



Commonwealth Foundation

Annual workplan and
budget 2020/2021

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1. Context and overview

2020/2021 is the final year of the Foundation's current Strategic Plan and the work to be undertaken during the next 12 months will largely be directed to securing the results expected under that plan. The centrepiece of the Strategic Plan is the logic model (see page 12): our highest-level framework that sets out the Foundation's theory of change (the roadmap that shows how we expect our work to lead to certain outcomes – or changes). The logic model shows that our work is ultimately directed towards institutions of governance being more effective *because* of the contribution of civil society. In the short-term, our efforts aim to develop stronger civic voices: to amplify the voices of those who can help shape public discourse and hold institutions to account.

Key themes and areas of focus include:

Participatory governance

Within its commitment to supporting people's participation in democracy and development, the 2017-2021 Strategic Plan established 'participatory governance' as the umbrella under which the Foundation would develop and implement its work for the four-year period. In this context, 'participatory governance' refers to the engagement of people in shaping the decisions, institutions, laws and policies that affect their lives. The idea of participatory governance recognises that such engagement affirms the legitimacy of the governance process. This is especially the case when it deliberately seeks to include those whose voices might not otherwise be heard. More practically, participatory governance helps to shape governance processes in ways that actively support the wellbeing of individuals and communities.

'Stronger civic voices'

The current Strategic Plan is geared towards supporting 'stronger civic voices': a recognition that without strong voices, including those voices that are too often on the margins, genuinely participatory and accountable governance will remain elusive. Support to civic voices cuts across all aspects of the Foundation's work, including:

- **Capacity development to support civil society groups to:** (i) establish and network; (ii) shape policy; (iii) hold key institutions to account including through monitoring government action in key areas; (iv) communicate and learn from each other; and (v) secure meaningful access to influential policy spaces and platforms.
- **Support to amplify less-heard voices through:** (i) strengthening their ability to tell stories; and (ii) provide avenues and platforms for stories to be heard.

Two overarching themes cut across all aspects of the Foundation's work:

Gender and inclusion

The Foundation's commitment to less-heard voices and to improving participation is informed by a recognition that social structures and systems are not neutral: rather, they are shaped by (and operate within) power dynamics that too often reflect and perpetuate inequality and discrimination. These power dynamics shape the spaces within which people live, the constraints on their lives, and the ways in which they are able to participate in and influence wider social life. In all aspects of its work, the Foundation explicitly recognises gender as a major basis of oppression, inequality and exclusion. Our programming in particular reflects an understanding that many Commonwealth citizens are living at the intersections of overlapping systems of privilege and oppression. If we are

to make real progress towards inclusion, then we must pay close attention to the many factors that influence the capability of individuals and communities to shape lives of value and meaning.

A commitment to learning

The 2017-2021 strategy explicitly affirms the identity of the Foundation as a ‘learning organisation’. In other words, we take deliberate steps to learn from what we do: to carefully document that learning; and to incorporate it into all aspects of our organisation with the goal of improving our work and the delivery of our programmes. Our commitment to learning extends to our partners: we actively seek out opportunities to learn from them – and to provide them with opportunities to learn from each other, as well as from us.

...

Implementation of the current strategy - and related aspects of the Foundation’s structure and functioning - will be the subject of an external evaluation to be commissioned this year. Using the insights gained from that process, we will then develop a new strategic plan for the period 2021-2025. Preparation of this plan will be a collaborative exercise involving Foundation partners including, most importantly, our Member States. The final draft of the strategy is expected to be presented to Governors in June 2021 for consideration and endorsement.

This work plan sets out the projects and activities that the Foundation will undertake over the coming year, as well as the outputs we expect from that work. It is accompanied by a budget covering the same period, which is supplemented by a detailed financial narrative. A report against this work plan (including a financial report) will be presented to Governors in June 2021.

It remains of note that the Foundation’s operating environment has altered dramatically as a result of the COVID-19 pandemic. This is reflected throughout the proposed annual work plan as the Foundation seeks to respond flexibly and creatively to new needs and new ways of working. It is our conviction that today, more than ever, the role of the Foundation in bringing ‘the people of the Commonwealth’ into policy development and decision-making has never been more important – or more urgent.

