

Annual Progress Report

July 2020 - September 2021



The Commonwealth

COMMONWEALTH SECRETARIAT
ANNUAL PROGRESS REPORT
JULY 2020 - SEPTEMBER 2021



The Commonwealth

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INTRODUCTION

This report provides an update on progress for the final year of the Commonwealth Secretariat's Strategic Plan 2017/18 - 2020/21. The report covers fifteen-months (1 July - 31 September 2021) of the 2020/21 delivery year. This includes the three-month extension to the Secretariat's Strategic Plan, approved by the Board of Governors in November 2020. The report covers progress against Intermediate Outcomes, short term outcomes and outputs, successes and challenges encountered during a period when the majority of the Secretariat delivered work remotely due to the COVID-19 pandemic. The report also includes financial data for the reporting period.

Included is a project highlights and delivery context section this year to provide a qualitative update on progress in the final year of the Strategic Plan. An annex is also included with the selected performance indicators from the Secretariat's delivery plan and the status at October 2021.

This report is created from data reported from the forty-five (45) projects implemented in member countries by Secretariat's technical teams, submitted on the Secretariat's Programme Management and Information System (PMIS).

The Secretariat has made substantially progressed against the vast majority of the 79 indicators (86%) at the Intermediate Outcome level. This is an encouraging trend evidencing clear and lasting value being delivered to member countries by the Secretariat. These Intermediate Outcome level indicators are the higher-level results in our strategy, which map changes in performance, behaviours and practices of beneficiaries and partners in the Secretariat's interventions. These are systemic changes, influenced by complex and interlinking factors and take multiple years to mature.

In the new 2021/22 - 2024/25 Strategic Plan, the Secretariat initiated a number of reforms to its Monitoring, Evaluation and Learning (MEL) approach, planning and programme architecture. It developed an organisational theory of change (ToC) and embedded this approach in its MEL planning to further strengthen planning, monitoring, evaluation and learning in the face of the complex and ever-evolving political and development contexts. The Secretariat introduced a new 'programme' level in its portfolio management to better align projects delivering to the same outcomes and bring more focus to collecting outcome level information. It also expanded cross-cutting outcomes within its Strategic Results Framework to address both gender equality and youth empowerment. A reduction in the number of Intermediate Outcome indicators (from 79 to 49), closer alignment of the indicator with the theory of change and impact pathways, baselining of results, improved targeting and a streamlined direct results framework will contribute to more measurable outcomes in the new 2021/22-2024/25 Strategic Plan.

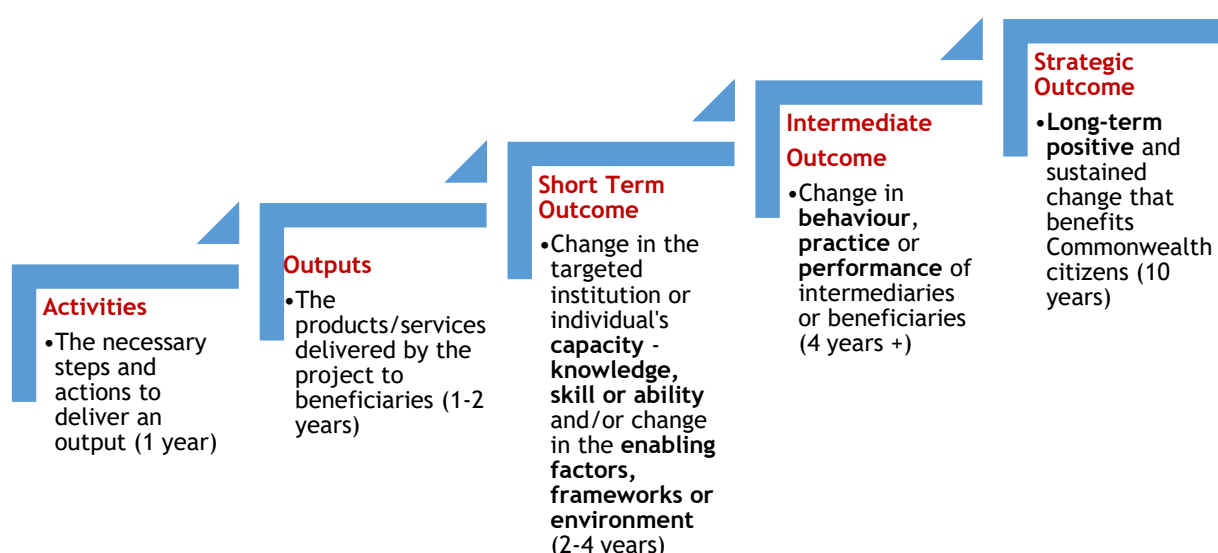
DELIVERY PROGRESS

The Board of Governors approved the Commonwealth Secretariat's Delivery Plan 2020/2021 in May 2020. In November 2021 a three-month extension to the Strategic Plan was approved by the Board of Governors. A six-month progress report was provided to the Executive Committee and the Board of Governors in April and May 2021. The following report includes the period June 2020 - September 2021, considering the extension of the 2017/18 - 2020/21 Strategic Plan.

Intermediate Outcome Level

At the Intermediate Outcome level, the Secretariat is looking specifically at *changes in behavior, practice or performance of intermediaries or beneficiaries*. In many of the projects that the Secretariat is delivering, these high-level changes take multiple years to be realized and involve engaging and influencing complex systems. The Secretariat works to influence these complex and systemic changes through a number of impact pathways. It measures progress through 79 Intermediate Outcome indicators. In the final year of the Strategic Plan, the Secretariat have made substantial progress towards Intermediate Outcomes, however COVID-19 has impacted some outcome indicators results; accelerating progress in some areas and delaying progress in others.

Figure 1: Commonwealth Secretariat Results Chain Definitions



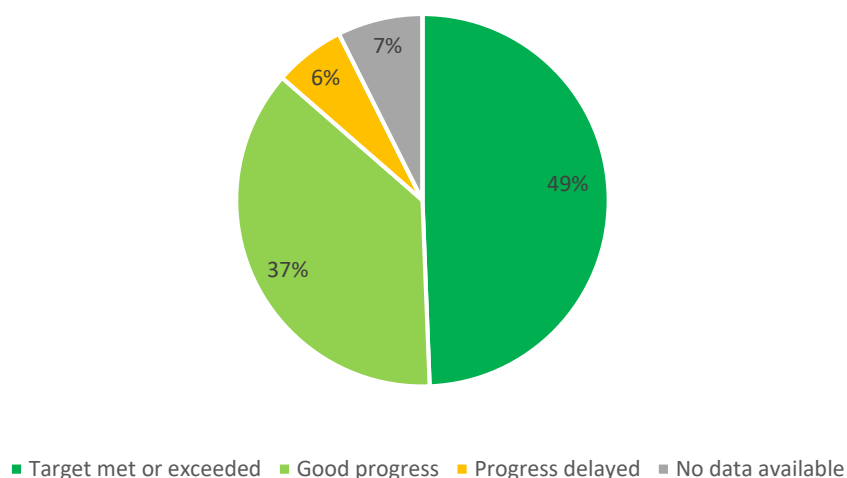
Changes at the Intermediate Outcome level are complex changes that contribute to the long-term sustainable improvements in the lives of Commonwealth citizens. Focusing on long-term changes requires monitoring and evaluation of results over time and across disciplines. The global pandemic of COVID-19 has had an impact on the Secretariat's work, as priorities of member countries have shifted to address the emergency and lockdown measures have affected the Secretariat's ability to be on the ground. In the final year of the Strategic Plan, some results at the Intermediate Outcome level have substantiated, with 49% of Intermediate Outcomes indicators showing targets met or exceeded, 37% making good progress, 6% with progress is delayed, and 7% with no data available to report on at this point. The aggregated percentages reflect the fact that the Commonwealth Secretariat is tracking vastly different indicators of change, depending on the impact pathway it is pursuing. Indicators to measure success in **institutional and legislative development** will be different from those measuring **consensus building**, advocacy or the **creation of knowledge and capacity**. Intermediate Outcome indicators that the Secretariat is tracking range from member countries implementing trade agreements to how the Secretariat policy outputs are addressing gender equality and the empowerment of women. In the 2021/22 - 2024/25 Strategic Plan, the MEL approach,

planning and programme architecture has been improved to ensure consistency and streamlining of results and outcomes with fewer outcome indicators and clearer cross-cutting outcomes.

Impact pathway	Examples of Intermediate Outcome indicators	Number of indicators by type	Relevant Strategic Plan stream
Consensus Building & Advocacy	Number of resident missions reporting improved participation in international dialogue and decision-making or; Number of tracked international policies, mechanisms and/ or rules amended or more responsive to small states development strategies and resilience needs.	14	Economic Development, Internal, Small States, Cross-cutting.
Policy and Legislation	Number of member countries implementing Secretariat policy, legal, fiscal or strategic guidance towards the improved and sustainable management of their natural resources or; Number of targeted member countries effectively implementing reformed policies for more effective debt management.	24	Democracy, Public Institutions, Youth Social Development, Economic Development.
Institutional Development	Number of National Human Rights Institutions strengthened (i.e. more effective, independent or pluralistic).	27	Democracy, Public Institutions, Youth Social Development, Economic Development.
Knowledge Products, Networks and Platforms	Number of Commonwealth supported youth networks taking action to mainstream youth perspectives, introduce policies and practices, and drive youth-led initiatives.	3	Democracy, Youth and Social Development
Organisational Efficiency and Effectiveness	Share of Intermediate Outcomes qualified as 'on track' or; Number of Secretariat projects delivered through financial and technical partnerships.	11	Cross-cutting, Internal.

Table 1: Secretariat's impact pathways and examples of Intermediate Outcome indicators

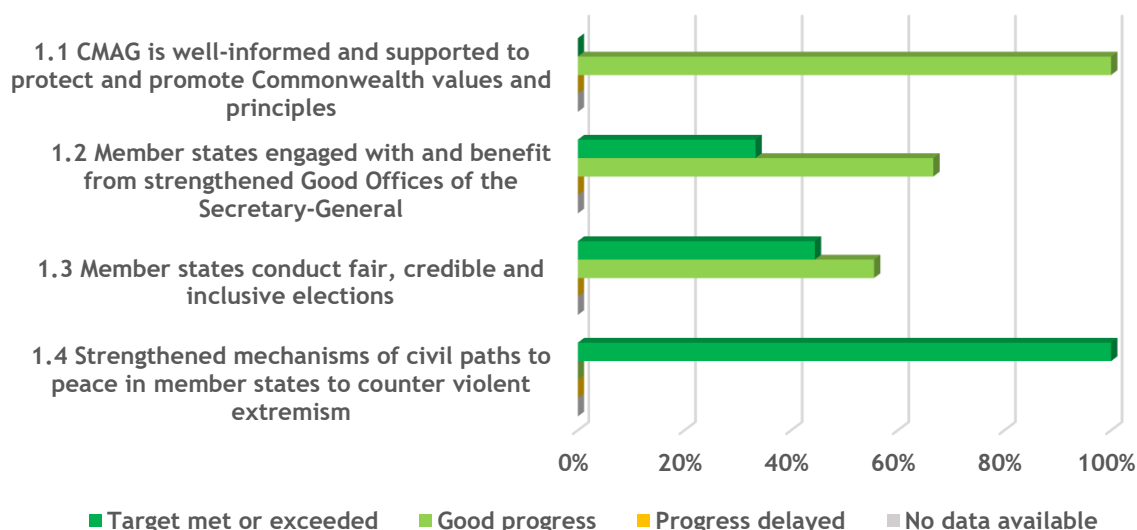
Figure 2: Delivery status of Intermediate Outcomes 2020/21.



The overall aggregated percentages provide an indication as to how well the Secretariat is progressing towards meeting its Intermediate Outcomes across the portfolio. The following section will unpack each Intermediate Outcome level progress by strategic stream to better demonstrate the nuances of the progress so that they can be better understood.

Democracy

Figure 3: Delivery status of Intermediate Outcomes 2020/21 in Democracy



The Secretariat tracks 13 Intermediate Outcome indicators in this area, measuring progress towards implementation of policy and legislation and progressing institutional development, the creation of knowledge and empowerment of networks. Across the Democracy stream, projects were making progress prior to the onset of COVID-19, however monitoring activities were challenged by lockdown measures and travel restrictions.

Highlights for 2020/21 - Democracy

The Secretary-General's Good Offices continues to engage with member countries both on an electronic platform and, where possible, through in-person engagement. This has included pre-election Good Offices work with electoral stakeholders in Zambia, which played a key role in ensuring a peaceful electoral setting. The Zambia election took place against a backdrop of political tension, with fears the post-election environment could include instances of violence. The Secretariat engaged with political parties, church leaders, and civil society, in a two-pronged conflict prevention and political dialogue process in advance of the election. Following the announcement of the results, the Secretariat's Good Offices - and that of the Commonwealth Observer Group (COG) Chair HE Dr Jakaya Kikwete - played an important role in ensuring a smooth and peaceful transfer of power, thus demonstrating the added value of pre-election engagement and Good Offices interventions.

Elections were held in thirteen (13) Commonwealth countries between July 2020 and September 2021. However, due to COVID-19 travel restrictions the Secretariat was able to observe four elections in this period; Ghana, Saint Lucia; Zambia; and The Bahamas. Although reports have not yet been published, from initial findings, each of these elections was judged, on the whole, to be credible, transparent and inclusive.

