CWF in October.

The Secretariat also supported **Lesotho** to advance gender-responsive budgeting (GRB) through a five-day workshop to enhance capacity for 34 parliamentarians and senators from the Parliament Social Cluster and Economic Cluster Committees and other government stakeholders. The workshop covered international, regional and national instruments on gender equality, GRB planning, practical application of GRB, gender scrutiny of legislation and policies, and the role of parliamentarians in mainstreaming GRB.

With funding from the Government of **Canada**, the Secretariat disseminated the results of a validation workshop on the feasibility of a gender-responsive blended financing window under the Sustainable Island Resource Framework Fund for **Antigua and Barbuda**. The Secretariat is working towards building consensus among key stakeholders and using feedback to improve and optimise the financing window's design and implementation.

Another example of effective internal co-operation resulted in the launch at COMM of a publication entitled *Turning the Tides of Inclusion: A Toolkit for Gender Equality in Ocean Sectors*. This puts forward gender-responsive practices in marine conservation, fisheries, maritime transportation and tourism, thereby empowering women and gender minorities and unlocking the full potential of sustainable blue economies. It offers practical guidance, based on research and stakeholder consultations, intended for policy makers, organisations and individuals dedicated to advancing gender equity in ocean sectors.

Commonwealth Says NO MORE

The Commonwealth is committed to ending domestic and sexual violence and protecting women and girls, including in hard-to-reach areas, across the 56 Commonwealth countries. To this end, the 'Commonwealth says NO MORE' campaign was launched in 2020.

In this reporting period, the campaign was launched in **The Gambia, Ghana and Tanzania**, with plans in 2024 to go further. This is in addition to **Cyprus, Australia, the UK and South Africa**. The chapters work closely between Ministries and NGOs to implement change at a national level.

Commonwealth Says NO MORE helps member countries record accurate data on the prevalence of violence, deliver grassroots projects, train community leaders, educate bystander responses and provide critical resources for those at risk, promoting long-term strategies to eradicate abuse. At the launch in The Gambia in January, First Lady Fatoumatta Bah-Barrow said:

'I am glad that we have the opportunity to collaborate with the Commonwealth in aligning our efforts to empower women and girls by initiating the NO MORE campaign to end the violence. It is an endeavour that I have been so passionate about and I am pleased to have taken some steps in the right direction, yet the work continues. We look forward to working closely with the Commonwealth in achieving our common vision.'

Catalytic Outcomes



Catalytic Outcomes

2 programmes

- **'Innovation and Digitisation'**
CI: Enhanced use of technology, innovation and digitalisation
- **'Partnerships'**
CII: Delivery through co-creative partnerships increased

Notable achievements

- Kenya Innovation Week Commonwealth Edition
- Partnership process automated
- Accredited Organisation logo designed and approved
- Secretary-General's dialogue with Accredited Organisations delivered
- Met or made 'good progress' against 100 per cent of performance indicators

- CI: Enhanced use of technology, innovation and digitalisation
- CII: Delivery through co-creative partnerships increased

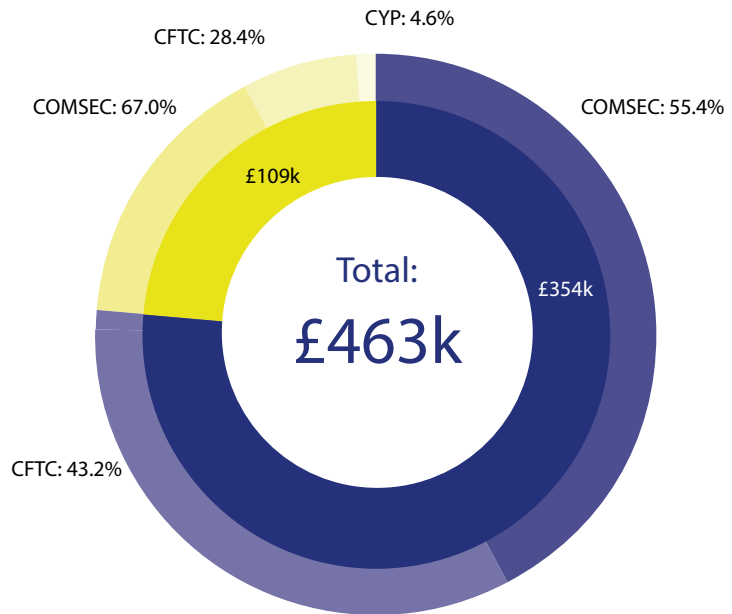


Figure 6.1: Actual expenditure on catalytic outcomes (£GBP), by by fund, unaudited, 2023/24

Working in partnership continues to be key to the successful delivery of programmes and projects across the Secretariat. Dedicated work took place in the reporting period to deepen existing partnerships, while six new partnerships have been forged.

The *Contribution of Commonwealth Accredited Organisations to Advancing the Commonwealth Charter* evaluated the collective contribution that Accredited Organisations make towards advancement of the Commonwealth Charter. This is the beginning of a longer-term process to build a systematic and evidence-based understanding of the collective contribution and impact of Accredited Organisations. The report drew attention to their potential to play an even bigger part in supporting member countries' progress towards the SDGs and empowering Commonwealth citizens to overcome a growing and complex range of socio-economic and environmental risks. Each Accredited Organisation needs to abide by the Commonwealth values and use the accreditation guidelines for direction on the Secretariat governance processes around accreditation. The Secretariat has created a logo that has been approved by the Board of Governors as a mechanism to identify Accredited Organisations among non-Accredited Organisations across the Commonwealth.

The use of technology to improve process and increase efficiencies within partnerships has become important. The partnership process has thus been automated, and the data gathered will provide more insight into the Secretariat's partnerships and the work being done by our partners across the Commonwealth.

To enhance innovation across the Commonwealth, the Secretariat partnered with the Government of **Kenya** to deliver Kenya Innovation Week 2023 as a Commonwealth Edition. The week-long flagship innovation festival showcased and supported Commonwealth innovations and strengthened Pan-Commonwealth networks and partnerships, which are critical to enable innovation to scale and become impactful across the Commonwealth. The event included a roundtable interaction of Commonwealth Ministers of Science, Technology and Innovation, which explored the challenges and opportunities presented by digital technologies, and how governments can foster co-operation to advance the Commonwealth innovation agenda. It presented Ministers with an opportunity to strategise and accelerate the implementation of a Commonwealth innovation ecosystem mandate to achieve the 2030 Agenda for Sustainable development in the leadup to CHOGM 2024 in Samoa. The ceremony for the Commonwealth Secretary-General's Innovation for Sustainable Development Awards was part of Kenya Innovation Week 2023, recognising 15 award winners for their forward-looking solutions to development challenges.