Finally, it is relevant to note that a Mid-Term Review of the current Strategic Plan was commissioned in early 2019. The process sought to: (i) review the strategy and make any necessary adjustments; and (ii) provide inputs into the planning and implementation of the remaining two years of the strategy. The resulting report covered a range of areas including policies, strategies and frameworks; relations and communications with the Board of Governors; Support Services; outreach; gender equality; organisational health; and leadership. The report contained a number of conclusions and recommendations touching on each of the above-mentioned areas. As part of its commitment to learning, the Foundation undertook a careful analysis of those conclusions and recommendations. As a result, important adjustments were made to both approach and programming. A full report on actions taken to address each recommendation was provided to the Foundation’s Executive Committee in December 2019.

2. Proposed budget for 2020/2021

2.1. Approach: outcome performance budget

The total budget proposed for 2020/2021 was prepared on the basis of Zero Nominal Growth (i.e. there is no GDP Deflator Index increase) and using a prudent approach which reflects advance planning, acknowledges and addresses risk, and avoids any deficit. The budget for 2020/2021 is presented at **Annex 1** and the proposed membership contributions are detailed in **Annex 2**.

There are three principles that guide the preparation of Commonwealth Foundation budgets:

- **Performance-based budgeting:** activity-based budgeting is undertaken by management and staff as part of the Foundation's annual planning and budgeting cycle. Resources are allocated across five programmes, as well as to management and support costs (see pages 8-11). The allocation of resources is based on expected outcomes and outputs and the financial, human and material commitments required to achieve these outputs.
- **Expected income:** the budget has been prepared on the basis that 90% of income is collected each year with 5% contingency.
- **80:20 programming/support ratio:** budgets reflect commitment to the principle that at least 80% of resources will be directed to the Foundation's programmes (including programme-related staff costs), with not more than 20% being directed to organisational management and support costs.

2.2. Special notes for the 2020/2021 budget

The proposed budget for 2020/2021 is unusual due to the following:

- This budget (including proposals for expenditure from reserves) reflects the availability of **unspent funds** from the previous year due to the COVID-19 pandemic affecting programme delivery capacity.
- A Commonwealth Secretariat-coordinated refreshment of technology (**Tech Refresh**) is scheduled for this period, to which the Foundation is required to contribute approximately £70,000.
- The **Commonwealth People's Forum** (CPF), scheduled to take place in June 2020, has been postponed, likely to 2021. Under the 2019/2020 budget, CPF was funded through a designated special reserve fund to which £480,000 was allocated. It is estimated that only £95,000 of that money will be spent up to the end of that financial year. It is proposed that another CPF reserve fund be established for 2020/2021, funded at a lower level (£250,000) reflecting lower expected costs.
- The Foundation is proposing to utilise most of the unspent funds from 2019/2020 - plus additional reserve funds (including those made available through a pruning of CPF costs), to establish a **COVID-19 Special Grants Call**, for the initial amount of £400,000.

Despite the additional cost of the Tech Refresh that is required to be absorbed within this year's budget, the Foundation has managed to maintain the 80:20 programming/support ratio. For 2020/2021 the support component is 19%.

2.3. Income

Membership contributions

For 2020/2021, subject to Board approval, the Foundation will be invoicing member states for the Zero Nominal Growth amount of £3,279,127. This total amount includes a voluntary contribution of £12,789 from Gibraltar as an associate member.

As noted above, the budget is prepared on the basis that 90% of this sum (£2,951,214) will be collected each year. In practice, the amount collected is usually around 95% (£3,115,171). That additional 5% is included in the budget as contingency.

Other income

Additional income (£14,950) is derived from: bank interest income and sundry income from other sources (which have previously included sale of publications and other miscellaneous income).

Internal tax

The internal tax estimated for 2020/2021 is £142,708. This income is related to the tax deductions on staff salaries and emoluments. All Foundation staff members are taxed as per any UK citizen, but that tax is collected and then made as a contribution from the host government back to the Foundation. Therefore, it is classified as income.

The proposed internal tax bands and rates to be applied to staff salaries in 2020/2021 have been endorsed by the Auditors and are presented at **Annex 3**.

2.4. Reserves

The Foundation maintains general reserves to be called upon for two main purposes:

- (i) As a contingency – to provide funds for unexpected events or emergencies that cannot be contained within the limits of the Foundation's annual budget
- (ii) As a working capital balance: acting as a cushion to deal with changing demands on cashflow.

The Foundation's reserves comprise the General Reserve Fund and designated funds.