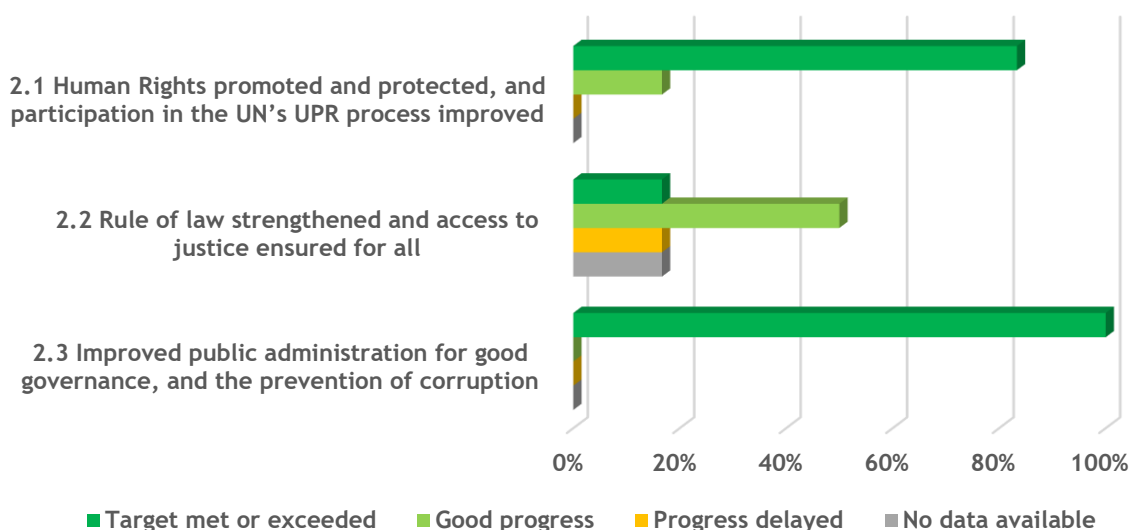
The ongoing COVID-19 travel restrictions have resulted in the adoption of new approaches to ensure continued support to member countries to conduct credible, transparent, and inclusive elections. These have included virtual pre-election assessment missions with stakeholders in Tanzania and Uganda, prior to their respective General Elections. The Secretary-General's Good Offices was utilised to speak to counterparts in regional organisations and political leaders in Tanzania and Uganda to seek constructive ways of engaging, as well as issuing statements to advocate peace messaging. Additionally, the Secretariat successfully piloted a three-phased hybrid (virtual and in-person) training of trainers' capacity-building programme with Cameroon's Electoral Commission. Such an approach highlights the Secretariat's efforts to adapt to the pandemic and ensure continuity in its long-term and sustainable approach to implementing good electoral practices in member countries.

The Secretariat held its Elections@40 symposium and expert forum series in September 2020; as 2020 marked 40 years since the first Commonwealth Election Observation Mission. This milestone presented a unique opportunity to review and commemorate the Commonwealth's work in international election observation and its impact in contributing to the promotion of democracy in member countries. Through a Democracy Day Symposium and four expert forums, a social media campaign, and a forthcoming commemorative volume, the Secretariat reflected on lessons from the past 40 years and looked ahead to how this 'core business' of the Secretariat could be strengthened in the future. The expertise of the 35 speakers and moderators, and the re-engagement with over 650 stakeholders, offered a valuable opportunity to refocus on the Commonwealth's unique strengths in this area and areas of emerging importance for future programming. The Elections@40 project also gave rise to the ongoing development of two elections databases (including a COG Recommendations database) that will further support the Secretariat's support to member countries.

The Secretariat has substantially progressed outcomes to equip member countries to strengthen mechanisms to counter violent extremism (CVE). The Secretariat delivered virtual training and outreach with multiple sectors participating in the training, embedding the groundwork for a multi-disciplinary approach to CVE. The Secretariat has contributed Commonwealth expertise to global knowledge sharing activities and helped member countries produce research, policy and manuals that will assist in the prevention and countering of violent extremism - all of which due to the pandemic has been delivered virtually.

Public Institutions

Figure 4: Delivery status of Intermediate Outcomes 2020/21 in Public Institutions



The Secretariat tracks 14 Intermediate Outcome indicators, mostly measuring progress towards implementation of policy and legislation and progressing institutional development. Across the Public Institutions stream, progress has been made towards the Intermediate Outcome change. A diversity of indicators are tracked at the Intermediate Outcome level; from the number of member countries with improved response to cyber-crime in line with the Commonwealth Cyber Declaration, to number of targeted member countries effectively engaging with international Human Rights mechanisms. These indicators highlight the breath of systemic changes that the Secretariat is supporting in this area. One result the Secretariat is aiming to achieve in this area is supporting member countries to improve engagement in international human rights mechanisms.

Highlights for 2020/21 – Public Institutions

A key highlight within the Human Rights work stream was the delivery of a Joint Statement for the first time from all 54 member countries at the 45th session of the Human Rights Council on 5th October 2020 regarding technical cooperation and the importance of sustaining multilateralism in human rights. The Secretariat continues to deliver virtual advocacy and technical assistance events which in the past six months have included a virtual discussion on racism and racial discrimination; a virtual workshop for parliamentarians in charge of human rights of parliaments of countries in the Asia-Pacific region, attended by all Members of the Commonwealth; and a webinar focused on the theme of COVID-19 and Girls' Access to Education.

The Secretariat provided technical assistance for the establishment of a National Human Rights Institute in Grenada. Assistance included a review of the Ombudsman Act and conducted an institutional needs assessment of the Office of the Ombudsman. The assessment was conducted by Ombudsman of Namibia on a pro bono basis. The report provided advice and recommendations on (1) necessary legislative action to expand the Office of the Ombudsman's mandate to include human rights, (2) organisational restructuring of the Office of the Ombudsman so it can effectively deliver a human rights mandate, and (3) developing staff skills and knowledge in human rights.

Within the Rule of Law workstream, the Secretariat continues to work to meet intermediate outputs and outcomes. The Secretariat has presented a webinar series on COVID-19 and the rule of law, highlighting the role of the Commonwealth in promoting the rule of law, and continues work to deliver legislation, tools, and knowledge products. The success of the virtual Senior Officials of Law Ministries

(SOLM) and Law Ministers' meeting on COVID-19 showed how the meetings still hold value for participants, even in a virtual format. Both meetings had over 60% of Commonwealth countries represented, despite time zones involved. The virtual model allowed for decisions to be made and papers examined. The webinars created powerful exchanges and helped the Secretariat to reach a broader audience.

The Secretariat's Office of Civil and Criminal Justice Reform published two key resources, namely the Commonwealth Anti-Corruption Benchmarks and Environmental, and the Social and Economic Development Provisions in Investment Contracts. The Commonwealth Anti-Corruption Benchmarks is a comprehensive tool to strengthen anti-corruption measures across society and the economy, in achievable, practical, and auditable ways. The Environmental, Social and Economic Development Provisions in Investment Contracts is a resource for government lawyers to help countries maximise the sustainable development benefits from foreign investment contracts, focusing on environmental, social and economic development matters to achieve the most gains and minimise the costs to government and citizens.

Youth and Social Development

Figure 5: Delivery status of Intermediate Outcomes 2020/21 in Youth and Social Development



The Secretariat tracks nine (9) Intermediate Outcome indicators in the Youth and Social Development stream, measuring progress towards policy and legislation, institutional development, and the empowerment of networks. Across the stream, while COVID-19 lockdown and travel restrictions has led to some delays in planned deliverables, overall progress continues towards Intermediate Outcome changes. The Secretariat continued to provide technical support, assisting 18 member countries to use evidence-based youth policy framework and tools. There is a broad range of projects and Intermediate Outcome indicators, focusing on youth, health, education and women's empowerment. For example, the Secretariat worked with the Ministry of Family Affairs and Attorney General's Office in Seychelles to review national policy and frameworks and finalise the draft Domestic Violence Bill. This formed the legal basis for criminalising acts of gender-based violence.

The Secretariat has focused on developing a quality system that enables support for youth work through youth networks, youth advocacy within high-level government decision-making processes, and the adaptation of the innovative Youth Development Index (YDI) that measures the status of young people across five critical domains in the Commonwealth. The creation and ongoing support of a youth work ecosystem, with voluntary and active youth participation at its core is a continuous and long-term process. This body of important work changes over time as the global landscape evolves. For example, over the reporting period, the Secretariat supported a virtual meeting with

youth ministries across the Caribbean and Asia regions to discuss the impact and opportunities of COVID-19 on youth development and engagement.

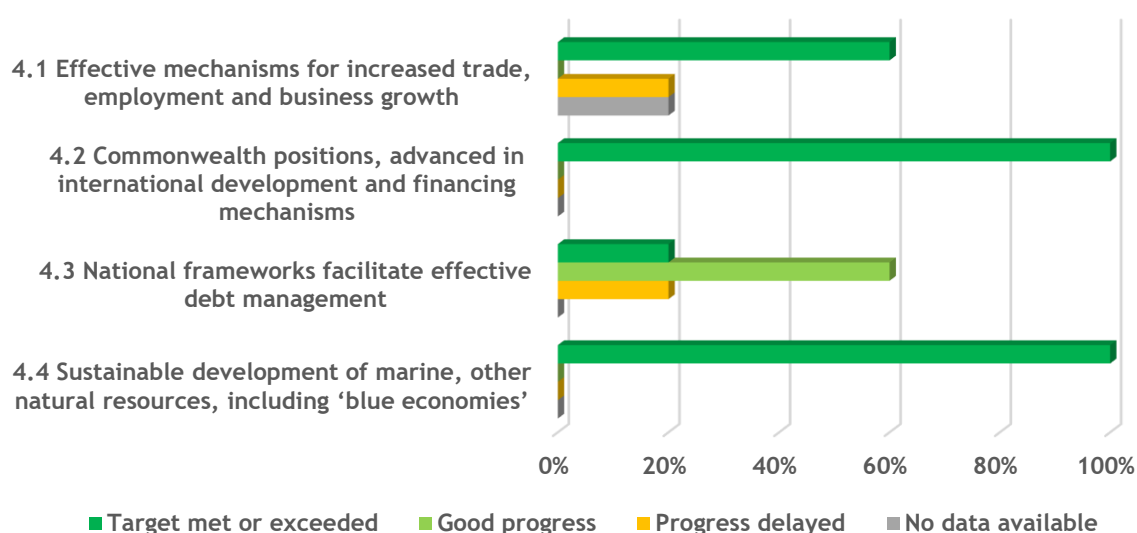
Highlights for 2020/21 - Youth and Social Development

The Secretariat continues its strong support of youth network projects, a highlight of which was the Commonwealth Youth Council's inaugural rapid response grant to help young people within the Commonwealth to lead projects that addresses the impact of COVID-19 on local communities. Earlier this year, a host of webinars designed to further a range of youth-focused activities were successfully convened, including the IDEAS capacity building programme, as well as a range of workshops focusing on gender-based violence, scholarship and supporting the 100 Million Campaign to demand actions to protect the world's vulnerable children from the impacts of the pandemic.

The 2021 Youth Development Index (YDI) presented a revised framework for member countries to monitor progress and implement national youth policies. Broadcast alongside the Secretariat's flagship report in 20 member countries, the launch of the YDI (third edition) on International Youth Day provided direction for post-pandemic recovery. This accelerated new opportunities; the Secretariat delivered tailored analyses of the YDI at an Annual Conference for post-pandemic transformations for small island developing states within the Caribbean region as well as the International Conference on Tropical Sciences facilitated virtually by Malaysia. Furthermore, the salience of The Secretariat's YDI reached a non-Commonwealth country insofar the Government of Bahrain expressed plans to utilise YDI to guide policy interventions in their continuous efforts to further develop its human capital. More recently, the Secretariat led youth mainstreaming panel discussions at the COP26 Conference, sharing the YDI report's key findings on youth participation in climate policymaking.

Economic Development

Figure 6: Delivery status of Intermediate Outcomes 2020/21 in Economic Development



The Secretariat tracks 18 indicators in this area, with good progress across the Economic Development stream being made towards the Intermediate Outcome change. The Intermediate Outcome level indicators across the projects in this stream particularly demonstrate the direction that projects are working towards. For example, in the area of trade competitiveness teams are working towards a 'Number of targeted member countries implementing export diversification strategies'. Whilst

evidence of implementation is present in some of the countries that the Secretariat is engaged in, other countries are in the early stage of adopting the national strategies and plans.

On Debt Management, the Intermediate Outcome indicator to use Meridian for effective debt management, has been achieved by a total of twenty-two (22) countries. The Debt Management Unit worked with member countries to instill and implement Commonwealth Meridian, the new Public Debt Management System. As capacity building is a core component of the implementation process, member countries' debt managers are trained and gain the required knowledge to use and support the system effectively.

In Oceans and Natural Resources, the outcome 'Number of member countries implementing Secretariat policy, legal, fiscal or strategic guidance towards the improved and sustainable management of their natural resources' has exceeded the target, with 24 countries accepting recommendations from the Secretariat to review policies and practices. For the indicator 'number of supported member countries making demonstrable progress in defining, planning, or developing their blue economies', the target of 8 countries has been achieved. This includes the completion of Antigua and Barbuda's National Ocean Policy with Secretariat support, and the Caribbean countries, and territories of Anguilla, Guyana, Montserrat, Saint Lucia, and Saint Vincent and the Grenadines, continue to progress. Seychelles also continues the implementation of its 'Blue Economy Roadmap'. And finally, under the Commonwealth Blue Charter, 11 member countries have made progress on defining, planning, protecting, managing or developing their ocean space, exceeding the outcome target of 8.

By looking in depth at the Trade Adviser project at the Commonwealth Small States Office in Geneva, aimed at supporting small states to effectively and meaningfully participate in the multilateral trade negotiations, it is clear that the level of change this project is working towards at the Intermediate Outcome involves large- scale, long- term shifts in the global governance of international trade through the 164-member World Trade Organization (WTO). The indicator is focusing on tracking the number of member countries that successfully negotiate trade agreements. Whilst the Trade section is proving effective in its work to equip small states with the means to engage, negotiate and implement trade agreements, the higher- level Intermediate Outcome level will take longer to mature and will be beyond the current strategic plan because of the protracted nature and complexity of WTO negotiations.