Organisational Outcomes

Supporting improved organisational performance, the Secretariat progressed the implementation of country evaluations during the reporting period. Sixteen countries were selected based on criteria including time elapsed since their last evaluation, number of country-specific actions undertaken since the start of the last (2017/18–2020/21) Strategic Plan, confirmation of interest from High Commissions and ensuring representation of the Commonwealth membership across income groups, regions and small state status. As at end-June 2024, field missions had been completed in 14 countries, including four in the recent financial year: **Fiji, Solomon Islands, Tonga and Sri Lanka**, with advanced plans to complete a mission to Malaysia in July 2024. Six country reports have been drafted, with the remainder to be completed by December 2024. In addition, a syntheses report is in preparation to highlight key findings and recommendations across the countries.

The country evaluations have enabled the Secretariat to validate reported results, trace its relevance and contributions, identify success factors and barriers, understand in-country and regional contexts, and identify opportunities for enhancing our value proposition and benefits to member countries.

The Secretariat has onboarded a new portfolio management system (Verto), which has improved data analytics and reporting efficiency and aims to enhance project management in the organisation. To monitor progress towards targets, Quarterly Performance Reviews were conducted for all programmes, generating recommendations to senior managers on budget and delivery progress and challenges.

This reporting period, the Secretariat governance function was called upon to support three informal working groups of the Board of Governors set up by the Chair of the Board of Governors through 13 meetings to engage on reforms, programmes and administration, and funding and finance. The Secretariat also supported five Extraordinary Board of Governors meetings in addition to the standard annual Board of Governors May Meeting, three Executive Committee, two Accreditation Committee and four Audit Committee meetings.

This reporting period saw dedicated communications support to the Secretary-General and Secretariat divisions on major Ministerial Meetings and Observer missions. The Secretary-General and senior officials were quoted 10,884 times in news articles, and 1,248 articles mentioned the Commonwealth and the Secretariat. This included significant coverage for the Secretariat in leading national and international mainstream media, including BBC, CNN, Sky News, CNBC and Al Jazeera. The Commonwealth Law Ministers Meeting held in March 2024 generated wide publicity, with the Secretary-General conducting 14 media interviews and two press conferences regarding the meeting, and appearing on more than 200 media platforms around the globe, thereby reaching millions of people in the Commonwealth.

The Secretary-General was bestowed with a prestigious honour by the Heartfulness Institute in India for her exceptional service to young people's education, growth, and success across 56 Commonwealth countries. The award ceremony, held at Kanha Shanti Vanam, the organisation's world headquarters, was a testament to the global recognition of the Secretary-General's impactful work. At a ceremony in Accra, Ghana, the Secretary-General was honoured for her efforts in championing prosperity across Africa. During the event, she delivered a powerful address to leaders from 121 Non-Aligned Movement countries, urging increased co-operation to tackle the complex economic, environmental and security challenges that threaten humanity.

The CSSOs in Geneva and in New York continue to provide support to small states' missions and to host the Trade and Human Rights Advisers. Aside from the expert advice provided by the Advisers, the work of the CSSO is largely facility management and operations. In these areas, it is mandated to provide optimal quality servicing and responsiveness to requests.



Case study

Mid-Term Strategic Plan Evaluation



The Mid-Term Review of the Strategic Plan, which began in July 2023, was concluded by an independent consultant team in April 2024. It assessed progress on achievement of the outcomes at the midpoint of the Strategic Plan and made 11 recommendations to inform successful conclusion of the Plan in 2025 and planning for the new Strategic Plan.

The findings confirmed strong programmatic performance in delivering intermediate outcomes and recognised progress in streamlining planning, monitoring and evaluation (M&E), and budgeting. It also encouraged further improvements in the measurement of and reporting on outcomes and impact, as well as in streamlining planning and budgeting procedures to improve efficiency.

Communications, human resource development and partnerships have emerged as strong enablers of Strategic Plan implementation and are receiving the appropriate organisational attention with respect to refining their strategies. The review also encouraged better utilisation of M&E information and the formalising of prioritisation processes to enhance the impact and value for money of Secretariat interventions.

The Senior Management Committee has agreed to all the recommendations and is currently finalising the action plan to implement these.

Corporate Delivery

Corporate teams continued the work to strengthen internal processes and improve efficiencies. The following summary highlights key achievements and ongoing efforts.

Compliance: There were six internal audits, covering procurement, cybersecurity, recruitment, the portfolio management system transition, the EBR process and the Geneva office. An in-house risk register system was rolled out to support the management of risks across the organisation.

There are 11 mandatory training courses that form the Commonwealth Essentials e-Learning programme; five had a completion rate of more than 85 per cent. The monitoring of policy updates and development continued, with 11 policies reviewed and updated.

Events and Protocol: The team managed nine ministerial and high-level events, including the inaugural COMM in Cyprus. Events and Protocol has also taken on the operational management and delivery of COP.

The number of events at Marlborough House has surged post-COVID, with over 400 events between July 2023 and June 2024.

CHOGM Preparations: Preparations for CHOGM in Samoa are progressing well, with key meetings held at Marlborough House and advance visits conducted in Samoa. The focus is now on the upcoming Senior Officials Meeting and Committee of the Whole in September.

With the successful recertification of the Secretariat's annual health and safety audit, **Facilities Management** continues to adhere to the International Organization for Standardization recognised ISO 45001 Health and Safety Management standard, with external auditors finding no non-conformities. In achieving the ISO 45001 Health and Safety Management standard, Facilities Management introduced Mental Health First Aiders, supporting the Secretariat's first Wellbeing Week in 2023 and more recently in 2024. The team also continues to support and prioritise well-being, organising its first mental health and wellbeing drop-in session 'Time to Talk Day.'

The Secretariat transitioned from its ISO 5001 accredited Energy Management System to a broader Environmental Management System. The annual environmental audit was completed successfully in May 2024 and the Secretariat achieved recertification of the ISO 14001 Environmental Management standard. Audit findings acknowledged that the Secretariat had met all areas of the standard. Facilities Management continues to focus on meeting its environmental objectives, reducing energy/utility usage by 6 per cent from a baseline of 15 per cent, decreasing water consumption from 25 per cent by 12 per cent, reducing paper usage from 60 per cent by a further 12 per cent and reducing waste from 40 per cent by a further 22 per cent – excellent progress during the first year of having our environmental objectives in place.