The General Reserve Fund is made up of cash plus other assets (e.g. repaid arrears) less liabilities. Monies in the General Fund are Unrestricted Reserves (i.e. those not specifically set aside for a Designated or Restricted Fund). The General Reserve Fund comprises surplus funds accumulated historically over the year, and, in accordance with the Foundation's accounting policy, should hold the equivalent of at least six months operating expenditure

in cash to provide working capital. This figure is calculated as one half of the previous years' assessed contributions: approximately £1.6 million. Note that since 2016/2017, the level of the General Reserve Fund has been below that figure, as show in the table below.

Designated Funds are outside the General Reserve Fund and are also included in the table below. These represent amounts set aside by the Board of Governors to meet specific activities of the organisation. Details of activities funded by designated funds are disclosed in the audited annual accounts. (Note that Restricted Funds represent amounts received by the Commonwealth Foundation that are earmarked for specific usage by the funder).

Breakdown of General Reserve, Designated Reserves and Cash in hand at 30 June for last 4 financial years including projections for FY 2019/2020

	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/20*
General Reserve	£1,595,854	£1,334,592	£1,203,813	£896,163	£1,001,551
Designated Reserve Funds	£369,135 ¹	£597,658 ²	£401,665 ³	£705,815 ⁴	£805,886 ⁵
Cash in hand	£2,151,331	£2,287,743	£2,162,421	£2,234,093	£2,265,000

* Projected

1. Including top-up for special grants reserve

2. Including top-up for special grants reserve and CPF top-up

3. Including top-up for special grants reserve and CPF top-up

4. Including top-up for special grants reserve and CPF top-up

5. Including carried over programme funds; special grants reserve; Covid-19 Special Grants call; and 2020 hybrid CPF

Within this proposed annual work plan, the Foundation is proposing to maintain several designated funds to be used to fund programme activities that are being carried over from financial year 2019/2020 to 2020/2021. These are as follows (forecast estimates):

Designated Fund [Grants programme]: £29,000

Designated Fund [Commonwealth Writers programme]: £35,608

Designated Fund [Participatory Governance and Gender programme]: £18,278

Designated Fund [Strategy, Partnerships and Outreach]: £40,000

The Foundation will further maintain the Special Grants Reserve to the agreed level of £100,000. For the current year, it is expected that this facility will be used to provide discretionary support to existing grantees in response to implementation delays caused by the COVID-19 pandemic.

The Foundation is proposing to maintain the designated fund for the Commonwealth People's Forum, reducing the funding from (£480,000 minus estimated expended funds to year end of £95,000) to £250,000.

The Foundation is proposing to establish a new designated fund for the COVID-19 Special Grants Call to the amount of £400,000. That amount is made up as follows:

		Budget (£)
1	Unspent funds from 2019/2020	194,967
2	Carry over of funds remaining in previous year's designated reserve fund for grants. This balance is comprised of grants cancelled in 2019 and unspent funds from completed grant projects	77,800
3	Grants budget amount set aside for the 2020/2021 grants call	67,000
4	Balance to top-up from General Reserves for COVID-19 Special Grants Call	60,233
	Total	400,000

2.5. Expenditure

Programme expenditure

Programme 1: Grants

The Foundation sets aside £1,000,000 each year for the Grants programme, awarding civil society organisations from Member States up to £200,000, allocated over a period of up to four years. Our grants support innovative project ideas and approaches that seek to strengthen the ability of civic voices to engage with governments and that have the potential, through such engagement, to improve governance and development outcomes.

Note that, as detailed above, for 2020/2021 the Foundation will establish a COVID-19 Special Grants Call, to be funded separately through reserves and not included in the figures set out below. Additional information on this initiative is provided at Section 4.8 below.

The total budget allocation for the Grants programme in 2020/2021 is £1,059,500. This will cover all outputs and project activities under the following areas:

	Projects	Budget (£)
1	Grants portfolio management: Ongoing grants	940,000
2	Grants portfolio management: Contribution to COVID-19 Special Grants Call	67,000
3	Grants portfolio management: Fees for consultant support to assess grants for the Special Grants Call	24,000
4	Grants portfolio management: Grants database costs	9,500
	Programme internship	16,000
	Fee contribution for travel and security consultant	3,000
	Total	1,059,500

We expect to receive a large number of applications in response to the COVID-19 Special Grants Call: the 2020/2021 grants budget includes an additional £24,000 for support with the review of these applications.