Highlights for 2020/21 - Economic Development

Key achievements for Trade workstreams relate to the work supporting COVID-19 economic recovery as Commonwealth countries' trade and investment have been affected significantly by COVID-19. The 2021 Commonwealth Trade Review was on the theme, "Energising Commonwealth Trade in a Digital World: Paths to Recovery Post-COVID". This edition presents new empirical findings about the impact of the pandemic and practical recommendations to boost trade recovery and build resilience, especially by harnessing digital trade and digital technologies, utilising post-Brexit trading opportunities, and promoting more sustainable green and blue economies. The report has been digitised to reach a wider audience and readership and has been developed to help inform policy decisions and discourse in Commonwealth countries as they look beyond the COVID-19 pandemic, with particular focus on inclusive growth and sustainability. In addition to the Trade Review, the Trade team prepared and disseminated more than 20 reports on various aspects of the pandemic and its economic and trade implications, providing policy guidance in each instance.

The Trade team continued providing in-country technical assistance support to member countries with ongoing projects in 13 countries. A collaborative workshop convened in the Seychelles with the Secretariat's Gender Unit and The Ministry of Youth Sports and Family to gauge the economic impact of violence against women and girls (EconVAWG). Training provided by the Secretariat highlighted economic costings using a framework as well as validating a draft guide on EconVAWG in the Seychelles and Lesotho - where the methodology was first established.

The Secretariat delivered two reports for the East African Community (EAC) on issues affecting the Authorised Economic Operators scheme and a review of the draft concession agreement for the ports authority in the Seychelles. A stakeholder sensitisation workshop on the benefits of the East African Community (EAC-AEO) scheme; and a validation workshop of the study report on the analysis of issues affecting uptake of authorised economic operator scheme by businesses in the East African Community (EAC) were also held. National Export Strategies were completed for Malawi and The Gambia and capacity building trainings were deployed in Cameroon and Belize. Three reports to analyse the impact of the government economic responses to COVID 19 and their impact on MSMEs in the informal sector were published for the African, Caribbean, and Pacific countries.

In October 2021, The Gambia, with the support of the Secretariat, launched its new five-year export strategy aimed at growing dynamic and sustainable economic growth. The National Export Strategy will be implemented from 2021 to 2025 and is expected to increase; The Gambia's exports; diversification of its products; new opportunities; poverty reduction; and momentum to achieve the National Development Plan 2018-2021 and the United Nation's Sustainable Development Goals. To address The Gambia's existing trade deficit, the Strategy identifies six priority areas to increase exports ranging from the tourism sector to cashew trade, with many sectors encompassing cross-cutting issues.

The Trade Connectivity Cluster week was successfully convened in December 2020. High level panel discussions were held for the Business to Business (B2B) Cluster led by Bangladesh with over 300 participants from government and the private sector in attendance. These cluster meetings resulted in members outlining a reprioritisation of objectives as a means of adapting the workstreams to the current COVID-19 health and economic challenges. The clusters were also helpfully able to identify and map areas of possible collaboration by members and the Connectivity Agenda where additional support would be needed.

The demand for Commonwealth Meridian from member countries continues to grow despite the COVID-19 pandemic. However, the implementation process is now longer than originally scheduled as all activities are completed remotely. The data quality toolkit was incorporated in the latest version of Commonwealth Meridian released in March 2021. A total of 44 member countries are using the Secretariat's debt management systems reported satisfaction with the benefits.

Ongoing travel restrictions posed significant challenges for effectively supporting member countries with the shift to Commonwealth Meridian. Notwithstanding targets have been exceeded by training 56 debt managers, trained through regional partners, member countries are yet to use the Debt Quality Methodology tool to assess data quality. This was due to delays with Commonwealth Meridian rollout. In response, the Secretariat plans to deliver training in 5 countries during 2022 to enhance implementation of the assessment tool into a national framework.

Finding and training suitable consultants to supplement the DMU team and support member countries has been a challenge. The number of targeted member countries implementing reformed policies for more effective debt management was delayed due to the inability to carry out missions and a lack of advisors to advance services. Support originally planned for implementing reform in Guyana, Trinidad and Tobago, has been postponed.

Forty-six of the 54 Commonwealth countries are now part of one or more of the ten Commonwealth Blue Charter Action Groups. All of the Action Groups have held one or more members' meetings and have all developed Terms of Reference (TOR) and/or Plans of Action. Maldives joined with Kiribati to co-champion the Sustainable Coastal Fisheries Action Group; Kenya was joined by Antigua and Barbuda co-championing the Sustainable Blue Economy Action Group; and, Seychelles was joined by Barbados in co-championing the Marine Protected Areas Action Group. In July, the pan-Commonwealth Ocean Governance programme was boosted by conclusion of a maritime boundaries treaty for Antigua and Barbuda.

This year the Commonwealth Blue Charter exceeded all its targets in the sustainable development of marine, and other natural resources. Overall, the Secretariat has convened a total of 8 Blue Charter training courses with participation from 588 officials from 31 Commonwealth countries. The success

of the Commonwealth's flagship ocean programme was recognised by The Royal Foundation of The Duke and Duchess of Cambridge and invited to join a global coalition of nominating partners for the prestigious Earthshot prize. In June 2021, Bloomberg Philanthropies pledged new funding over 1 year to support the work of the Commonwealth Blue Charter to solve ocean challenges and protect critical ocean resources.

The second Commonwealth Sustainable Energy Forum was organised as a series of virtual roundtable sessions under the overarching theme - *Accelerating Action for Sustainable Energy Transitions*. The 2021 Forum convened delegates from 23 member countries to share knowledge and explore opportunities for collaboration in accelerating inclusive sustainable energy transition across the Commonwealth. In support of the roundtables, the Commonwealth Sustainable Energy Transitions (CSET) Agenda published three technical papers under the key pillars of the CSET Agenda focused on developments in member countries transitions.

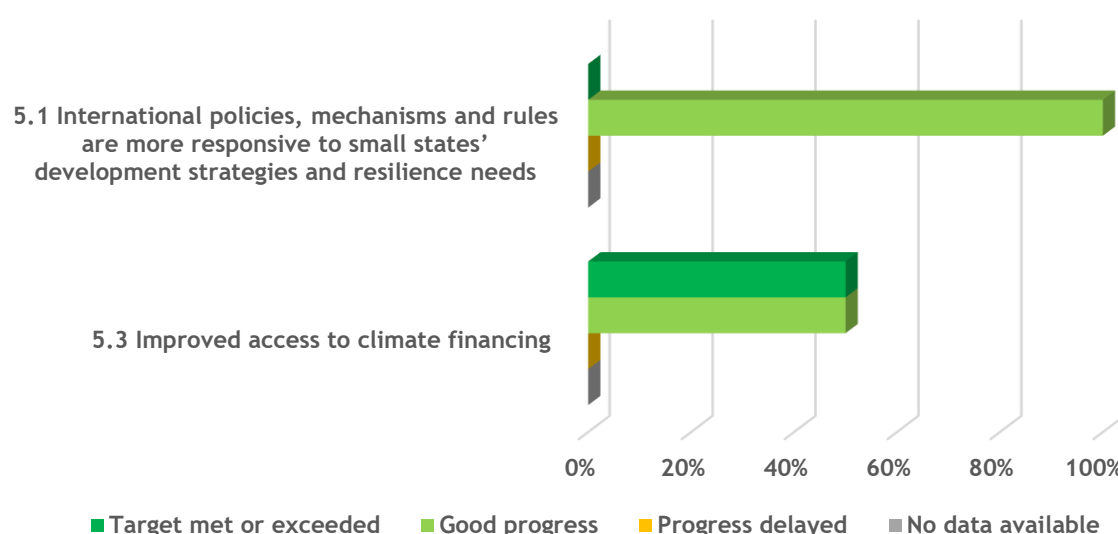
Working in partnership with Sustainable Energy for All (SEforALL), a Toolkit was developed to assist Small Island Developing States (SIDS) develop business cases and strategies to facilitate investment in clean energy projects particularly in the power sector. The Toolkit will support SIDS to translate their clean energy transition plans into business and investment opportunities with detailed information for investors on the country specific elements. This included the economic and social benefits (jobs, health, etc.) with key enablers such as finance and international support required for the transition, and existing and future challenges, including the impact of COVID-19.

An exciting series of Children's Books on Sustainable Energy and the Energy Transition was published under the CSET Agenda. The books which are targeted at 7 - 12year-olds, present the concepts of sustainable and inclusive energy in a digestible and engaging format to encourage readers to actively seek ways in which they can participate in accelerating the transition to clean energy in their communities and beyond.

Pan-Commonwealth natural resources advisory assistance for sustainable development was strengthened in 2020/21. Eleven member countries adopted policy, legal or fiscal frameworks according to the Secretariat's recommendations to enable effective and sustainable development. Technical capacity of government officials in sustainable resources development has significantly increased with over 126 beneficiaries reporting improved capacity, exceeding set targets over six-fold. The New Producers Group (NPG), established jointly by the Secretariat, The Natural Resource Governance Institute and Chatham House in 2012, launched a web platform showcasing its wide range of activities and resources. Features range from a 'members portal' facilitating networking between 30 emerging oil and gas-producing countries to petroleum sector technical expertise offered by the Secretariat. Fifteen member countries, including small states and developing countries, are part of the NPG, a dynamic space for peer-to-peer exchanges at a critical time to develop resilient economies.

Small and Other Vulnerable States

Figure 7: Delivery status of Intermediate Outcomes 2020/21 in Small and Other Vulnerable States



The Secretariat tracks three indicators in this stream advocating for small states and building capacity. The Intermediate Outcome level indicators across the projects aim to measure large scale change for the benefit of small and other vulnerable states. For example, one Intermediate Outcome indicator measures the 'number of tracked international policies, mechanisms and/ or rules amended or more responsive to small states development strategies and resilience needs' faced some delays. Herein discussions with the UN Small Island Developing States (SIDS) Office to create a joint Commonwealth-UN advocacy strategy to promote small state concerns were initiated. The Secretariat continues to advocate on the impacts of COVID-19 on small and vulnerable states through activities such as the virtual seminar series on 'the Economics of COVID-19'.

In the area of access to climate finance, targets have been exceeded with regards to 'Value of climate finance (USD Millions) accessed by supported member countries' as a result of the Commonwealth Climate Finance Access Hub with a total of \$44m of climate finance accessed by supported member countries. There is also good progress towards the 'Target Number of member countries accessing international climate finance (and/or readiness finance) due to Commonwealth interventions'.

A joint venture established between the Commonwealth Climate Finance Access Hub and the Commonwealth Blue Charter, generously supported by the Government of the United Kingdom, is strengthening institutional and individual capacity and knowledge in the use of financial instruments and financing mechanisms for ocean-related climate finance proposals. From December 2021 through to March 2022, the consortium of experts will advise on ocean-related climate finance to help Commonwealth governments develop proposals and access funding for ocean-based adaption activities.

After significant human resource challenges and a long process of partnership development with the United Nations Institute for Training and Research (UNITAR), the project on increased resilience, adaptation and mitigation against climate change has been developed and commenced in late 2019 - 2020. It is therefore not possible to measure progress against this outcome at this stage.

Highlights for 2020/21 - Small and Other Vulnerable States

The Secretariat's Disaster Risk Portal was launched at the Commonwealth Finance Ministers Meeting in October 2020 and continues to widen its scope based on the needs of member countries. A 3-day

workshop designed to assist member countries to develop policies for extreme weather events and manage risks will be hosted by the Disaster Risk Portal and convene virtually in February 2022. The Small States work programme has also completed a special report on COVID-19 and tourism for the Small States Bulletin. The Fintech training supported by the Secretariat in partnership with universities of Cambridge and Oxford was attended by 113 participants from 40 countries. An evaluation survey revealed that 76.5% of participants implemented or supported a new project following the course and 100% of respondents believed that such training would also be beneficial to peers in their organisations as they continue working on FinTech projects. The Commonwealth FinTech Toolkit was launched in September 2021 during Commonwealth FinTech Week. The week highlighted the toolkit, and a range of FinTech-focused podcasts, blogs, and videos on the Commonwealth website and across all our social media channels. It helped to bring attention to FinTech's potential for advancing development goals, boosting financial inclusion, and supporting economic growth.

The Universal Vulnerability Index (UVI) has made substantial progress. To better understand vulnerability that small states face, the Secretariat refined the UVI by measuring a country's vulnerability against its resilience according to 3 key features. Presented in several forums including the UN's Vulnerability Index series, the UVI shaped resilience building in Dominica. Eight countries have agreed to be advocacy champions for small states. The United Nations Office of the High Representative for the Least Developed Countries, Landlocking Developing Countries and Small Island Developing States (UN-OHRLLSA), UN SIDS Office and Alliance of Small Island States are collaborating with the Secretariat on operationalising UVI recommendations. If adopted by International Financial Institutions, the UVI could bolster small state's access to affordable development finance.