Financial Management Information Services: The Secretariat's 2022/23 financial statements for the three funds were audited successfully, with a clean audit and no recommendations.

The Secretariat has continued to roll out the programme for the use of pre-loaded cash cards for the provision of subsistence for participants/non-staff attending Secretariat events and meetings. This has reduced the risk to staff carrying large amounts of cash on mission travel and improved the duty of care for our travellers. The use of these cash cards has received positive recognition from participants as well as staff members managing events.

An open tender for the Secretariat's travel management services was successfully concluded, with the new supplier onboarded in early May 2024.

In the past year, **Human Resources** has made significant strides in implementing the Secretariat's People Strategy. Key achievements include receiving a 'substantial' assurance level for workforce planning, expanding Learning and Development initiatives, securing Board approval for a 15 per cent pay increase over three years and updating several policies to foster a supportive work environment.

Additionally, a new performance management system was successfully implemented, which provides effective business partnering services, including resolving most staff complaints through non-formal channels.

Procurement has focused on the continued implementation of the e-tendering/e-contract management system across the Secretariat. The use of this system ensures transparency of procurement processes, from advertising an opportunity through to contract award and contract management. Furthermore, the Procurement Annual Training Plan 2023-24 incorporates opportunities for ongoing refresher and new staff training. The Secretariat continued to build on the automation of procurement approval processes, which generated efficiency savings. Between July 2023 and June 2024, the Secretariat made 55.5 hours in efficiency savings through using automated internal procurement approval processes. During the reporting period there was an internal audit on procurement which concluded that the Secretariat has achieved a substantial level of assurance for the design and effectiveness of controls in place.

The work of Corporate is monitored through several committees, which form part of the internal governance structure at the Secretariat. This internal structure was further strengthened in the reporting period with the establishment of a **Revenue Management Committee** to monitor and take timely proactive actions in engaging with member countries on their pledges, arrears or payment plans.

Annex 1: Portfolio Design and Prioritisation Criteria

Portfolio design and monitoring

Each project has a project-specific results framework that identifies project outcomes, outputs and activities it is designed to deliver. Cumulatively, the projects contribute to the delivery of a programme and the intermediate and strategic outcomes in the Strategic Results Framework of the Strategic Plan 2021/22–2024/25. The results framework includes Specific, Measurable, Achievable, Relevant and Timebound (SMART) indicators to measure outputs and project, intermediate and strategic outcomes.

Project managers are required to report at least biannually. The Secretariat has introduced a new Programme Management and Information System. Data collection for the reporting period was carried out through Verto 365, a well-regarded industry benchmarked project management system. The Secretariat in part also still utilises data collected through Excel and Microsoft Forms, consolidated in Power BI. Activity, output, project and intermediate outcomes are measured by providing the status of progress from a set of drop-down options. In addition, indicator data must be entered and a narrative (qualitative) summary given to accompany the quantitative data. Evidence for all results reported is uploaded on a document centre, tagged and validated. This data is checked, cleaned and validated by the Strategy, Portfolio, Partnerships and Digital division (SPPD).

At the intermediate outcome level, the Secretariat is looking specifically at changes in behaviour, practice or performance of intermediaries or beneficiaries. In many of the projects the Secretariat is delivering these high-level changes take multiple

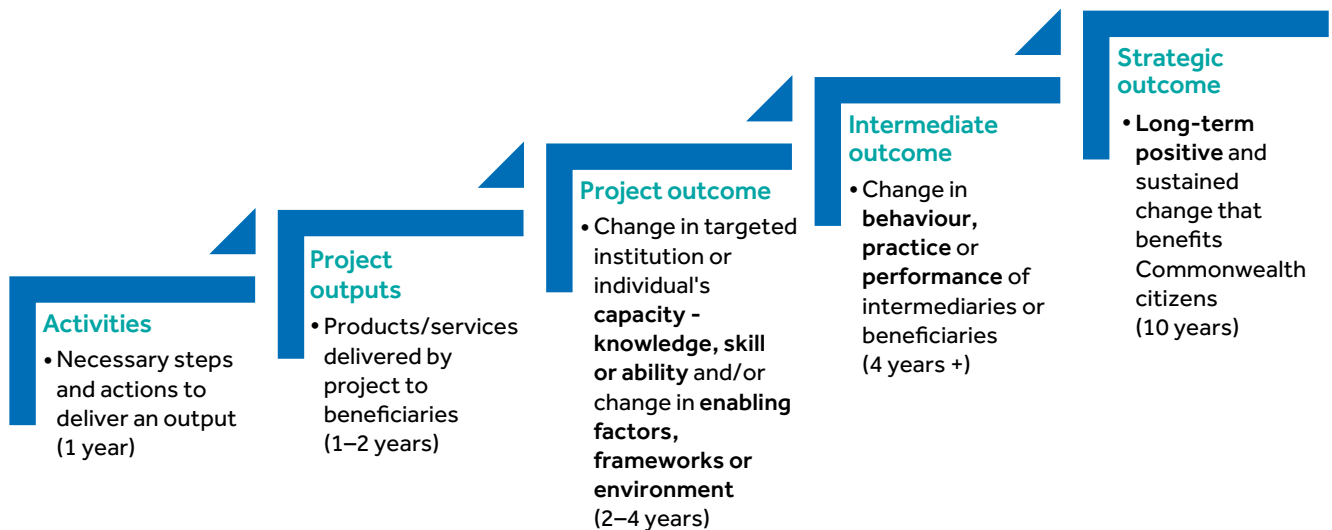
years to realise and involve engaging in and influencing complex systems. The Secretariat works to influence these complex and systemic changes through four impact pathways. It measures progress through 48 intermediate outcome indicators.

Prioritisation criteria

The Commonwealth Secretariat has enhanced priority-setting to ensure it can deliver value for money against Strategic Plan programmatic outcomes. As part of this process, senior leadership supported their teams to identify and deliver key initiatives within programmes, fulfil ministerial outcomes and CHOGM mandates and action EBRs. Project teams updated their Project Design Documents accordingly to reflect their budget and priorities. Throughout the Strategic Plan, the Secretariat recognises gender and youth mainstreaming as a cross-cutting priority. To this end, delivery was prioritised by the following.