Programme 2: Commonwealth Writers (CW)

Commonwealth Writers is the Foundation's cultural initiative: working to inspire and connect writers and storytellers across all regions of the Commonwealth, bringing personal stories to a global audience. This programme enables individuals to develop their craft and gain access to spaces where their voice can be heard. In its final year of the current strategy period, Commonwealth Writers will continue its work on the Commonwealth Short Story Prize: actively seeking to expand the reach of the prize throughout all regions. The Programme will also continue to support craft development and expand its platforms through which the Commonwealth's creative community can be engaged and less heard voices amplified. In recognition of the current challenging operating environment and the need for flexibility, £5,000 is being set aside to enable Commonwealth Writers to quickly respond to unexpected needs or opportunities.

The total budget allocation for Commonwealth Writers programme in 2020/2021 is £211,950. This will cover expenditure for the following outputs and project activities:

	Projects	Budget (£)
1	Commonwealth Short Story Prize	85,500
2	Craft development	62,700
3	Digital platforms	6,300
4	Non-digital platforms	33,450
	Responsive fund for creative engagement	5,000
	Programme internship	16,000
	Fee contribution for travel and security consultant	3,000
	Total	211,950

Programme 3: Participatory Governance and Gender (PGG)

Through this dedicated programme, the Foundation works to support the capacity of Commonwealth civil society to constructively participate in genuinely inclusive governance: in shaping the institutions, policies and practices that affect the lives of individuals and the communities within which they live. Capacity development takes a range of forms: from brokering access to critical platforms for policy development and decision making, to facilitating the development of coalitions that can work with government to effect real and lasting change. The programme team works with partners to jointly plan, reflect, learn and adapt project approaches to improve governance and inclusion. In keeping with the Foundation's emphasis on addressing exclusion, both gender equality and inclusion are overarching themes of the capacity development approach across a range of critical issues including peace processes, climate change and local governance. In its final year of the current strategy period, the PGG programme will complete several major projects in these fields, while also pivoting towards greater engagement in Commonwealth spaces. In recognition of the current challenging operating environment and the need for flexibility, £5,000 is being set aside to enable PGG to quickly respond to unexpected needs or opportunities.

The total budget allocation for the Participatory Governance and Gender programme in 2020/2021 is £204,911 This will cover expenditure for the following outputs and project activities:

	Projects	Budget (£)
1	Galvanising voices of women and local communities to engage in climate change policy processes	38,000
2	Amplifying women's voices on African feminism	62,000
3	Supporting civic voices to constructively engage in multilateral spaces	63,026
4	Amplifying women's voices for peace	17,885
	Responsive fund for civic engagement	5,000
	Programme internship	16,000
	Fee contribution for travel and security consultant	3,000
	Total	204,911

Programme 4: Knowledge, Learning and Communications (KLC)

The mandate of this core programme is to capture, distil and share knowledge and learning to strengthen participatory governance practices and the visibility of the Foundation. The programme brings together a range of functions critical to the Foundation's identity, coherence and effectiveness. These include the facility to learn internally; support for learning activities with partners; management of information and infrastructure; leadership of the Foundation's monitoring and evaluation work; and all aspects of our communications and outreach. In this final year of the strategy, KLC will expand and deepen its coordination of Foundation-wide monitoring, evaluation and learning; while also focusing on leveraging the Foundation's capacity to connect and influence.

The total budget allocation for Knowledge Learning and Communications for 2020/2021 is £157,100. This will cover the expenditure for the following outputs and project activities:

	Projects	Budget (£)
1	Information management	18,200
2	Monitoring, evaluation and learning	39,900
3	Communications and outreach	80,000
	Programme internship	16,000
	Fee contribution for travel and security consultant	3,000
	Total	157,100

Programme 5: Strategy, Partnerships and Outreach (SPO)

For the final year of the strategy, the Foundation is proposing to unite certain leadership and strategic functions under one programme. The SPO Programme will include activities aimed at strengthening relationships with countries and regions that are currently underserved by the Foundation (through, for example, dedicated missions aimed at increasing awareness of and access to key programmes); Directorate involvement in policy and other forums of strategic value to the Foundation's mission; closer engagement with High Commissions (including through the Diplomats Induction programme); and work on evaluating the

Foundation's current Strategic Plan (2017-2021) as well as development of the new Strategic Plan (2021-2025).

The 2020/2021 budget allocation for Strategy, Partnerships and Outreach is £91,331. This will cover expenditure for the following outputs and project activities:

	Projects	Budget (£)
1	Strategic review and planning	48,831
2	Strategic outreach activities	18,000
3	Directorate's missions related to outreach activities and Programmes	15,000
4	Commonwealth Diplomats Induction programme	6,500
	Fee contribution for travel and security consultant	3,000
	Total	91,331

Governance expenditure

The budget allocation for governance for the 2020/2021 year is £8,000. This will cover costs related to the servicing of the Foundation's Board, its Executive Committee and Grants Committee, including costs related to 'in-person' attendance of the Foundation's Chair and Civil Society Advisory Governors at these meetings.