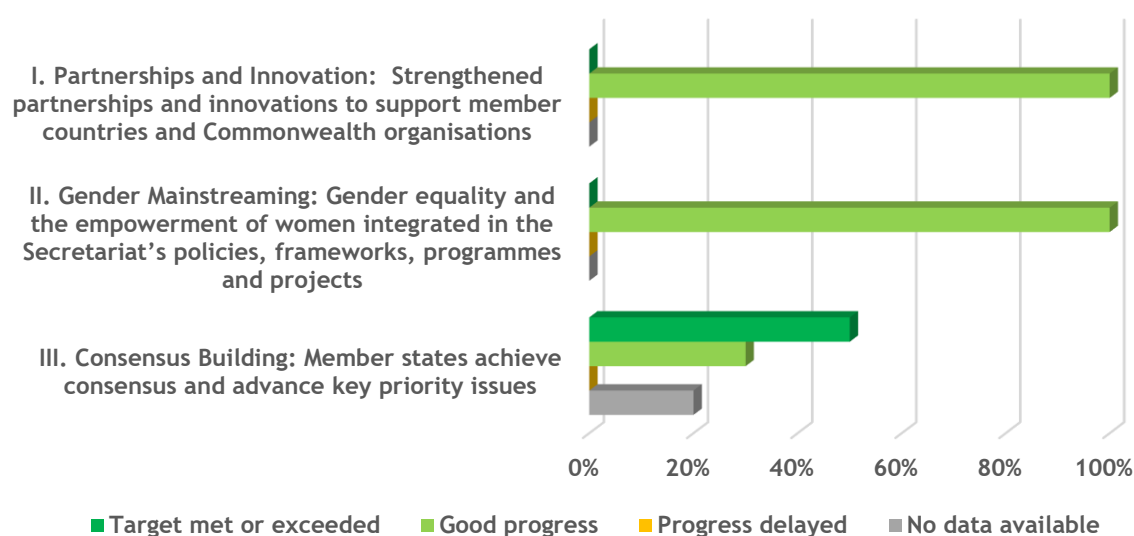
The CommonSensing partnership project with UNITAR continues to face challenges now due to the pandemic. The Adviser for Fiji started activities on a part-time, remote basis in the UK from June 2020 as the Fijian borders were closed. The Adviser has supported the Government in designing a new institutional mechanism, the Project Development Unit (PDU), that works across government to incorporate data into decision making, especially regarding climate related projects. The CommonSensing platform will be housed in the PDU. The Advisers for Solomon Islands and Vanuatu were recruited however not deployed as the pandemic has created some uncertainty of the extension of funding.

The 'Evaluation of the Commonwealth Secretariat's Support to Small States' was completed and published in September 2021. The report found that no single delivery methodology was more effective than others in meeting the needs of Small States but that combining different methodologies, increased effectiveness in some cases. The Secretariat's convening power was highlighted in the report as being core to achieving outcomes related to Small States and that flexible, timely, demand-driven, needs-based and contextualised support was most effective in delivering results as they lead to stronger partner ownership. This is one key learning that will be taken forward into the new Strategic Plan period.

The Commonwealth Climate Finance Access Hub (TCCFAH), an interconnected network sharing knowledge with national advisors, and regional counterparts, has experts deployed in 12 countries. Through this initiative, small and vulnerable member countries are assisted to bid for and gain increased access to climate finance. To date, TCCFAH has mobilised US\$43.8 million in climate finance for small states, deployed 16 advisors to Africa, the Caribbean and the Pacific and has planned US\$762.2 million worth of projects in the pipeline.

Cross-Cutting Outcomes

Figure 8: Delivery status of Intermediate Outcomes 2020/21 in Cross-Cutting Outcomes.



The Secretariat tracks 13 indicators in the cross-cutting area. A diverse set of indicators are tracked within this area of work, from the number of member countries who have engaged with innovation platforms and tools; to the share of Secretariat's policy outputs that address gender equality and the empowerment of women; to the successful convening of ministerial meetings.

Highlights for 2020/21 – Cross-cutting outcomes

COVID-19 has presented challenges in the consensus building space including the delay of the 2020 CHOGM until 2022, and the transition to virtual meeting platforms. Despite challenges, a large portion of meetings have been conducted virtually where scheduled. The Commonwealth Finance Minister's Meeting was conducted virtually as planned in October. For the first time, member countries reached a consensus on acknowledging the need to reform the global financing architecture. They unanimously agreed in principle that vulnerability should also be considered as a criterion to access concessional finance. The Outcome statement noted the increased the vulnerability of workers, especially women and girls and other marginalised groups working in the informal economy and migrant workers due to COVID-19. Therefore, they affirmed their commitment to ensure that those temporary shocks don't have long-lasting effects.

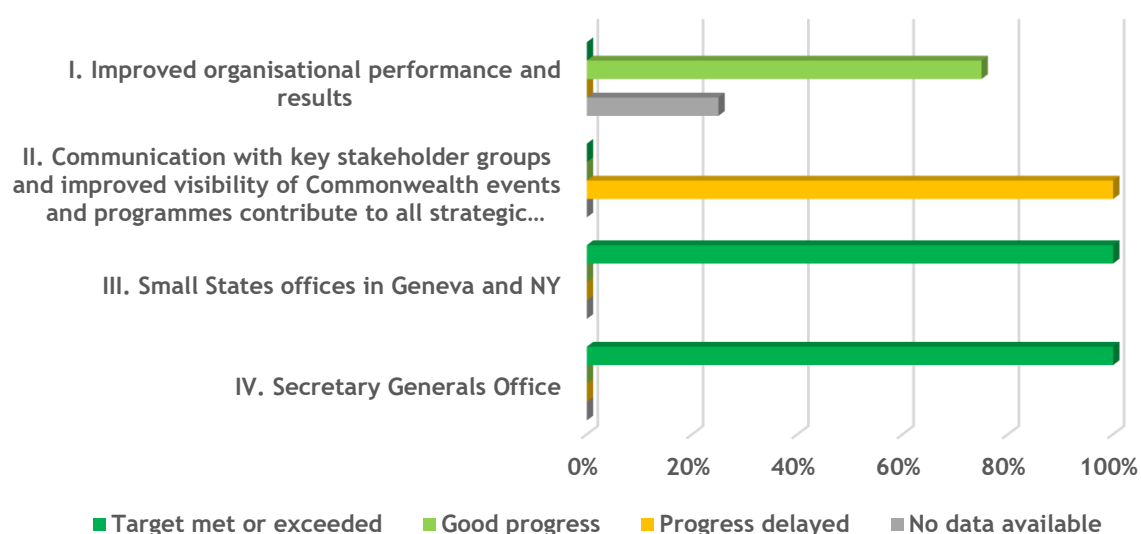
The existing challenges in the lack of robust data available to evidence Intermediate Outcome level results remain in the virtual environment. Limitations associated with surveying ministerial-level participants in international fora have resulted in difficulties in securing data on participants reporting satisfaction with the quality, content and effectiveness of meetings. An evaluation of the Consensus Building programme commenced in February 2021, from which the recommendations will help to strengthen learnings for the new Strategic Plan.

In relation to partnerships, the Secretariat launched an online platform to enable Accredited Organisations (AOs) to upload their reports and other documentation helpful for the Accreditation Committee. This initiative will strengthen engagement between the Secretariat, member countries and AOs. The Secretariat has continued to develop the Commonwealth COVID-19 Response Centre and COVID Data Dashboard on the Innovation Hub as well as launched an innovation awards platform. Furthermore, the Secretariat launched the Commonwealth SDG Tracker as well as the Commonwealth Knowledge Portal that brings together knowledge products and services of over 90 Commonwealth organisations. Furthermore, the Secretariat launched the Commonwealth SDG Tracker as well as the

Commonwealth Knowledge Portal that brings together knowledge products and services of over 90 Commonwealth organisations. The Secretariat in collaboration with AOs, has begun the process of reviewing our partnerships strategy with key stakeholder engagement taking place as part of the research phase of the strategy review.

Internal Outcomes

Figure 9: Delivery status of Intermediate Outcomes 2020/21 in internal outcomes



The Secretariat tracks 9 indicators across the internal area of work with a wide range of Intermediate Outcomes ranging from improved participation in multilateralism mechanisms and decision-making for Small States, to evidencing satisfactory achievement of results through evaluations.

Looking at the Intermediate Outcome level for the Commonwealth profile, good progress is being made at the short-term outcome level, with, for example, the number of visitors to the Commonwealth website reaching over 1 million during the reporting period. However, for the two Intermediate Outcome indicators for this project ‘Share of Commonwealth citizens which agree that the Commonwealth is ‘relevant’ or ‘highly relevant’ in global politics’ and ‘Share of Commonwealth citizens which report that they have a clear understanding of what the Commonwealth delivers for its member countries’, relevant data is not currently available to be able to report at this level. This is because collecting data against these indicators would require a global perception survey that would absorb substantial financial resources. Given financial constraints and other pressing priorities (e.g. the develop a new website) the value for money of commissioning this survey is being ascertained.

The Commonwealth Small States Offices in Geneva and New York provide an example of a project where Intermediate Outcome level progress is more straightforward to demonstrate because attributing increased participation in international dialogue is more straightforward to evidence because of the Secretariat’s presence.. Under the directions of local authorities, the Commonwealth Small States Office in Geneva remains closed and but has continued to provide support to permanent missions to participate in international dialogues and decision-making processes virtually.

Highlights for 2020–21 - Internal Outcomes

The Communications team has continued to improve the Secretariat's web content and social media output, keeping stakeholders informed of Commonwealth programmes and positions, as well as increasing their awareness about key global issues that the Commonwealth Secretariat advocates. A more accessible website due to launch in January 2022 will support more targeted communications to specific audiences that will enhance impact. In the new Strategic Plan, increased focus on strategic planning and messaging will be given a priority for CHOGM and Commonwealth Day events.

Twelve evaluation studies were undertaken and completed during the 2020/21 financial year including three strategic level evaluations covering the Strategic Plan 2017/17-2020/21, Consensus Building, and Small States evaluations. The 'Learning Week -2021' took place in April 2021 with the theme 'Learn and Adapt to Accelerate Action'. A range of external and internal speakers and webinar meetings were held, as well as the presentation of Commonwealth Secretariat Learning Papers to celebrate a decade of Commonwealth learning.

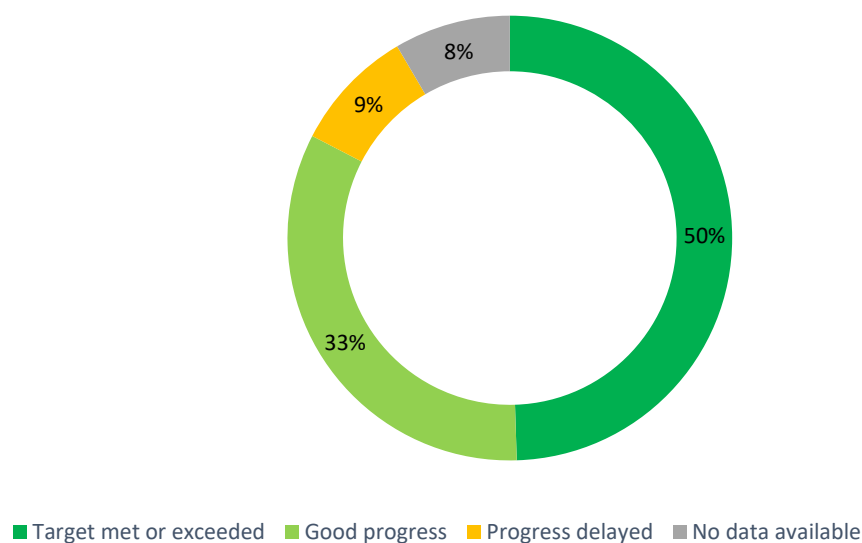
The management of the Programme Portfolio was particularly productive during the final year of the current Strategic plan. Portfolio highlights included the conclusion of the new Strategic Plan process, new portfolio framework approved in the delivery plan and work on the Secretariat's impact pathways ahead of the new strategic plan period.

The digital transformation of the Secretariat continued, taking advantage of the opportunities presented by the ongoing pandemic to use digital channels to support all outcomes. The Secretariat's eLearning Platform was opened to member countries and the general public, with access to six courses across different thematic areas. The Secretariat offered public digital skills training sessions in partnerships with leading technology companies. These were attended by over 600 participants from 42 countries. The Secretariat's technology infrastructure remained resilient and robust, allowing for the secure conduction of high-level meetings organised by the Secretariat and by the Small States offices in New York and Geneva. The Secretariat continued to harness technology to improve organisational efficiencies through business process automation, application of machine learning techniques, data governance and data quality assessment and agile ICT service delivery, with all the Key Performance Indicators set for the period met in terms of business continuity and systems utilization.

Short term outcome and output level

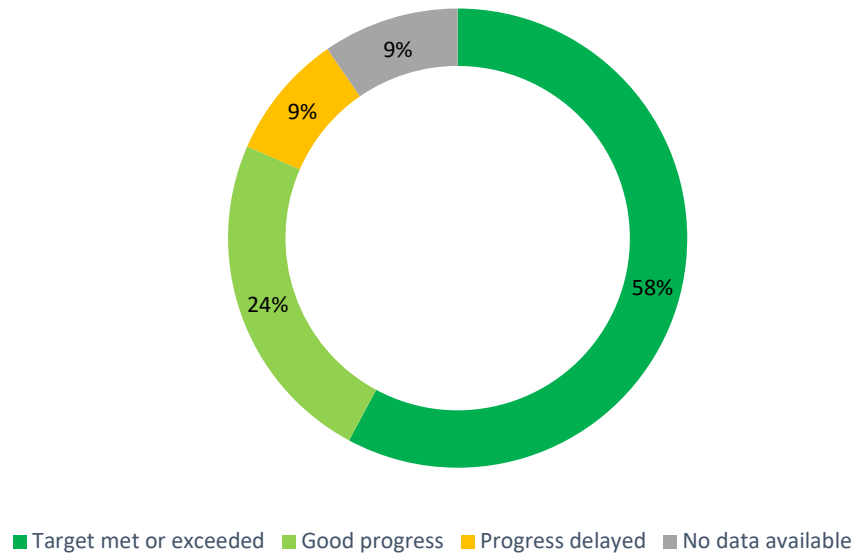
Each of the Secretariat's projects works to achieve an Intermediate Outcome level change. Each project has its own results framework which identifies activities, **outputs** and **short-term outcomes**. Cumulatively, these project level **outputs** and **short-term outcomes** contribute to the delivery of the **intermediate** and **strategic outcomes** in the Secretariat's Strategic Plan. During data collection for this report, greater emphasis was placed on measuring progress at Intermediate Outcome, and short-term outcome level. Analysis of outputs and short-term outcomes provides a measure of the progress being made towards each individual project's targets, and therefore the Strategic Plan.

Figure 10: Delivery status of short-term outcomes 2020/21.



During this reporting period, **83%** of short-term outcome indicators are on track for completion in line with the aspirations of the Strategic Plan and Delivery Plan, **9%** progressed less well than expected and steps are being taken to improve performance in these areas. **8%** of short-term outcome have insufficient data to report on at this point.