- **Mandates:** The CHOGM 2022 outcome statements are a cornerstone for project development. Projects that deliver mandates from Heads as well as from ministerial outcome documents are of the highest priority.
- **Contractual commitments:** The Secretariat will prioritise fulfilment of its these commitments. This includes EBR projects within the scope of the Strategic Plan and strengthening partnerships that can leverage support to small and other vulnerable states.
- **Small and other vulnerable states:** The Secretariat’s delivery of projects will prioritise a demonstrable direct benefit to small and other vulnerable states, including their emerging needs.

Figure A.4: Commonwealth Secretariat results chain definitions



- **Secretariat comparative advantages:** Projects that showcase the Secretariat's comparative advantage may include, among others, multidisciplinary knowledge and continued engagement with the sector and its stakeholders, as well as the unique position of the Secretariat to influence change in alignment with the Commonwealth Charter.
- **Efficacy of delivery including value for money:** These are projects that the Secretariat has the capability and capacity to deliver given the current resource context. The risks identified are to be managed and actioned in line with the Secretariat's risk appetite profile. The proposed scope and scale of the projects will represent good value for money – that is, they consider adjustments to increase returns with proportionately less investment (by adding countries within the same region/context).
- **Commonwealth reputational impact alongside strategic coherence:** The Secretariat will deliver projects that enhance the Commonwealth's visibility and reputation for achieving results. Whether the project is demand-driven or born of alliances/partnerships, the Secretariat will ensure strategic priorities are met and the risks of duplicated work reduced.
- **Collaboration and cohesion:** The Secretariat will prioritise projects that foster cohesion between a range of development actors to maximise impact. This will maintain cross-functional working within the Secretariat as well co-ordinated partnership working aligned with national development frameworks in member countries.

Annex 2: Toolkits and Model Laws

Note: '(ML)' denotes 'model law'.

Environment, Climate and Renewable Energy

- *A Commonwealth Guide to Ocean Climate Finance (2022)*
- *An Ocean of Opportunity: Commonwealth Blue Charter Ocean Action Report (2022)*
- *Digital Agriculture and Fisheries Policies in the Commonwealth: An Analysis (2022)*
- *Enabling Sustainable Trade in the OECS: The Ocean and Digital Economies (2023)*
- *Environmental, Social and Economic Development Provisions in Investment Contracts (2021)*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth (2023)*
- *Turning the Tides of Inclusion: A Toolkit for Gender Equality in Ocean Sectors (2023)*
- *Fiscal Policy Options for Resilient and Sustainable Development (2023)*
- *Gender Integration for Climate Action (Second Edition) (2022)*
- *Gender Integration in NDCs: A Commonwealth Best Practice Guide (2022)*
- *Inclusive Energy Transition: Sustainable Energy Transition Series (2021)*
- *Law and Climate Change Toolkit*
- *Sustainable Production and Trade: Perspectives from the Commonwealth (2023)*
- *The Circular Economy: Micro-Macro Linkages and Implications for Commonwealth Countries (2023)*
- *The Commonwealth Oil and Gas Decarbonisation/ Net-Zero Regulatory Toolbox (2023)*
- *Toolkit to Enhance Access to Climate Finance: A Commonwealth Practical Guide (2022)*
- *Turning the Tides of Inclusion: A Toolkit for Gender Equality in Ocean Sectors (2024)*
- *Youth Entrepreneurship for the Green and Blue Economy (2018)*
- *Commonwealth Carbon Tax Model Law (ML)*
- *Clean Energy Toolkit for Transport (2023)*

Education

- *Commonwealth Educational Leadership Handbook (2022)*
- *Commonwealth Educational Policy Framework: Second Edition (2022)*
- *Early Childhood Care and Education (ECCE) Toolkit: Enhancing ECCE Services at All Levels (2022) (Longform Version)*
- *Technical and Vocational Education and Training (TVET) Self-assessment Toolkit: Facilitator Guide (2022)*
- *Technical and Vocational Education and Training (TVET) Self-assessment Toolkit: Participant Manual (2022)*
- *The Impact of COVID-19 on Education Systems in the Commonwealth (2021)*
- *Commonwealth Education Policy Framework: Second Edition (ML)*

Public Sector Governance

- *A Handbook for Gender-Inclusive Elections in Commonwealth Africa: Achieving 50:50 by 2030 (2018)*
- *Bridging the Human Rights Implementation Gap: A Commonwealth Survey (2023)*
- *Commonwealth Anti-Corruption Benchmarks (2021)*
- *Commonwealth Workshop on 'Toolkits for Effective Implementation of the Sustainable Development Goals': Africa Region (2018)*
- *Enterprise Risk Management as a Strategic Tool in Improving Governance (2023)*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth (2023)*
- *Field Development Plans: A Handbook for Government Officials (2022)*
- *Guidelines for Implementation: The Whole System Approach in Addressing Violence Against Women and Girls in the Commonwealth (2022)*
- *How Governments Can Do More with Less: A Guide to Low-Cost Innovation for Policy-Makers (2023)*
- *Performance Management in Government: A Primer for Leaders (2018)*
- *Model Act on Integrity in Public Life (ML)*
- *Model Law on Judicial Service Commissions (ML)*
- *Model Legislative Whistleblowing Provisions (ML)*
- *Model Provisions on Data Protection (ML)*

Economics, Trade and Debt

- *A Commonwealth Guide to Ocean Climate Finance (2022)*
- *A Handbook on Public Debt Transparency (2023)*
- *Alternative Development Strategies for SIDS: Building Competitiveness in New Industries (2021)*
- *Enabling Sustainable Trade in the OECS: The Ocean and Digital Economies (2023)*
- *Environmental, Social and Economic Development Provisions in Investment Contracts (2021)*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth (2023)*
- *Fiscal Policy Options for Resilient and Sustainable Development (2023)*
- *Quantitative Analysis of the Move to Paperless Trade (2022)*
- *Sustainable Production and Trade: Perspectives from the Commonwealth (2023)*
- *The Circular Economy: Micro-Macro Linkages and Implications for Commonwealth Countries (2023)*
- *Toolkit to Enhance Access to Climate Finance: A Commonwealth Practical Guide (2022)*
- *Youth Entrepreneurship for the Green and Blue Economy (2018)*
- *Commonwealth Carbon Tax Model Law (ML)*
- *Commonwealth Framework on Co-Operation on the Enforcement of Intellectual Property Rights (ML)*
- *Model Bill on Competition (ML)*
- *Model Law on Electronic Transactions (ML)*
- *Commonwealth Debt Sustainability Toolkit, 2023*