Support Services (core operation and administration) expenditure

The budget allocation for Support Services in 2020/2021 is £257,015. The majority of this amount will cover: (i) the Foundation's contribution towards the maintenance of Marlborough House, utilities, services (including IT costs) and rates (total £92,850); and (ii) the Foundation's contribution to the costs of Commonwealth Secretariat replacing IT equipment in the new financial year (£70,000) (Tech Refresh)

The Support Services budget also covers costs such as the leased photocopier/printers including supplies, consumables and copy count charges (£31,500); professional fees including the annual audit, legal and other professional fees (£19,850); and indemnity, property and travel insurance (£12,417). The balance (£30,398) represents the general administration expenditure of the Foundation.

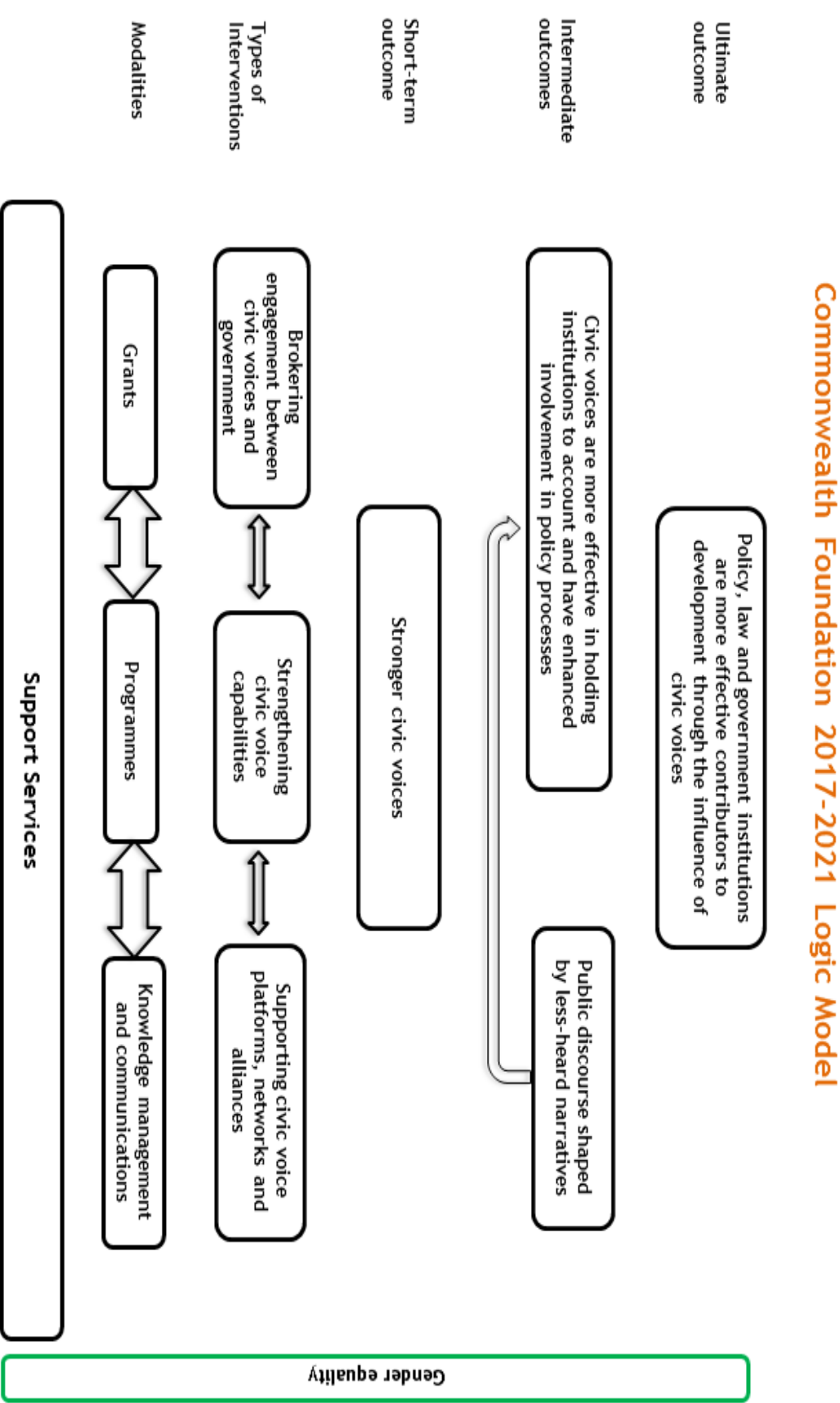
Staff costs and staff-related costs

Staff costs and allowances: The total staff budget for 2020/2021 is £1,205,677 (£917,121 for programme staff and £288,556 for Support Services staff). The amount includes all staff salaries (including group bonus pay), allowances, employer's national insurance and gratuity.

Note 1: As in past years, salary increases are based on the UK GDP Deflator Index. The GDP Deflator Index for 2020/2021 is 1.97%. This is, in effect, a cost of living rise. This year the overall budget has been based on Zero Nominal Growth, but within this, provision has been made for a cost of living increase to staff. That has been done in response to the desire expressed by the Board to protect staff salaries.

Note 2: Following established practice, the Foundation has continued to allocate staff costs for staff working exclusively within programmes to the overall programme budget. In addition, a portion of the salary cost of the Directorate and other support staff is allocated to programmes under staff costs. The allocated amount is based on a calculation of the time contribution made by Directorate and support service staff to programmes.

Other staff related costs: The budget allocation for other staff costs for 2020/2021 is £77,345. This is comprised of costs related to staff group life and income protection insurance, staff health benefits, staff training and learning and development, staff recruitment, staff welfare, retired employees' supplementary pension and fees for an intern in the Office of the Directorate.



4. Programmes and work areas

This section provides a detailed overview of the Foundation's programme of work for 2020/2021, covering the Grants programme; the Commonwealth Writers programme, Participatory Governance and Gender programme; Knowledge Learning and Communications programme; and Strategy, Partnership and Outreach programme. Information is also provided on Support Services focus and activities for the coming period as well as the two special programmes for 2020/2021: The Commonwealth People's Forum and the COVID-19 Special Grants Call.