Figure 11: Delivery status of project output indicators 2020/21.



During this reporting period, across all projects **82%** of output indicators were rated as having met their targets or having made good progress line with the aspirations of the Delivery Plan; **9%** were rated as having been delayed, and **9%** have insufficient data to report on at this point.

Delivery context

The COVID-19 pandemic has continued to disrupt output delivery and the achievement of outcomes. The Secretariat's teams have had to rethink workplans and activities as challenges remain. Global lockdown measures impacting upon travel, ways of working, and government priorities; as member countries prioritised efforts to tackle the pandemic and its knock-on impacts. Challenges with effective engagement, face-to-face meetings and timely communication caused delays to progress of some outcomes. The Secretariat has continued to adapt to new, online and virtual ways of working and to support Commonwealth member countries with their revised priorities.

Examples of this include the Rule of Law team that delivered its first virtual Senior Officials of Law Ministries (SOLM) and organised a special meeting of law ministers, out of the usual cycle. This showed how the Secretariat could adapt to new circumstances and how Senior Officials and Law Ministers were willing to remain engaged with the Secretariat despite the absence of physical meetings. The use of virtual platforms has in many cases made it easier, more cost-effective and sustainable to run working groups.

However, there are some challenges using digital technologies. While some of these are technical, others involve the digital divide among our members. A lesson learnt is to target webinars for specific regions and time zones for greater impact. Partnerships remain critical for the delivery of our work programme. Furthermore, disruption caused by COVID-19 continued with ministries of education, for example, reassessing their priorities not necessarily in line with the expected outputs, hence impacting on the achievement of outcomes.

The postponement of global multilateral meetings such as the WTO MC 12 to December 2021 (and subsequently postponed indefinitely) and UNCTAD XV to October 2021 meant that regional consultations to assist members with their preparations for these global meetings could not take place. Teams have adapted and adjusted workplans and refocused on COVID-19-related trade and development issues and maintaining partnerships with other international organisations to undertake joint research and co-organise webinars.

The last-minute postponement of CHOGM 2021 and the process for the development of the Strategic Plan has meant increased workload and uncertainty over whether approval of the new Strategic Plan would be postponed. Human resources stressors such as changes in staff, exasperated by the need to onboard new staff remotely, have also contributed to a challenging delivery period, with a need to prioritise the work programme.

Working in close collaboration with partners and member countries to better meet changing member countries priorities has been one of the key lessons from the impacts of the COVID-19 pandemic and one of the key lessons that will be taken forward into the new Strategic Plan 2021/22 - 2024/25.

FINANCIAL PERFORMANCE ¹

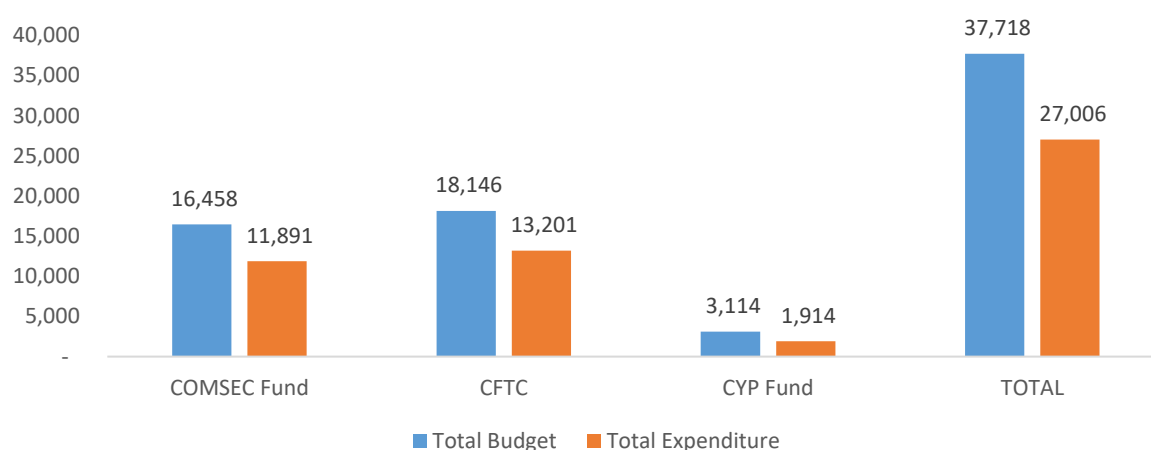
Summary

The Secretariat's total direct budget expenditures during the fifteen-month period, July 2020 to June 2021 (£21.8 million) and July 2021 to September 2021 (£5.2 million), amounted to consolidated expenditure of £27.0 million. This represents 72% of the approved direct budget of £37.7 million (£30.3 million for July 2020 to June 2021 and £7.4 million for July 2021 to September 2021). The Secretariat implemented a total of 45 projects during the period under review. From the approved budget, 48.1% was allocated to the Commonwealth Fund for Technical Cooperation (CFTC), 43.6% to The Commonwealth Secretariat fund (COMSEC) and 8.3% to the Commonwealth Youth Programme fund (CYP).

The approved direct budget of £37.7 million was split between programmes costs of £21.6 million (57%) and staff costs of £16.1 million (43%). Total direct budget expenditure of £27 million constituted £12 million (44%) and £15 million (56%) of programmes and staff costs respectively.

The £27 million expenditure across the three funds constituted £11.9 million of a planned £16.5 million in COMSEC (72%); £13.2 million of a planned £18.1 million in CFTC (73%), and £1.9 million of a planned £3.1 million in CYP (61%). Despite COVID-19 restrictions, the Secretariat achieved an overall budget utilization of 72% across the three funds. Figure 12 below illustrates the performance of each fund.

Figure 12: Total Direct Budget - Summary Performance by fund [£'000]



¹ The figures in the Financial Performance section of the Annual Report are based on the unaudited management accounts as at 30th of June 2021 and 30th of September 2021.

Financial Performance by Strategic Outcome

Of the total approved direct budget for the fifteen-month period to 30th September 2021, the Secretariat allocated the highest share of the budget to its Strategic outcomes¹ amounting to £23.1 million (61%), where expenditure reached £16.2 million (70% of the budget). Internal outcomes² received a 25% share of the budget at £9.4 million with actual expenditure of £7.7 million (82% of the budget). The remainder of the budget was allocated to Enabling outcomes¹ at £3.9 million (10%) where actual expenditure was £3.2 million (82% of the budget). Figure 13 below illustrates performance at each outcome level and Figure 14 illustrates the expenditure across the outcomes.

Figure 13: Total Direct Budget - Summary Performance by Outcome [£'000]

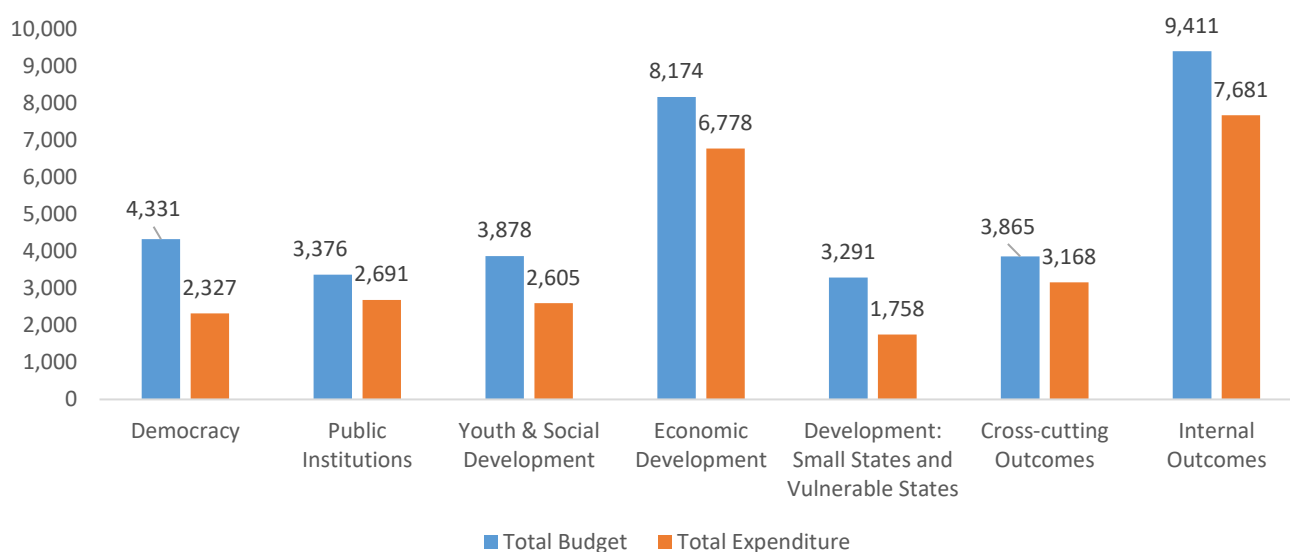
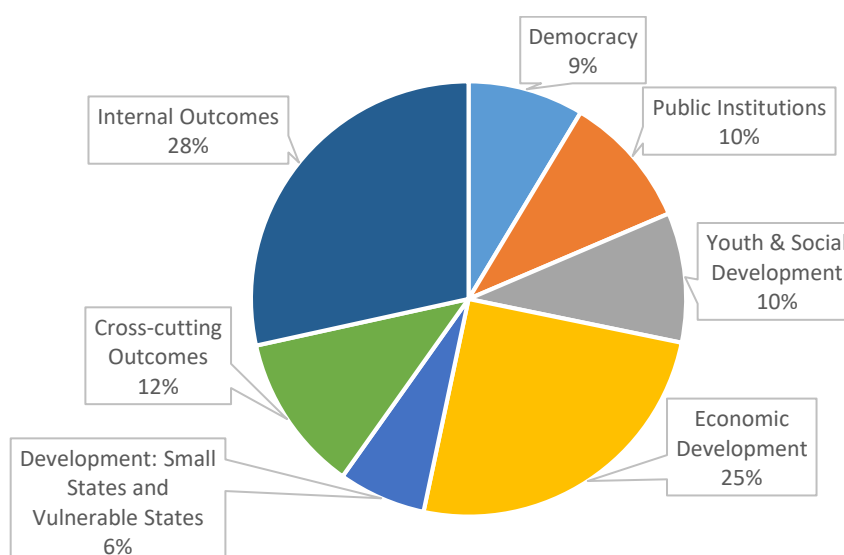


Figure 14: Percentage of Expenditure Across Each Outcome



² The figures in the Financial Performance section of the Annual Report are based on the unaudited management accounts for the fifteen months ended 30th September 2021

Extra Budgetary Resource (EBR) and designated funds

£5.3 million of the budget was funded through EBRs and £2.8 million through designated funds.

The Designated Fund budget of £2.8 million was allocated as follows: Monitoring and Evaluation activities across all outcomes at £1.2million (45%), £0.5 million (17%) towards Elections, £0.3million (12%) towards Debt Management, £0.3 million (11%) for Good Offices, £0.3 million (10%) towards Youth and the remainder to international policies, mechanism and rules for small and other vulnerable states, Climate Financing and Communications.

The EBR budget of £5.3m was allocated to the following outputs: Countering Violent Extremism £1.6m (29%), Climate Change £1.1m (21%), Climate Financing £0.7m (13%), Elections £0.6m (12%), Increased Trade £0.3 (5%), Marine, other natural resources, including 'blue economies' £0.3 (5%) and the remainder to Human Rights, Rule of Law, Young people engaged and empowered, International policies, mechanism and rules for small and other vulnerable states and Consensus Building.

ANNEX A - MEASUREMENT OF PROGRESS

Reporting process

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

Project managers are required to report at least bi-annually through PMIS against their results frameworks. Activity, output, short-term and Intermediate Outcomes are measured by providing the **status** of progress from a drop-down set of options. In addition, indicator data must be entered, and a narrative (qualitative) summary given to accompany the quantitative data. Evidence for all results reported is required and validated. This data is checked, cleaned, and validated by the Strategy, Portfolio, Partnerships and Digital Division (SPPD).

Examples of status reporting in PMIS:

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

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

Baseline: 0

Target: 60

Target Status: Target met or exceeded

Units: Units

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

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

Jul to Dec Countries: Add ...
X Kenya

The status of an output or outcome is selected from a list of standard options. The status selected is validated by SPPD by comparing the status selected against the quantitative and qualitative data reported alongside the data, and in other narrative reporting sections of PMIS. Where gaps or inconsistencies are found these are queried and resolved with project teams to ensure that the data reported on PMIS is an accurate reflection of project status. Prior to each reporting interval (six-monthly and annual) SPPD provides support for new staff and refresher briefings on the PMIS reporting system.

Explanation of progress ratings

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

Status options	RAG rating
Target met or exceeded	Green
Good progress	Yellow
Progress delayed	Red
No data available	Grey

ANNEX B- COMMONWEALTH SECRETARIAT- DELIVERY PLAN SELECTED PERFORMANCE INDICATORS

1. Democracy

Strategic Outcome	Strategic Outcome Indicators
Greater adherence to Commonwealth political values and principles	To be compiled in line with the monitoring of the Secretariat's contribution to: SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
1.1 CMAG is well-informed and supported to protect and promote Commonwealth values and principles	Number of member countries engaged with CMAG under the enhanced mandate that are implementing CMAG's recommendations	Intermediate	5	3	1	Good progress	0 ⁴	2	Monitoring activities and Progress Reports

³ Progress rating includes quantitative assessment against the numerical target as well as a qualitative assessment based on available data against the indicator.