Gender

- *A Handbook for Gender-Inclusive Elections in Commonwealth Africa: Achieving 50:50 by 2030 (2018)*
- 'Commonwealth Says No More' VAWG Resources
- *Gender Integration for Climate Action: Second Edition (2022)*
- *Gender Integration in NDCs: A Commonwealth Best Practice Guide (2022)*
- *Guidelines for Implementation: The Whole System Approach in Addressing Violence Against Women and Girls in the Commonwealth (2022)*
- *Turning the Tides of Inclusion: A Toolkit for Gender Equality in Ocean Sectors (2024)*

Youth

- *Building Our Future: A Toolkit for Student Representatives (2018)*
- *Early Childhood Care and Education (ECCE) Toolkit: Enhancing ECCE Services at All Levels (2022) (Longform Version)*
- *Faith in the Commonwealth: Global Citizenship Education Toolkit (Educator's Guide) (2018)*
- *Faith in the Commonwealth: Global Citizenship Education Toolkit (Student Reader) (2018)*
- *Respect in the Commonwealth: A Toolkit for Building Relationships, Generating New Ideas and Increasing Respect (2022)*
- *Youth Entrepreneurship for the Green and Blue Economy (2018)*
- *Basic Framework for the Implementation of a Functional Juvenile Justice System (ML)*

Health

- *Covid-19 and Election Management in the Caribbean: Challenges, Innovations and Opportunities (2022)*
- *The Impact of COVID-19 on Education Systems in the Commonwealth (2021)*

Sport and Development

- *Measuring the Contribution of Sport, Physical Education and Physical Activity to the Sustainable Development Goals (Toolkit and Model Indicators) V3.1 (2019)*
- *Strengthening Sport-Related Policy Coherence (2018)*

Natural Resource Management

- *A Commonwealth Guide to Ocean Climate Finance (2022)*
- *Agriculture and Fisheries Policies in the Commonwealth: An Analysis (2022)*
- *Alternative Development Strategies for SIDS: Building Competitiveness in New Industries (2021)*
- *An Ocean of Opportunity: Commonwealth Blue Charter Ocean Action Report (2022)*
- *Enabling Sustainable Trade in the OECS: The Ocean and Digital Economies (2023)*
- *Field Development Plans: A Handbook for Government Officials (2022)*
- *Inclusive Energy Transition: Sustainable Energy Transition Series (2021)*
- *Law and Climate Change Toolkit*
- *Oil and Gas Decommissioning Toolkit: Practical Guidance for Governments (2022)*

- *The Commonwealth Oil and Gas Decarbonisation/ Net-Zero Regulatory Toolbox (2023)*
- *Turning the Tides of Inclusion: A Toolkit for Gender Equality in Ocean Sectors (2024)*
- *Youth Entrepreneurship for the Green and Blue Economy (2018)*
- *Commonwealth Carbon Tax Model Law (ML)*

Legal Affairs

- *Bridging the Human Rights Implementation Gap: A Commonwealth Survey (2023)*
- *Capability Assessment Toolkit: A Toolkit to Assess the Capability of Trinidad and Tobago's NPOs to deliver PCVE-Specific Activities (2020)*
- *Commonwealth Anti-Corruption Benchmarks (2021)*
- *Commonwealth Cybercrime Monitor (2023)*
- *Environmental, Social and Economic Development Provisions in Investment Contracts (2021)*
- *Guidelines for Implementation: The Whole System Approach in Addressing Violence Against Women and Girls in the Commonwealth (2022)*
- *Law and Climate Change Toolkit*
- *Underestimated and Overlooked: Reducing the Cost of Crime and Violence for Improved Financing for Development in the Caribbean (2023)*
- *Basic Framework for the Implementation of a Functional Juvenile Justice System (ML)*
- *Common Law Legal Systems Model Legislative Provisions on Money Laundering, Terrorism Financing, Preventive Measures and Proceeds of Crime (ML)*
- *Commonwealth Framework on Co-Operation on the Enforcement of Intellectual Property Rights (ML)*
- *Guidelines for an Independent Regulatory Framework for Commonwealth Broadcasting Organisations (ML)*
- *Model Criminal Disclosure Act and Model Prosecution Guidelines (ML)*
- *Model Evidentiary Provisions (ML)*
- *Model Freedom of Information Bill (ML)*
- *Model Law on Computer and Computer-Related Crime (ML)*
- *Model Law on Electronic Evidence (ML)*
- *Model Law on Judicial Service Commissions (ML)*

- *Model Law on the Recognition and Enforcement of Foreign Judgements (ML)*
- *Model Law – Rome Statute of the International Criminal Court (ML)*
- *Model Legislation on Mutual Legal Assistance in Criminal Matters (ML)*
- *Model Legislative Provisions on Measures to Combat Terrorism (ML)*
- *Model Legislative Whistleblowing Provisions (ML)*
- *Scheme and Model Bill for the Protection of Cultural Heritage within the Commonwealth (ML)*

AI and Technology

- *Commonwealth Cybercrime Monitor (2023)*
- *Commonwealth FinTech Toolkit: Helping Governments to Leverage Financial Innovation (2020)*
- *Enabling Sustainable Trade in the OECS: The Ocean and Digital Economies (2023)*
- *Quantitative Analysis of the Move to Paperless Trade (2022)*
- *Commonwealth Framework on Co-Operation on the Enforcement of Intellectual Property Rights (ML)*
- *Model Law on Computer and Computer Related Crime (ML)*
- *Model Law on Electronic Transactions (ML)*
- *Model Provisions on Data Protection (ML)*

Annex 3: Reports and Non-Toolkit Publications

Environment, Climate and Renewable Energy

- *Accelerating Financing for Nature-Based Solutions to Support Action across the Rio Conventions*
- *Accessing Development and Climate Finance: Issues and Challenges in the Commonwealth Countries*
- *Blueing the NDCs: An Updated Review of Ocean-Based Nationally Determined Contributions of Commonwealth Countries*
- *Capital Market Policies to Achieve the Paris Agreement*
- *Commonwealth Guide to Public and Private Sector Financing for Clean Energy*
- *Commonwealth Living Lands Charter*
- *Commonwealth Living Lands Charter: Implementation Framework*
- *Commonwealth NDC Webinar Series*
- *Commonwealth Sustainable Energy Transition Agenda*
- *Commonwealth Youth Policy Recommendations on Climate Change*
- *Comparative Analysis of Disaster Risk Reduction and Management in Dominica and Vanuatu: Lessons for Small States*
- *Digital Agriculture and Fisheries Policies in the Commonwealth*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth*
- *Improving Energy Literacy*
- *Operational Manual: Commonwealth Climate Finance Access Hub*
- *Plastic Production and Trade in Small States and SIDS: The Shift towards a Circular Economy*
- *Rapid Readiness Assessment for the Transition to a Sustainable Blue Economy: Pilot Project in Antigua and Barbuda*
- *Strengthening Disaster Resilience in Small States*
- *Technology and Innovation in Sustainable Energy Transition*
- *The Availability of Climate Finance for Youth*
- *The Commonwealth and Climate Change*
- *Urban Planning Law for Climate Smart Cities*
- *Unlocking Climate Finance Access for Small States and Other Vulnerable Commonwealth Countries*