4.1. Grants programme

As noted in Part 2 above, the Foundation sets aside £1,000,000 each year for the Grants programme, awarding civil society organisations from Member States up to £200,000 over a period of up to four years. For the period 2020/2021 the Grants programme expects to continue its progress towards achievement of the outputs established under the current Strategic Plan. This will include management of the existing grants portfolio, monitoring and evaluation of grant projects and support for the establishment of the one-off COVID-19 Special Grants Call.

2020/2021 Projects

Project 1: Grants portfolio management

This project will focus on the implementation of the grants call and the management of the current portfolio of 33 ongoing grants.

In the 2020/2021 financial year, the regular grants call will be replaced by a Special Grants Call, developed as part of the Foundation's response to the COVID-19 pandemic. The Special Grants Call will be launched earlier than usual: a call for proposals will be issued in September 2020, with a one-month window for applications. Applications will be assessed from October to December, with final recommendations being delivered to a special meeting of the Grants Committee in December 2020.

Certain modifications will be introduced to the usual procedures in order to maximise the efficiency and impact of the Special Grants Call. Project duration will be set at one year, as the purpose is to support civil society organisation (CSO) responses in the short term. The one-year window also fits in with the end of our current Strategic Plan. By carefully monitoring and evaluating the call, the Foundation will be well-positioned to bring lessons and insights into the next strategic period (2021-2025).

CSOs from all Commonwealth Member States will be eligible to apply, including, exceptionally, from those Member States currently in serious financial arrears. Current grantees will also be able to apply to this call. The general eligibility will be modified to lower the hurdle for applications, enable a wider range and type of CSOs from all regions operating at a national level to access the grants programme. However, quality standards will be retained: successful candidates must demonstrate their capacity to deliver.

Further information on the COVID-19 Special Grants Call is set out at Section 4.8 below.

The Foundation appreciates that current grantees will require support to weather the COVID-19 pandemic and deliver successfully on their projects. That support will be provided in two modes. First, projects in the early stages of implementation will be offered a no-cost extension of up to three months. This will enable organisations to maintain the staffing for the projects and adjust the timing for implementation of project activities where necessary. This will help ensure grantees have adequate time to adapt the project and still achieve the original outcomes without any extra cost involved.