⁴The Secretary-General's Good Offices continues to engage with several countries being considered under the 'informal' agenda to progress efforts toward achieving the Commonwealth's values.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	tions [Geographic]								
	Share of member countries engaged with CMAG that affirm commitment to responding to CMAG's recommendations [Geographic]	Short term	100%	Ongoing engagement	100%	Target met or exceeded	100%	100%	Delivery Progress Reports; Meetings Minutes
	Share of CMAG membership reporting satisfaction that they are well informed and well supported in their work to protect and promote Commonwealth values	Output	100%	100%	100%	Target met or exceeded	100%	100%	Post Meetings Feedback Forms, Meetings Minutes.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	and principles [Geographic]								
1.2 Member countries benefit from strengthened Good Offices of the Secretary-General	Number of identified member countries engaged in Good Offices that implement reform actions that reflect the advice from the Secretary-General and her Envoys/Advisers [Cumulative]	Intermediate	5	5	1	Good progress	3 ⁵	0	Monitoring activities and Progress Reports

⁵ The target for this indicator is zero, as this indicator is based on requests from member countries.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	Number of Envoys/Expert Advisers deployed to engage stakeholders on a sustainable resolution to threats to Commonwealth values and principles	Output	2	5	3	Good Progress	3	0	Delivery Reports
1.3 Member countries conduct transparent, credible and inclusive elections	Number of member countries benefiting from the Secretariat's election management programme whose elections are judged to be transparent, credible and inclusive	Intermediate	11	17	12	Progress delayed	13 ⁶	18	Reports of Observer Missions

⁶ Due to COVID-19 travel restrictions fewer Commonwealth Observer Group missions took place during 2020/21.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	[Geographic] [Cumulative]								
	Number of member countries implementing CoG recommendations [Geographic]	Intermediate	2	3	2	Target met or exceeded	6	2	Post Elections Evaluative Monitoring Review
	Number of targeted member countries committed to reform by implementing observer recommendations. [Geographic]	Short term	2	4	1	Good progress	1	3	Evaluative Monitoring Review
	Number of Commonwealth Observer missions deployed [Geographic]	Output	5	9	5	Target met or exceeded	20	2	Delivery Reports

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	Share of participants that demonstrate career progression and/or increased job-related performance within their EMB or civil service	Intermediate	25%	70%	0	Good Progress	48%	75%	CEP Post Training Follow - up Evaluation 2020/21
	Share of EMBs that review their electoral practices, procedures and/or policies in response to recommendations formulated by CEN election professionals to increase the transparency , credibility	Intermediate	56%	65%	0	Target met or exceeded	65%	65%	Surveys of CEN participating EMBs underway

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	and inclusiveness of elections [Geographic]								
	Share of participating Commonwealth Election Professionals that report improved performance in their roles [Geographic, Sex]	Short term	100%	100%	85%	Target met or exceeded	85%	60%	CEP Training Evaluation
	Number of Commonwealth election professionals trained from member countries with permanent EMBs [Cumulative]	Output	18	37	77	Target met or exceeded	77	60	CEP Delivery Reports

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	Number of member countries that affirm greater confidence in their capacity to address conflict and tension ⁷	Intermediate	0	0	1	Progress Delayed	0 ⁸	1	Evaluative Monitoring Review
	Increase share of women political candidates	Intermediate	0	24	0	No data available	0	0%	Evaluative Monitoring Review
	Share of key institutional stakeholders with high level representation in focus group discussions	Short term	0	10%	0	No data available	0	2%	Evaluative Monitoring Review

⁸ This has been delayed due to a delay in the evaluative monitoring review for 2020/21.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	Pilot country capacity need assessments conducted	Output	0	3	1	Progress Delayed	1 ⁹	2	Evaluative Monitoring Review
1.4 Strengthened mechanisms in member countries to counter violent extremism	Number of targeted member countries implementing new or improved mechanisms, policies or programmes to counter violent extremism [Geographic] [Cumulative]	Intermediate	3	10	10	Target met or exceeded	10	10	Evaluative Monitoring Review
	Number of CSOs/Youth Networks implementing new or improved mechanisms, policies or programmes	Intermediate	10	77	108	Target met or exceeded	120	60	Evaluative Monitoring Review

⁹ This has been delayed due to COVID-19 travel restrictions during 2020/21.

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	to counter violent extremism [Cumulative]								
	Share of beneficiary member countries that report satisfaction with the in-depth technical support received to strengthen their CVE systems/processes/mechanisms;	Short term	100%	100%	100%	Target met or exceeded	100%	100%	Beneficiary Feedback
	Number of member countries that have received in-depth technical support to strengthen their CVE systems/	Output	3	5	5	Target met or exceeded	20	10	Delivery/Activity Reports

Expected Outcomes	Performance Indicators (Where applicable, disaggregation follows in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating ³	Actual 2020/21	Target 2020/21	MOV
	processes/ mechanisms [Geographic] [Cumulative]								
	Number of technical assistance, evaluation and engagement visits per beneficiary country.	Output	2	6	11	Target met or exceeded	13	8	Delivery/Activity Reports
	Number of capacity building programs delivered	Output	2	7	11	Target met or exceeded	26	4	Delivery/Activity Reports

2. Public Institutions

Strategic Outcome	Strategic Outcome Indicators
More effective, efficient and equitable public governance	To be compiled in line with the monitoring of the Secretariat's contribution to: SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Expected Outcomes	Performance Indicators (Where applicable, dis/aggregations follow in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Target 2019/20	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
2.1 Human Rights promoted and protected, and participation in the UN's UPR process improved	Number of targeted member countries effectively engaging with international human rights mechanisms [Cumulative]	Intermediate	3	8	8	8	Target met or exceeded	10	9	Evaluative Monitoring Review
	Number of supported member countries effectively addressing human rights issues in line with recommendations from international human rights mechanisms and/or specific priority areas.	Intermediate	2	8	3	8	Target met or exceeded	8	5	Evaluative Monitoring Review
	Small states report that they are better able to participate in international human rights mechanisms and decision-making processes as a result of Secretariat support.	Short Term	4	8	8	8	Target met or exceeded	10	10	Feedback from members through correspondence and meetings
	Secretariat engaged in global advocacy events on specific priority areas (e.g. SDG 8.7). [Cumulative]	Output	6	18	18	11	Target met or exceeded	24	21	Feedback from members through correspondence and meetings

	Number of Member countries that report satisfaction with quality of briefings delivered and advice provided. [Cumulative]	Output	3	6	6	7	Target met or exceeded	9	9	Feedback from members through correspondence and meetings
	Number of member countries that progress to the next phase of establishment of a National Human Rights Institution	Short term	2	2	2	2	Good Progress	2	3	Desk Review, Evaluative Monitoring Activities
	Number of National Human Rights Institutions strengthened (i.e. more effective, independent or pluralistic). [Cumulative]	Intermediate	2	6	5	6	Target met or exceeded	6	6	Desk Review, Evaluative Monitoring Activities
	Number of training/capacity development events delivered to support NHRIs to further the operationalisation of the Kigali Declaration	Output	2	1	3	0	Progress delayed	0 ¹⁰	5	Delivery Progress Reports; Feedback Forms
	Advice and support provided to the Government of Grenada on progressing to the next level of the establishment process in line with agreed standards (advisory notes/capacity building events).	Output	2	2	3	8	Good Progress	2	3	Delivery Progress Reports
2.2 Rule of law strengthened and access to justice ensured for all ¹⁶	Number of member countries in which the three branches of government demonstrably accord respect for each other and understand each other's role (Latimer House Principles).	Intermediate	4	0	4	0	Progress delayed	1	12	Desk Review, Evaluative Monitoring Activities
	Number of member countries that make substantial progress in creating legal frameworks for the (i) effective delivery of justice and (ii) promotion of reforms conducive to sustainable development [Geographic] [Cumulative]	Intermediate	17	28	28	28	Good progress	28	29	Delivery/ Activity Reports; Desk-Based assessments

¹⁰ This indicator has been delayed due to travel restrictions related to COVID-19 during 2020/21.

	Number of member countries using Secretariat guidelines, tools and model laws/ regulations to strengthen the administration and delivery of justice or law reform.(OCCJR) [Geographic] [Cumulative]	Intermediate	14	14	20	15	Good progress	15	24	Delivery/ Activity Reports; Feedback from member countries; Legal documentation
	Number of Commonwealth countries having an adequate domestic legal framework to implement their international obligations on conventional arms control.	Intermediate	12	21	12	14	Target met or exceeded	14	14	Desk Review, Evaluative Monitoring Activities
	Number of judicial pronouncements and decisions which reflect judicial independence and impartiality.	Short term	5	0	4	0	No data available	0	3	Desk Review, Evaluative Monitoring Activities
	Number of countries that report increased awareness and understanding by the judiciary of judicial independence in practice and enhanced understanding and knowledge of areas of the law.	Short term	5	0	3	1	Progress Delayed	1	3	Desk Review, Evaluative Monitoring Activities
	Number of member countries with Judicial Services Commissions/ legislation providing for the tenure of judges (Latimer House).	Short term	5	0	0	0	No data available	0	3	Desk Review, Evaluative Monitoring Activities
	Number of member countries benefitting from training on substantive and procedural criminal laws. [Cumulative]	Output	5	0	7	7	Good progress	7	15	Delivery Progress Reports
	Number of new legal tools produced by the Secretariat and made available to member countries (OCCJR). [Cumulative]	Output	28	29	30	27	Good progress	27	35	Delivery Progress Reports
	Number of country review reports on criminal justice reform with recommendations completed. [Cumulative]	Output	4	0	5	1	Good progress	3	6	Delivery Progress Reports

	Number of investigators, prosecutors and judges better able to investigate, prosecute and adjudicate cybercrime as a result of Secretariat support [Cumulative]	Short Term	7	24	50	85	Target met or exceeded	85	50	Desk Review, Evaluative Monitoring Activities
2.3 Improved public administration for good governance and the elimination of corruption	Number of member countries that have implemented recommended reform action to strengthen their public administration and public financial management. [Geographic]	Intermediate	2	7	5	8	Target met or exceeded	13	5	Evaluative monitoring reviews
	Number of targeted member countries with strengthened Anti-Corruption Agencies in Africa and Caribbean. [Geographic] [Cumulative]	Intermediate	6	15	25	42	Target met or exceeded	53	30	Evaluative monitoring reviews
	Number of Commonwealth ACAs with improved quality of anti-corruption services provided to citizens [Geographic] [Cumulative]	Intermediate	8	25	25	28	Target met or exceeded	53	30	Client Satisfaction surveys
	Number of targeted member countries adopting revised frameworks for public administration and policy coordination [Geographic]	Short term	2	0	5	2	Good Progress	6	8	Delivery/ Activity Reports; Framework documentation/ evidence of adoption
	Share of Commonwealth ACAs reporting that capacity improvements have been implemented in their organisation as a result of Secretariat support[Geographic]	Short Term	50%	100%	90%	90%	Target met or exceeded	100%	95%	Biennial ACA representative survey
	Share of training participants that report improved knowledge and skills relevant to their roles in their national anti-corruption agenda	Short-Term	75%	100%	90%	100%	Target met or exceeded	100%	95%	Training Evaluation Surveys
	Number of targeted member countries reporting satisfaction with the quality of technical assistance and capacity building support provided by the Secretariat.	Short-Term	7	12	12	12	Target met or exceeded	12	12	Delivery Progress Reports; Feedback from beneficiaries

	Number of member countries receiving in depth technical assistance to improve their public administration towards improved governance and the elimination of corruption <i>[Geographic]</i>	Output	18	17	9	18	Target met or exceeded	10	9	Delivery/ Activity reports; TORs; Technical assistance reports
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3.Youth and Social Development

Strategic Outcome	Strategic Outcome Indicators
3. People of the Commonwealth fulfil their potential with dignity and equality in a healthy environment	To be compiled in line with the monitoring of the Secretariat's contribution to: SDG 3: Ensure healthy lives and promote well-being for all at all ages SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all SDG 5: Achieve gender equality and empower all women and girls SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Expected Outcomes	Performance Indicators (Where applicable, dis/aggregations follow in brackets [])	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
3.1 Young people engaged and empowered to meaningfully participate in political and development processes	Number of member countries taking action to support and empower young people through strengthening the policy environment for youth development , and youth work professionalization	Intermediate	10	13	28	Target met or exceeded	35	12	Evaluative monitoring reviews

	<i>[Geographic]</i> [Cumulative]								
	Number of Commonwealth supported youth networks taking action to mainstream youth perspectives, introduce policies and practices, and drive youth-led initiatives. <i>[Geographic, Membership composition - Sex, Age, Disability Status]</i> [Cumulative]	Intermediate	11	15	15	Target met or exceeded	15	12	Delivery/ Activity reports; Youth Network reports
	Number of countries adopting youth mainstreaming framework/policy documents (circulars etc.) as a result of	Short Term	2	5	3	Target met or exceeded	6	3	Evaluative Monitoring activities

	Commonwealth's intervention. [Cumulative]								
	Number of countries adopting evidenced based youth policy framework/tools as a result of Commonwealth's interventions. [Cumulative]	Short-term	2	2	4	Target met or exceeded	6	3	Evaluative monitoring reviews
	Number of countries drafting/adopting entrepreneurship policy as a result of Commonwealth's intervention.	Short term	2	1	2	Target met or exceeded	4	2	Desk Reviews; Evaluative monitoring activities
	Percentage of youth network members who report use of/application of knowledge/n	Short term	50%	56%	56%	Target met or exceeded	75%	50%	Members surveys

	ew practices in their work.								
	Number of youth leaders and student leaders trained. ¹¹	Output	200	245	297	Target met or exceeded	610 ¹²	400	Software data, delivery/ Activity reports; Youth Network reports
	Number of countries supported to use Commonwealth evidence based youth policy frameworks/ tools/guidelines.	Output	2	4	11	Target met or exceeded	6	3	Delivery Progress Reports
3.2 Sports contributes to sustainable development, health, and peaceful	Share of member countries who have adopted policies to use sport as an	Intermediate	53%	60%	61%	Good progress	61%	65%	Desk Review of Policy documentation showing formal adoption;

¹¹ The indicator relating to training was revised to reflect piloting and roll out of software measuring number of individuals engaged through the networks.