Education

- *Commonwealth Educational Leadership Handbook*
- *Realising Article 24 of the Convention on the Rights of Persons with Disabilities: Case Studies in Mainstreaming and Inclusive Education*
- *Regional Youth Digital Skill Strategies: South Asia, Phase 1*
- *The Price of Inaction: The Global Private, Fiscal and Social Costs of Children and Youth Not Learning*
- *Youth Agency in Peacebuilding*

Public Sector Governance

- *Central Bank Digital Currencies: Big Tech in Small States*
- *COVID-19 and Election Management in the Caribbean: Challenges, Innovations and Opportunities*
- *COVID-19 and Election Management in the Commonwealth*
- *Cybersecurity for Elections: A Commonwealth Guide on Best Practice*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth*
- *Independence of Election Management Bodies (CEN)*
- *Managing the Power of Incumbency (CEN)*
- *New Media and the Conduct of Elections (CEN)*
- *Policy Brief: The Global Sport and Sustainable Development Goals Impact Report*
- *Political Finance Regulation: A Best Practice Guide to Commonwealth Legislative Approaches*
- *The Global Human Rights Implementation Agenda: The Role of National Parliaments*
- *The Commonwealth Guide to Mediation: A Resource for Practitioners and Policy-Makers*
- *The Contribution of Commonwealth-Accredited Organisations to Advancing the Commonwealth Charter*
- *Towards Generally Accepted Performance Principles*
- *Towards a Commonwealth 10-Point Programme of Action for LDCs (THT)*
- *Urban Planning Law for Climate Smart Cities*
- *Voter Registration (CEN)*

Economics, Trade and Debt

- *A Study of International Commercial Arbitration in the Commonwealth*
- *Aid for Trade in the Services Sector: Capacity-Building and Facilitation in the Services Sector in Small States and LDCs*
- *Analysing the Effects of the COVID-19 Pandemic on Medical Supply Chains in Commonwealth Countries*
- *Assessing the Feasibility of Digitising the Kava Value Chain in the Pacific*
- *Beyond the Pandemic: Commonwealth Trade and Investment Prospects (THT)*
- *Beyond Trade and GDP: Exploring the Wealth of the Commonwealth*
- *Capacity Building in Digital Economy Agreements – the Missing Link? (THT)*
- *Capital Market Policies to Achieve the Paris Agreement*
- *Commonwealth Countries: Driving FinTech Innovation*
- *Commonwealth Economic Development Report 2021*
- *Debt Swaps: 'Go Big or Go Home' – the View of the Borrower*
- *Debt Transparency and Data Quality in the Caribbean*
- *Deepening Intra-Commonwealth Trade and Investment between the UK and Africa*
- *Digital Agriculture and Fisheries Policies in the Commonwealth*
- *Digital Transformation: Enhancing Economic Development in Small States*
- *Embedding Development in WTO Plurilateralism: A Commonwealth Developing Country Perspective*
- *Energising Africa's Digital Economy: Cross-Border Data Flows and the African Continental FTA*
- *Enhancing Intra-Commonwealth Trade and Investment: An International Business Research Agenda*
- *Environmental, Social and Governance Practices for Value Creation in the Commonwealth*
- *Harnessing Intellectual Property Rights for Innovation, Development and Economic Transformation in Least Developed Countries*
- *Impact of Data Protection and Privacy on Regulating Competition and Consumer Protection for Digital Markets within CSME*

- *Plastic Production and Trade in Small States and SIDS: The Shift towards a Circular Economy*
- *Realising the Trade Ambitions of the Doha Programme of Action for LDCs: A Commonwealth Perspective*
- *Reigniting Old Flames: The Liberalisation of Trade in Environmental Goods and Services (ITWP)*
- *Strengthening Caribbean-EU Economic and Trade Relations Post-COVID*
- *Taxonomy Guide: Infrastructure in the Digital Economy*
- *The Commonwealth Guide to Public and Private Sector Financing for Clean Energy*
- *The Impact of the EU-UK Trade and Co-operation Agreement on Caribbean Exporters (ITWP)*
- *Towards a Green Steel Ecosystem in the East African Community*
- *Towards a Commonwealth 10-Point Programme of Action for LDCs (THT)*

Gender

- *Addressing Online Violence Against Women and Girls in the Commonwealth: The Role of Bystanders (Available for Africa, Asia, Caribbean and Americas, Europe and Pacific Regions)*

Youth

- *Commonwealth Youth Policy Recommendations on Climate Change*
- *Global Youth Development Index Update Report 2023*
- *Regional Youth Digital Skill Strategies: South Asia, Phase 1*
- *Respect in the Commonwealth*
- *The Availability of Climate Finance for Youth*
- *Youth Agency in Peacebuilding*

Health

- *Addressing the Rising Burden of Noncommunicable Diseases in the Commonwealth*
- *Analysing the Effects of the COVID-19 Pandemic on Medical Supply Chains in Commonwealth Countries*
- *Conquering Cervical Cancer in the Commonwealth*
- *The Russia–Ukraine Conflict: Implications for Food Security in the Commonwealth*
- *The Consequences of Inaction: The Case for Accelerating Trans-Fat Elimination efforts in the Commonwealth*

Sport and Development

- *Resourcing Sport's Contribution to Sustainable Development and the Coronavirus Recovery*
- *Strengthening Sport for Development and Peace: National Policies and Strategies*
- *Sport for Development and Peace and the 2030 Agenda for Sustainable Development*