Second, for projects in the later stages of implementation, including those that are due to finish soon, the Foundation will, on a case-by-case basis and with reference to clear and transparent criteria, consider offering a cost extension of 3 to 6 months. These cost extensions are intended to enable the organisation to absorb staff (and potentially other) costs associated with completing activities beyond the current project end date. It is proposed that these additional costs be funded through the Special Grants Reserve (established to enable the Foundation to respond to crises).

Project 2: Grants monitoring, evaluation and learning

In keeping with the Foundation's commitment to learning and in accordance with its learning strategy, the project will collect, analyse, document, disseminate and apply knowledge from grant projects which will be promoted in lessons learning and south-to-south collaboration as well as through communications. In the 2020/2021 financial year, the project will do this through the following activities:

Project appraisals: Project reports will be reviewed to identify key results. This information will be shared with internal and external stakeholders. There are currently more than 10 projects that are awaiting appraisal by the team, and this number will increase during the year as projects are completed and grantees submit their final reports. These appraisals form the substance of the grants report to the Board.

Monitoring support: An online grants workshop, which includes guidance and support on strengthening gender integration in the grant-funded projects will be delivered in July/August (dates tbc). Grant partners will then be supported to finalise logic models and develop monitoring and evaluation plans for their projects. Ongoing support will be provided to projects as needed throughout the year, in collaboration with KLC, and with support from consultants where necessary.

Monitoring visits: Monitoring visits that were planned for March 2020 will now take place in 2020/2021. These are:

1. Papua New Guinea: A consultant had commenced work on a monitoring visit to two projects, however the mission was disrupted due to the COVID-19 pandemic, and only one project was visited. The remaining project will be visited as soon as possible in the new financial year, with terms of reference for the visit adapted accordingly.
2. Pakistan: A consultant was contracted to visit three projects in Pakistan in April 2020. The mission has been delayed due to the pandemic and will be undertaken as soon as possible in the new financial year, with the terms of reference for the visit adapted accordingly.
3. Pacific: A joint Commonwealth Writers/Grants visit was planned for March 2020. This visit was a combination of monitoring, outreach and scoping for a potential extra budgetary resource (EBR) proposal. This will now be postponed to the first or second quarter of 2021.

Project 3: Grants programme outreach

The visibility of the Foundation and its Grants programme requires an organisation-wide and multi-faceted approach to outreach, combining face-to-face interactions and workshops, along with communications initiatives involving social and mainstream media and partnerships. Grants outreach in the coming year will be coordinated through the Directorate.

Contribution to whole-of-Foundation work

The Grants programme team will be involved in a number of whole-of-Foundation activities over the coming year including contributions to review of the current Strategic Plan and development of the new Strategic Plan. As part of its preparations for the next Strategic Plan, the team will lead a mapping of the operating environment: seeking to identify potential synergies, efficiencies and partnerships that could support the Foundation's grant-making work during the next period.

The Grants team will also participate in a Foundation mission to the Pacific in the first or second quarter of 2021 combining monitoring, outreach and an EBR scoping mission focus. The mission will contribute to important aspects of the Foundation's work including universal membership and arrears recovery. The Grants team may also participate in additional Foundation outreach missions throughout the year as well as public-facing events including the Diplomats Induction programme.