¹² An extensive range of stakeholders were consulted on policies and strategies to intentionally use sport to contribute to sustainable development. Presentations and consultation were held at relevant Com-sec proprietary and non-proprietary fora, workshops and trainings, including the Expert Group meeting on the YDI (2020), the Lesotho National Forum on the Contribution of Sport to National Development.

and inclusive societies	intentional approach to advancing sustainable development [Geographic; Sector/lead Ministry]								
	Number of member countries with operational sport sector results frameworks aligned to the National Development Plan and SDGs, who have received Secretariat support [Geographic] [Cumulative]	Intermediate	0	0	2	Target met or exceeded	6	4	Delivery reports; Result Framework documentation; TORs
	Number of member countries who develop sport-sector results frameworks aligned to National Development Plans and	Short term	1	0	2	Target met or exceeded	5	4	Delivery reports; Result Framework documentation

	identified SDGs. [Cumulative]								
	Number of member countries of who produce policy instruments to address sport governance, gender and human rights issues in sport with outcomes linked to SDG 5/16 targets who have been supported by the Secretariat (disaggregated by SDG and lead Ministry). [Cumulative]	Short term	1	1	1	Good progress	2	3	Desk review of Policy documentation
	Number of member countries who receive technical support to align sport sector results frameworks	Output	1	3	4	Target met or exceeded	4	4	Delivery/ Activity reports, TORs, technical support reports

	to the National Development Plan and identified SDGs. [Cumulative]								
	Number of officials and stakeholder organisations consulted on policy and strategy to intentionally use sport to contribute to sustainable development [Cumulative]	Output	60	303	157	Target met or exceeded	460	240	Delivery/ Activity reports
3.3 Strengthened sustainable policies reduce disparities and improve health and education outcomes ¹³	Number of targeted member countries which are implementing strengthened policies to reduce disparities and improve health	Intermediate	0	0	0	Target met or exceeded	14	5	Evaluative monitoring reviews

¹³ This education programme was revised following the first year of delivery and the Commonwealth Education Ministers Meeting in Fiji. Indicators were also revised to reflect the new education and learning strategy (2018-2021).

	outcomes <i>[Geographic]</i>								
	Number of targeted member countries implementing policies to reduce disparities and improve education outcomes in line with Commonwealth values	Intermediate	3	0	13	Good progress	13	5	Evaluative monitoring reviews
	Number of targeted member countries with improved capacity to develop and implement policies that reduce disparities and improve health outcomes <i>[Geographic]</i>	Short term	3	10	0	Target met or exceeded	10	8	Evaluative monitoring reviews

	Number of policy development dialogue/workshops conducted to support member countries to apply the draft legislations in their respective countries.	Output	2	3	2	Good progress	0 ¹⁴	4	Delivery Progress Reports
	Number of countries adopting/implementing institutional development plans/strategies/measures as a result of Commonwealth's interventions [Cumulative]	Short term	0	5	6	Target met or exceeded	10	5	Delivery Progress Reports
	Number of countries benefitting from joint initiatives [Cumulative]	Short term	0	0	13	Target met or exceeded	21	5	Delivery Progress Reports

¹⁴ No new workshops were conducted in this period due to the transition of a new consultant.

	Number of organizations that use Secretariat's frameworks and resources to align their professional development (PD) systems [Cumulative]	Outputs	0	0	2	Good progress	2	4	Delivery Progress Reports
	Number of partnerships established or strengthened . [Cumulative]	Outputs	0	2	4	Target met or exceeded	6	3	Delivery Progress Reports
3.4 Women, Girls and other vulnerable groups empowered and protected against violence and harmful practices	Number of targeted member countries that effectively implement quality policy and strategic programmes to end VAWG [Geographic]	Intermediate	1	0	1	Target met or exceeded	2	1	Evaluative monitoring reviews
	Number of targeted member countries that apply	Intermediate	1	0	1	Good progress	2	3	Evaluative monitoring activities

	the findings and analysis of the economic cost VAWG assessment in the formulation and implementation of national strategies, policies and plans.[Geographic] [Cumulative]								
	Number of member countries that adopt the framework for measuring the economic costs of VAWG [Geographic]	Short term	1	1	2	Target met or exceeded	2	1	Delivery/ Activity reports
	Number of Baseline/ profile study completed.	Output	1	0	2	Target met or exceeded	2	1	Delivery/ Activity reports

4. Economic Development

Strategic Outcome	Strategic Outcome Indicators
4. More inclusive economic growth and sustainable development	To be compiled in line with the monitoring of the Secretariat's contribution to: SDG 1: End poverty in all its forms everywhere SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all SDG 10: Reduce inequality within and among countries SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development SDG 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
4.1 Effective mechanisms for increased trade, employment and business growth¹⁵	Number of targeted member countries that effectively implement Export Diversification Strategies [Geographic]	Intermediate	6	6	11	Target met or exceeded	13	13	Evaluative Monitoring Reviews
	Number of member countries increasing intra-Commonwealth trade and investment	Intermediate	30	30	1	No data available	N/A ¹⁶	36	Evaluative Monitoring Reviews

¹⁶ No data is available for this indicator without a comprehensive monitoring review.

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	as a result of CS mechanisms.								
	Number Trade facilitation initiatives adopted /implemented by member countries[Cumulative]	Short term	8	8	8	Target met or exceeded	17	16	Evaluative Monitoring Reviews
	Number of member countries that access the Commonwealth Small States Trade Finance Facility [Geographic] [Cumulative]	Short term	1	0	0	Progress delayed	0 ¹⁷	4	Delivery Reports
	Number of member countries that are signatories to agreements on the facilitation of trade in services	Short Term	10	5	5	Target met or exceeded	7	5	Evaluative Monitoring Reviews
	Number of member countries that make progress on	Short Term	1	12	12	Target met or exceeded	14	10	Evaluative Monitoring Reviews

¹⁷ Operation of the facility was formally suspended because of COVID-19 to prevent fees from being paid to the fund managers while trade has effectively stopped. The facility administrator (CSSTFF Ltd) and facility manager bank (Standard Chartered Ltd) are currently in negotiations to finalise all the administrative processes to restart the facility and conduct pilot transactions to support trade finance in small states within 2022. The Secretariat is actively facilitating and mediating these negotiations. .

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	improving Investment facilitation.								
	Number of targeted member countries that improve participation in multilateral trade negotiations and policy discussions	Short Term	N/A	0	15	Target met or exceeded	15	N/A	Evaluative Monitoring Reviews
	Number of targeted member countries that demonstrate progress toward the ratification and/or implementation of the Trade Facilitation Agreement	Short Term	N/A	2	9	Good Progress	7	N/A	Delivery Reports
	Share of CSSO delegations demonstrating improved technical and negotiating capacity	Output	N/A	0	100%	Progress delayed	0 ¹⁸	75%	Delivery Reports
	Share of member countries representatives that report that they have increased knowledge and understanding of relevant	Output	N/A	90%	54%	Good Progress	75%	100%	Delivery Reports

¹⁸ Due to COVID-19 none have been undertaken.

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	developments and emerging trade issues								
4.2 Commonwealth positions advanced in international development and financing mechanisms	Number of Commonwealth proposals/positions referenced/cited in international policy documents or in international fora aimed at reforming international financing mechanisms of relevance to Commonwealth countries, particularly small states. [Sector/Thematic Issue]	Intermediate	1	1	1	Target met or exceeded	1	1	Outcome statements Communiqués; Documents/Publication Review; Uptake tracking
	Share of member countries committed to solutions to improve debt sustainability. [Geographic]	Short term	5%	0	0%	Progress delayed	0 ¹⁹	0%	Evaluative Monitoring Review
	Number of member countries receiving technical assistance for diaspora policy development	Short Term	1	1	6	Target met or exceeded	2	2	Evaluative Monitoring Review

¹⁹ Deprioritised for current financial year for DRF portal and Fintech

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Number of tools/mechanisms to strengthen the capacity of small and vulnerable states to access disaster risk finance.	Short term	N/A	1	1	Target met or exceeded	1	1	Evaluative Monitoring Review
	Research and reports on debt sustainability produced for indebted countries, relevant beneficiaries and partners	Output	0	1	0	Good progress	2	0	Delivery Reports
	Number of reports diaspora investment produced ²⁰	Output	2	6	2	Good progress	2	0	Evaluative Monitoring Review
	Number of knowledge products developed by the SSCOE to share and transfer knowledge.	Output	0	2	1	Target met or exceeded	2	2	Delivery Reports
4.3 National frameworks facilitate effective debt management	Number of targeted Member Countries that improve their debt data quality through the implementation of the	Intermediate	3	2	2	Progress delayed	0 ²¹	12	Evaluative Monitoring Review

²⁰ Output indicators have been revised to reflect 2019/20 deliverables.

²¹ The final version of the tool was released in March 2021. Plans include delivering targeted training in 5 countries during 2021-22.

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	management assessment tool.								
	Number of member countries using the Secretariat's debt management system for effective debt management	Intermediate	44	44	44	Target met or exceeded	44	44	System audit Report
	Number of targeted member countries effectively implementing reformed policy and legal frameworks on public debt management <i>[Geographic]</i>	Intermediate	4	6	2	Progress delayed	0	2	Evaluative Monitoring Review
	Number of member countries that accept recommended reforms to strengthen effective debt management towards debt sustainability	Short term	4 (Exceeded planned target by 2)	3	2	Progress delayed	1 ²²	4	Evaluative Monitoring Review
	Number of targeted member countries that commit to the proposed reform	Short term	1	1	1	Target met or exceeded	1	1	Evaluative Monitoring Review

²² Progress has been delayed due to

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	agenda to revise their debt management legal framework								
	Number of targeted member countries which adopt improvements to policy on development of domestic debt market <i>[Geographic]</i>	Short Term	2	2	1	Good progress	1	2	Evaluative Monitoring Review
	Meridian system successfully delivered and handed over to the Secretariat	Output	N/A	1	0	Target met or exceeded	0	0	System Report audit
	Number of member countries where the new Public Debt Management System (Meridian has been released and deployed <i>[Geographic]</i> <i>[Cumulative]</i>	Short Term	N/A	12	15	Good progress	22	25	System Report audit
	Number of countries that use the Debt Data Quality Methodology (DQAM) to assess the data	Short term	N/A	2	10	Progress delayed	0 ²³	25	System Report audit

²³ No country is using the tool yet due to delays in the Commonwealth Meridian System rollout.

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	quality in the system [Cumulative]								
4.4 Sustainable development of marine, other natural resources, including 'blue economies'	Number of member countries implementing Secretariat policy, legal or strategic guidance towards the improved and sustainable management of their natural resources [Geographic]	Intermediate	13	13	14	Target met or exceeded	14	14	Evaluative Monitoring Review
	Number of member countries making demonstrable progress in defining, planning or developing their blue economies [Geographic]	Intermediate	5	6	8	Target met or exceeded	8	8	Evaluative Monitoring Review
	Number of supported member countries making demonstrable progress in defining, planning, protecting, managing or developing their ocean space	Intermediate	6	4	9	Target met or exceeded	11	8	Evaluative Monitoring Review

Expected outcomes	Performance Indicators <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Number of national institutions with improved capacity to deliver on Blue Charter implementation programme	Short term	N/A	3	4	Target met or exceeded	31 ²⁴	12	Evaluative Monitoring Review
	Number of member countries supported in the reform of their natural resource sector <i>[Geographic]</i>	Output	18	18	14	Target met or exceeded	14	14	Delivery Reports
	Number of member countries supported to develop their 'blue economy' <i>[Geographic]</i>	Output	13	13	14	Target met or exceeded	14	14	Delivery Reports
	Number of advisory notes, policies, strategies, laws or contracts drafted	Output	49	54	126	Target met or exceeded	185	72	Delivery Reports
	Number of Action Groups established in accordance with recommendations for functional clusters	Output	N/A	9	10	Target met or exceeded	10	14	Delivery Reports

²⁴ 31 Commonwealth countries were trained through virtual Commonwealth Blue Charter training courses

5. Small and other Vulnerable States

Strategic Outcome	Strategic Outcome Indicators
5. Strengthened resilience, adaption and mitigation against climate change	To be compiled in line with the monitoring of the Secretariat's contribution to: SDG 13: Take urgent action to combat climate change and its impacts in line with commitments under the United Nations Framework Convention on Climate Change

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
5.1 International policies, mechanisms and rules are more responsive to small states' development strategies and resilience needs ²⁵	Number of tracked international policies, mechanisms and/ or rules amended or more responsive to small states development strategies and resilience needs	Intermediate	0	1	1	Target met or exceeded	1	1	Evaluative Monitoring Review
	Number of International Finance Institutions (IFIs) that demonstrate sustained or increased willingness to use vulnerability metrics in whole or part for concessional finance	Short Term	3	5	0	Target met or exceeded	6	3	Delivery Reports, Minutes of Bilateral Meetings; Media Trackers

²⁵ The Small States Centre of Excellence project has been integrated within Intermediate Outcome 4.2: Commonwealth Positions, Advanced in International Development And Financing Mechanisms.