Natural Resource Management

- *Accelerating Financing for Nature-Based Solutions to Support Action across the Rio Conventions*
- *Blueing the NDCs: An Updated Review of Ocean-Based Nationally Determined Contributions of Commonwealth Countries*
- *Capital Market Policies to Achieve the Paris Agreement*
- *Commonwealth Guide to Public and Private Sector Financing for Clean Energy*
- *Commonwealth Living Lands Charter*
- *Commonwealth Living Lands Charter: Implementation Framework*
- *Commonwealth NDC Webinar Series*
- *Commonwealth Sustainable Energy Transition*
- *Digital Agriculture and Fisheries Policies in the Commonwealth*
- *Improving Energy Literacy*
- *Natural Gas Development in Low-Carbon Energy Transition*
- *Natural Resource Insights: Mine Tailings Management and Regulation: An Overview*
- *Operational Manual: Commonwealth Climate Finance Access Hub*
- *Rapid Readiness Assessment for the Transition to a Sustainable Blue Economy: Pilot Project in Antigua and Barbuda*
- *Reigniting Old Flames: The Liberalisation of Trade in Environmental Goods and Services (ITWP)*
- *The Commonwealth and Climate Change*
- *The Commonwealth Guide to Public and Private Sector Financing for Clean Energy*
- *Towards a Green Steel Ecosystem in the East African Community*
- *Unlocking Climate Finance Access for Small States and Other Vulnerable Commonwealth Countries*

Legal Affairs

- *A Study of International Commercial Arbitration in the Commonwealth*
- *Bridging the Human Rights Implementation Gap: A Commonwealth Survey*
- *Commonwealth Countries' Cybercrime Laws*
- *Commonwealth Cybercrime Journal*
- *Commonwealth Cybercrime Journal Volume 2*
- *Commonwealth Cybercrime Monitor*
- *Commonwealth Latimer House Principles*
- *Commonwealth Latimer House Principles: Facilitators Guide*
- *Commonwealth Latimer House Principles: Practitioners Handbook*
- *Cybersecurity for Elections: A Commonwealth Guide on Best Practice*
- *Harnessing Intellectual Property Rights for Innovation, Development and Economic Transformation in Least Developed Countries*
- *Managing the Reintegration of Violent Extremists and Their Families*
- *Political Finance Regulation: A Best Practice Guide to Commonwealth Legislative Approaches*
- *Preventing and Countering Violent Extremism*
- *Preventing Terrorist Use of the Internet: The Role for Commonwealth Governments*
- *Realising Article 24 of the Convention on the Rights of Persons with Disabilities: Case Studies in Mainstreaming and Inclusive Education*
- *The Global Human Rights Implementation Agenda: The Role of National Parliaments*
- *The Commonwealth Guide to Mediation: A Resource for Practitioners and Policy-Makers*
- *Urban Planning Law for Climate Smart Cities*

AI and Technology

- *Assessing the Feasibility of Digitising the Kava Value Chain in the Pacific*
- *Capacity-Building in Digital Economy Agreements – the Missing Link? (THT)*
- *Central Bank Digital Currencies: Big Tech in Small States*

- *Commonwealth Countries' Cybercrime Laws*
- *Commonwealth Countries: Driving FinTech Innovation*
- *Commonwealth Cybercrime Journal*
- *Commonwealth Cybercrime Journal Volume 2*
- *Commonwealth Cybercrime Monitor*
- *Cybersecurity for Elections: A Commonwealth Guide on Best Practice*
- *Digital Agriculture and Fisheries Policies in the Commonwealth*
- *Digital Infrastructure Divide in the Commonwealth*
- *Digital Transformation: Enhancing Economic Development in Small States*
- *Energising Africa's Digital Economy: Cross-Border Data Flows and the African Continental FTA*
- *Impact of Data Protection and Privacy on Regulating Competition and Consumer Protection for Digital Markets within CSME*
- *New Media and the Conduct of Elections (CEN)*
- *Preventing Terrorist Use of the Internet: The Role for Commonwealth Governments*
- *Regional Youth Digital Skill Strategies: South Asia, Phase 1*
- *Taxonomy Guide: Infrastructure in the Digital Economy*
- *Technology and Innovation in Sustainable Energy Transition*

Annex 4: Detailed Results Framework Progress Update

Key to progress ratings

Status options	RAG rating	Status options	RAG rating
Target met or exceeded	Green	Projected finalised	Blue
Good progress	Light Green	Completed	Dark Blue
Progress delayed	Orange	No data available	Grey

1. Democracy and Governance

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
1.1 Member countries effectively utilise mechanisms to further adherence of Commonwealth values and principles	Share of engaged member states implementing CMAG and Secretary-General's Good Offices advice	60%	57%	67%	67%	82%	Target met or exceeded
	Number of member countries implementing new or improved mechanisms, policies or programmes to counter violent extremism	0	5	5	N/A	N/A	Project finalised
1.2 Member countries conduct fair, credible and inclusive elections	Share of member countries engaged through the Secretariat's election programme who implement substantive Commonwealth Observer Recommendations or engage in substantive reform processes	60%	100%	91%	60%	80%	Target met or exceeded
	Share of EMBs implementing recommendations formulated by Commonwealth Elections Professionals to enhance the transparency, credibility and inclusiveness of electoral processes	8%	52%	33%	40%	39%	Good progress
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries that implement Commonwealth recommended measures to increase youth participation in the political process	17	25	25	60	25	Progress delayed

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Share of targeted member countries that implement Commonwealth recommended actions to promote equal political representation	30%	25%	25%	N/A	N/A	Project finalised
	Number of targeted member countries implementing Commonwealth advisory guidelines and frameworks to reduce violence against women in politics and elections	1	3	3	3	3	Target met or exceeded
1.3 Public institutions and frameworks in member countries strengthened to promote rule of law, access to justice, human rights and good governance	Number of targeted small and other vulnerable states effectively participating in international human rights mechanisms	8	10	13	18	20	Target met or exceeded
	Number of targeted member countries progressively implementing outcomes from human rights instruments and mechanisms	0	3	9	11	14	Target met or exceeded
	Number of targeted member countries with substantially reduced backlog of cases	0	1	1	1	1	Target met or exceeded
	Number of targeted member countries implementing improved legal, policy and practice frameworks to address cybercrime	0	5	5	5	5	Target met or exceeded
	Number of targeted member countries with substantially improved legislative drafting and law reform capacity	0	3	5	5	10	Target met or exceeded
	Number of targeted member countries with improved SDG-enabling rule of law frameworks	0	0	0	0	0	Progress delayed*
	Number of targeted national anti-corruption bodies demonstrating improved performance	0	4	13	20	25	Target met or exceeded
	Number of targeted member countries implementing Commonwealth recommended reforms in public administration	0	3	6	6	8	Target met or exceeded

* Development of pro bono legal centre framework is currently underway

2. Sustainable Development

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
2.1 Effective trade policy, increased competitiveness and co-operation	Number of targeted member countries implementing Commonwealth recommended export development and trade competitiveness strategies	13	16	18	18	18	Target met or exceeded
	Share of Commonwealth Connectivity Agenda cluster decisions with implementation complete or on track	90%	95%	96%	96%	98%	Target met or exceeded
	Number of member countries supported by the Secretariat to implement policy or regulatory initiatives aligned with the Commonwealth Connectivity Action Plan	18	24	36	3	50	Target met or exceeded
	Number of developing country member countries advocating the Commonwealth's policy guidance on digital trade and trade and environmental sustainability in multilateral fora	0	37	40	40	40	Target met or exceeded
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of supported member countries incorporating youth considerations in trade-related policies and strategies	0	5	5	5	5	Target met or exceeded
	Number of supported member countries incorporating gender considerations in trade and trade-related policies and strategies	5	6	8	8	8	Target met or exceeded
2.2 Sustainable public finance and debt management	Number of targeted member countries implementing Commonwealth recommended reforms and policies for debt and public finance management	2	3	7	10	10	Target met or exceeded
	Number of member countries actively utilising Meridian as their primary/sole tool for debt recording and reporting	5	28	34	44	39	Good progress
2.3 Sustainable, equitable, transparent and effective management, governance and use of the ocean, energy and natural resources	Number of targeted member countries implementing Secretariat policy, legal, economic or strategic advice in the sustainable management of their ocean, energy and natural resources	12	14	14	14	14	Target met or exceeded

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
2.4 Inclusive and resilient health and education systems	Number of targeted member countries implementing Commonwealth regional legal frameworks to address NCDs	12	13	13	15	14	Good progress
	Number of regional/international fora where Commonwealth positions on global health inequalities are reflected	3	6	9	11	9	Good progress
	Number of member countries implementing policies to reduce disparities and improve education access and outcomes	7	10	10	10	10	Target met or exceeded
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries implementing Commonwealth recommended policies to promote economic opportunities for youth	0	3	5	5	5	Target met or exceeded
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of targeted member countries implementing Commonwealth policies/frameworks/guidelines to reduce violence against women and girls	1	-	-	-	-	No data available

3. Resilience and Climate Action

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
3.1 Enhanced intra-Commonwealth co-operation on sustainable ocean action and energy transition	Number of Action Group members implementing Commonwealth Blue Charter Action Group commitments	0	7	11	13	24	Target met or exceeded
	Number of member countries engaged with CSET agenda making progress on their sustainable energy transition	0	4	8	10	16	Target met or exceeded
3.2 Enhanced access to financial resources, technology and capacities for climate change adaptation and mitigation	Increased amount of climate finance (US\$) mobilised for member countries through the actions of the CCFAH (cumulative)	US\$43.8m	US\$47.6m	US\$276.1m	US\$336m	US\$35.08m	Good progress
	Number of targeted member countries implementing climate actions through Commonwealth established mechanisms	2	16	19	20	20	Target met or exceeded
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Extent of agreement reached on CALL agenda	0	30	56	N/A	N/A	Completed
	Number of Commonwealth Blue Charter Action Group members with increased knowledge of youth perspectives in ocean action	1	3	3	5	21	Target met or exceeded
	Number of CSET Action Group members promoting energy literacy among children	0	3	11	13	14	Target met or exceeded
	Number of targeted member countries that actively incorporate youth considerations in their implementation strategies to the NDCs	1	3	11	11	111	Target met or exceeded
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of member countries with increased knowledge of gender issues around sustainable energy	0	-	2	3	8	Target met or exceeded
	Number of targeted member countries that actively incorporate gender mainstreaming in their implementation strategies to the NDCs	0	4	11	11	11	Target met or exceeded

4. Small and Other Vulnerable States

Intermediate outcomes	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
4.1 Small and other vulnerable states' policy positions advanced in global governance mechanisms	Number of key stakeholders that advance Commonwealth positions on small and other vulnerable states	0	3	5	4	6	Target met or exceeded
	Number of international fora that recognise Commonwealth positions on small states in agreement, arrangements and resolutions (e.g. COP, CARICOM, G7, G20, PIF, UN, OECD, World Bank, IMF)	1	3	5	6	6	Target met or exceeded
4.2 Reduced vulnerability to shocks and improved fiscal sustainability and access to financing	Number of small and vulnerable member countries implementing Commonwealth's policy guidance and tools to address resilience	0	0	2	2	3	Target met or exceeded

Cross-cutting Outcomes

Cross-cutting outcome	Performance indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
CC1 Effective participation and equal opportunities for youth in leadership, governance, economic and social development enhanced	Number of targeted member countries adopting youth mainstreaming strategies	2	5	5	5	5	Target met or exceeded
	Share of Secretariat programmes' budget directed to youth empowerment	N/A	60%	60%	60%	60%	Target met or exceeded
CC2 Gender disparities in access to political, social and economic rights and violence against women and girls reduced	Number of targeted small and other vulnerable states implementing Commonwealth policies/frameworks/guidelines for gender mainstreaming	1	2	2	2	2	Target met or exceeded
	Share of Secretariat programmes' budget directed towards gender equality	N/A	60%	60%	60%	60%	Target met or exceeded

Enabling Outcomes

Enabling Outcomes	Performance Indicator	Baseline 2020/21	Actuals 2021/22	Actuals 2022/23	Target 2023/24	Actuals 2023/24	Progress rating
CI Enhanced use of technology, innovation and digitalisation	Number of targeted member countries Commonwealth facilitating digital/ technological solutions	0	12	15	15	15	Target met or exceeded
	Number of Commonwealth initiatives resulting in innovation and knowledge transfer between member countries	0	10	15	15	15	Target met or exceeded
CII Delivery through co-creative partnerships increased	Share of Secretariat projects demonstrating leveraging of partnerships to deliver sustainable change in member countries	0%	8%	25%	25%	25%	Target met or exceeded
CIII Dynamic risk management approach institutionalised	Secretariat makes demonstrable progress towards embedding risk	Level 3 of the Risk Maturity Model	Level 3 of the Risk Maturity Model	Level 3 of the Risk Maturity Model	Level 4 of the Risk Maturity Model	Level 3 of the Risk Maturity Model	Good progress



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