	Number of studies that seek to improve small states' access to development finance, including through the use of vulnerability metrics completed (e.g. publications)	Output	1	2	2	Target met or exceeded	2 ²⁶	1	Delivery Reports
	Number of initiatives that address SDG data gaps of African SS and LDCs facilitated by The Secretariat	Short Term	1	0	0	Progress delayed	0 ²⁷	1	Delivery Reports
	Number of toolkits produced and rolled-out to member countries	Output	0	0	1	Target met or exceeded	1	1	Delivery Reports
5.2 Increased resilience, adaptation and mitigation against climate change	Number of member countries making demonstrable progress on building climate resilience [Cumulative]	Intermediate	N/A	TBD	N/A	No data available	N/A	5	Evaluative Monitoring Review
	Number of member countries with improved capacities for decisions making on climate resilience	Intermediate Outcome	TBD	TBD	N/A	No data available	0 ²⁸	TBD	Evaluative Monitoring Review
	Number of Policy support/ tool(s) for improved decision making on climate action shared to member countries	Output	TBD	TBD	N/A	No data available	0	0	Delivery Progress Reports

²⁷ Reprioritised for focus on DRF portal and Vulnerability index

²⁸ CommonSensing EBR project in partnership with UNITAR has faced challenges with placing Advisers in-country due to pandemic and capacity building has hence not been initiated

5.3 Improved access to climate finance	Number of member countries that effectively access international climate finance (and/or readiness finance) due to Secretariat interventions [Geographic] [Cumulative]	Intermediate	4	3	6	Good progress	7	13	Work Plan Progress reports from CFAH National advisors
	Number of Climate Finance Access Hub (CFAH) supported National Designated Agencies (NDAs) that make measurable progress in preparing, developing and submitting climate financing proposals [Geographic] [Cumulative]	Short Term	7	15	8	Good Progress	12	15	CFAH Monitoring Reports
	Number of National Advisers placed through technical assistance agreements [Sex, Geographic origin and placement] [Cumulative]	Output	8	10	10	Good Progress	12	15	CFAH/ Delivery Reports

Cross- Cutting Outcomes

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
CCI Partnerships and Innovation: Strengthened partnerships to support member countries and Commonwealth organisations	Share of partners reporting satisfaction with Secretariat engagement.	Enabling Outcome	90%	N/A	N/A	Good Progress	78%	100%	AO Survey 2020
	Innovation Hub established and sustained	Enabling Outcome	YES	Completed	Developed and expanded	Target met or exceeded	1	N/A	Web Report
	Number of Hubs updates (monthly)	Enabling Outcome	N/A	10	10	Target met or exceeded	10	10	Web Reports
CC II Gender mainstreaming: Gender equality and the empowerment of women integrated in Secretariat's policies, frameworks, programmes and projects	Rating of Commonwealth Secretariat organisational performance on gender mainstreaming against international performance standards	Enabling Outcome	1	0	1	Target met or exceeded	1	1	Gender audit
	Share of Secretariat portfolio demonstrating an improvement in gender analysis through improved planning,	Enabling Outcome	15%	88%	50%	Good progress	0	70%	Internal Analysis Portfolio

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	implementation, monitoring and reporting on gender dimensions and outcomes. <i>[Thematic Area/Sector]</i>								
	Number of Secretariat staff that completed the e-learning programme <i>[Cumulative]</i>	Enabling Outcome	0	N/A	122	Good progress	218	230	Course Analysis E-Logs
CC III Commonwealth Consensus Building: Member countries achieve consensus and advance key priority issues	Number of international forums recognise the Commonwealth's shared policy positions and include Commonwealth proposals in outcome documents. <i>[Cumulative]</i>	Enabling Outcome-Democracy Programme	1	1	1	No data available	N/A	4	Desk Review
	Share of participants in Commonwealth consensus building meetings that report satisfaction with the quality, content and effectiveness of the meetings <i>[Sex, job designations, ministry/sector, geographic area]</i>	Enabling Outcome-Democracy Programme	N/A	100%	100%	Target met or exceeded	100%	80%	Feedback survey

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Share of Commonwealth member countries that participated at CFAMM.	Enabling Outcome-Democracy Programme	50%	62%	90%	Target met or exceeded	100%	80%	Registration records
	Number of Ministers advocating a Commonwealth consensus position on Rule of Law either at an international event, in the media or through country publications [<i>Member country, sector/ministerial meeting</i>]	Enabling Outcome - Rule of Law	5	7	5	Target met or exceeded	7	5	Media Trackers; Outcome Statements
	Number of member countries represented at the Meeting of Law Ministers and Attorneys General of Small Commonwealth Jurisdictions	Enabling Outcome - Rule of Law	25	20	20	Target met or exceeded	30 ²⁹	0	Registration records
	(Output) CLMM successfully convened.	Enabling Outcome - Rule of Law	1	1	1	Target met or exceeded	1	1	Outcome Statements; Meeting records

²⁹ There will not be a meeting in 2020/21.

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Number of Ministers advocating Commonwealth consensus at an international event, in the media or through country reports	Enabling Outcome - Economic Development	4	0	5	Target met or exceeded	4	5	Outcome Statements; Meeting records
	Number of Commonwealth members in agreement on at least one FFD issue discussed at CFMM	Enabling Outcome - Economic Development	20	32	60	Target met or exceeded	68	42	Outcome Statements; Meeting records
	Number of meetings held	Enabling Outcome - Economic Development	1	1	1	Target met or exceeded	1	1	Feedback Forms/ Survey of Participants
	Number of G20 dialogue forums held	Enabling Outcome - Economic Development	1	1	0	Progress delayed	0 ³⁰	1	Feedback Forms/ Survey of Participants

³⁰ There will not be a G20 side event held due to the multilateral meeting being postponed.

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Number of international forums recognise the Commonwealth's shared policy positions and include Commonwealth proposals in outcome documents.	Enabling Outcome-Health	0	6	5	Target met or exceeded	6	5	Desk Reviews, Monitoring activities
	Share of participants at CHMM that report satisfaction with the quality, content and effectiveness of the meetings [<i>Sex, job designations, ministry/sector, geographic area</i>]	Enabling Outcome-Health	69%	90%	0	Good Progress	75%	80%	Feedback survey
	Share of Commonwealth member country that participated at CHMM	Enabling Outcome-Health	40	83	57	Target met or exceeded	78	60	Delivery/ Activity reports; Attendance Logs
	Share of participants in CCEM that report satisfaction with the quality, content and effectiveness of the meetings [<i>Sex, job designations,</i>	Enabling Outcome-Education	88%	N/A	N/A	Progress delayed ³¹	30%	90%	Feedback survey

³¹ The CCEM takes places every 3 years and was scheduled for 2021. However, due to COVID-19 it has been postponed to 2022.

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	<i>ministry/sector, geographic area]</i>								
	Number of member countries attending CCEM [Geographic, Participant: Sex, job designations, ministry/sector]	Enabling Outcome-Education	34	N/A	N/A	No data available	N/A	30	Registration logs
	(Output) Number of EMAG meetings held	Enabling Outcome-Education	1	1	1	Target met or exceeded	1	1	Delivery/ reports; Activity Attendance Logs
	(Output) Number of CADME-TWG meetings held	Enabling Outcome-Education	1	1	1	Target met or exceeded	1	1	Delivery/ reports; Activity Attendance Logs
	Commonwealth Connectivity Agenda Action Plan Submitted to Members for Approval	Enabling Outcome - Trade	0	0	1	Target met or exceeded	1	1	Delivery Reports, Minutes of Meeting
	Number of cluster groups working	Enabling Outcome - Trade	0	6	14	Good Progress	21	10	Delivery/ reports; Activity

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	undertaken (Trade) [Cumulative] ³²								
	Mechanism to deepen intra-Commonwealth trade and investment agreed by Heads of Government	Enabling Outcome - Trade	1	1	2	Target met or exceeded	2	1	Outcome Statement
	Number of member countries participating in WAMM [Geographic; Participant: Sex, job designations, ministry/sector]	Enabling Outcome - Gender	N/A	N/A	26	No data available	N/A ³³	N/A	Registration logs
	Share of member countries' participants in WAMM satisfied with Secretariat support to the Ministerial agenda [Geographic; Respondent: Sex, job designations, ministry/sector]	Enabling Outcome - Gender	N/A	N/A	0	No data available	N/A ³⁴	N/A	Feedback surveys
	(short-term) Number of Commonwealth members in agreement		20	32	60	Target met or exceeded	65	65	Delivery/ reports; Activity

³² The consensus building project for trade has been revised to include CHOGM 2018 mandates regarding the Commonwealth Connectivity Agenda for Trade and Investment.

³³ There was no meeting held during the reporting period

³⁴ There was no meeting held during the reporting period

Expected Outcome	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	on at least one FFD issue discussed at CFMM								

Internal and Corporate Outcomes

Expected Outcomes	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
Int.1 Improved organisational performance and results	Share of BOG members satisfaction with Secretariat's planning, delivery and reporting ³⁵	Internal Outcome	N/A	N/A	N/A	No data available	N/A ³⁶	Broad satisfaction	Feedback from Board
	Evaluations provide evidence of satisfactory achievement of results	Internal Outcome	To great extent	To a great extent	To a great extent	Good progress	To a great extent	Fully	Evaluation Reports; Peer Review Reports
	Share of Intermediate Outcomes which are on track to achieve targets [Work pillar, programme]	Internal Outcome	90%	85%	77%	Good progress	78%	100%	Internal Analysis Portfolio
	Share of projects where overall performance is graded as "satisfactory" or "highly satisfactory" [Work pillar, programme]	Internal Outcome	75%	79%	N/A	Target met or exceeded	95%	75%	Internal Analysis Portfolio
	Number of programme and thematic evaluations conducted in line with international evaluation standards	Output	1	1	3	Target met or exceeded	4	3	Evaluation Reports; Peer Review Reports

³⁵ This indicator has not been measured in the planning period

Expected Outcomes	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Share of staff reporting that they are confident in applying RBM knowledge and skills to their work	Internal Outcome	80%	75% at January 2019	90%	No data available	N/A ³⁷	80%	Staff Feedback survey
	Timely approval of delivery plan and budget	Short Term	YES	YES	YES	Target met or exceeded	YES	YES	
Int.2 Communication with key stakeholder groups and improved visibility of Commonwealth events and programmes contribute to all strategic outcome areas	Share of Citizens who agree that the Commonwealth is relevant or 'highly relevant'	Internal Outcome	-	N/A	N/A	No data available	N/A ³⁸	TBD	TBD
	Number of website visitors	Internal Outcome	2,350,514	1,685,915	2,135,731	Target met or exceeded	10,185,462	1,700,000	Web Analytics Reports
	Number of Commonwealth Day related press releases and stories published by the division	Internal Outcome	12	19	59	Target met or exceeded	20	20	Delivery Reports
	Number of tweets, Facebook and Instagram posts (end of period)	Internal Outcome	4833	8533	10,896	Target met or exceeded	13,705	5000	Delivery Reports

³⁷ A survey was not run this year because of conflicting priorities relating to the operationalisation of the new strategic plan. A baselining survey will be conducted ahead of the new programme management guidelines and training being developed.

³⁸ This indicator will not be reported against during this SP. See internal outcome section above.

Expected Outcomes	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
Internal Outcome 1.3: Small States Office in Geneva and New York	Number of resident missions reporting improved participation in international dialogue and decision-making [GENEVA]	Internal Outcome	9	7	10	Target met or exceeded	10	10	Delivery Reports
	Share of resident missions indicating that the facilities provided effectively supports their mission objectives [GENEVA]	Internal Outcome	15	7	10	Target met or exceeded	10	10	Delivery Reports
	Number of delegations/missions benefitting from available CSSO facilities [GENEVA]	Internal Outcome	15	7	10	Good progress	7 ³⁹	9	Delivery Reports
	Number of resident missions reporting improved participation in international dialogue and decision-making [NEW YORK]	Internal Outcome	9	7	10	Target met or exceeded	10	10	Delivery Reports
	Share of resident missions indicating that the facilities provided effectively supports their mission objectives [NEW YORK]	Internal Outcome	15	9	10	Target met or exceeded	10	10	Delivery Reports

³⁹ Solomon Islands mission closed in June 2020 after the election of the new Government. The Seychelles' mission downsized from three offices to one.

Expected Outcomes	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Number of delegations/missions benefitting from available CSSO facilities [NEW YORK]	Internal Outcome	15	10	26	Good progress	26	29	Delivery Reports
Int. 4 Office of the Secretary-General	Number of member countries satisfied with the relevance of the Commonwealth	Internal Outcome	30	43	48	Target met or exceeded	51	40	Member feedback country
	Number expressions of interest in new membership	Internal Outcome	2	3	2	Target met or exceeded	2	2	Internal Records/Correspondences
	Number of formal invitations to speak/participate at high level forums	Internal Outcome	30	74	100	Target met or exceeded	175	75	Internal Records/Correspondences
	Number of member countries visited (at least once)	Internal Outcome	25	45	59	Target met or exceeded	75 ⁴⁰	50	Internal Records/Correspondences
Int. 5 Provision of quality corporate services	Compliance with annual performance assessment	Internal Outcome - Human Resources	-	48%	TBD	Good Progress	74% ⁴¹	100%	System Reports
	Share of staff trained in core competencies	Internal Outcome - Human Resources	-	TBD	89.5%	Good progress	81.3%	100%	Delivery Reports

⁴⁰ This includes countries that the SG has visited more than once even within a financial year.

⁴¹ Appraisals initiated as of 1st October 2021.

Expected Outcomes	Performance Indicator <i>Where applicable, dis/aggregations follow in brackets []</i>	Result Level	Actual 2017/18	Actual 2018/19	Actual 2019/20	Progress rating	Actual 2020/21	Target 2020/21	MOV
	Unqualified financial statements for each fund, approved before 31 December following the end of the financial year, and then published online	Internal Outcome - Finance and Risk	YES	YES	YES	Target met or exceeded	YES	YES	Signed financial statements available on the Secretariat website
	Management accounts produced monthly within 2 weeks of month end	Internal Outcome - Finance and Risk	67%	60%	83%	Target met or exceeded	83%	75%	Monthly distribution of report
	Compliance with IATI standards maintained	Internal Outcome - IT	YES	YES	YES	Target met or exceeded	YES	YES	Online availability
	IT systems resilience	Internal Outcome - IT	-	98%	99%	Target met or exceeded	99%	99%	System Reports

Key and Definitions		Notes
N/A	Not Applicable	The Secretariat's work in this area is in response to members' unforeseen needs and crises, therefore no targets set.
-	Not measured	Indicator not measured for that period
TBD	To be determined	Indicator values to be established by December 2018
	Target Values	Unless otherwise specified, targets apply cumulatively from the baseline measure to the end of the financial year noted in the target column
	Baseline Values	Where indicators are newly defined, baselines may not be measured and would be effectively established based on actual values at the end of the first year - the baseline valued is therefore set to '-'. (See note above)

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