Programme outputs

Output 1: Grants awarded in line with Commonwealth Foundation strategic outcomes

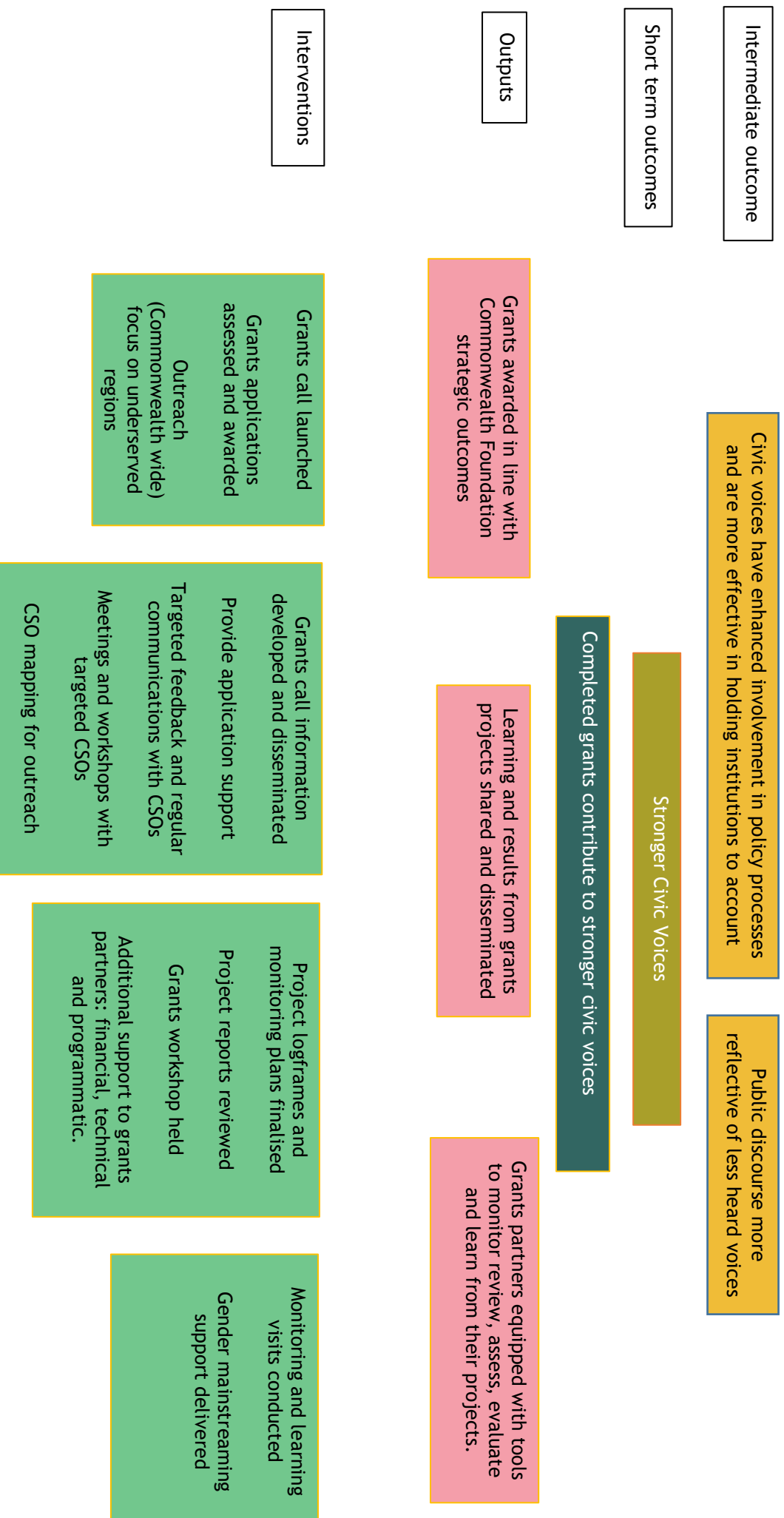
Output 2: Grant partners equipped with tools to monitor, review, assess, evaluate and learn from projects

Output 3: Learning from the Grants programme shared internally and externally

Projects	Outputs	Project budget (£)
Grants portfolio management	Output 1	1,040,500
Grants programme outreach	Outputs 1 and 2	SPO budget
Monitoring evaluation and learning from grants	Outputs 2 and 3	KLC budget and Designated fund
Programme internship		16,000
Fee contribution for travel and security		3,000
Total programme budget		1,059,500

Note: For breakdown of the Grants portfolio management project budget line, please refer to pages 7-8. For more information on the Designated fund for the Grants programme, please refer to page 7.

Grants programme logic model



4.2 Commonwealth Writers programme

As noted in Part 2 above, Commonwealth Writers is the Foundation's cultural initiative: working to inspire and connect writers and storytellers across all regions of the Commonwealth, bringing personal stories to a global audience. In its final year of the current strategy period, Commonwealth Writers will work to deliver all outputs scheduled under that strategy, recalibrating several projects to take account of the impact of the COVID-19 pandemic.

2020/2021 Projects

Project 1: Commonwealth Short Story Prize

The Commonwealth Short Story Prize, presented annually for the best piece of unpublished short fiction, is one of the Foundation's most well-known and widely appreciated projects. The prize is strategically important: connecting the Foundation with every single country of the Commonwealth and ensuring access to networks of writers, readers, and high-profile writers as judges. The prize has continued to grow, in 2020 reaching more new writers from more countries, literary traditions and languages. Reflecting the Foundation's staunch commitment to amplifying lesser-heard voices, it is now open to entries in 11 languages (Bengali, Chinese, English, French, Greek, Kiswahili, Malay, Portuguese, Samoan, Tamil and Turkish), as well as translated entries.

During this final year of the current Strategic Plan, efforts will be directed towards expanding the reach of the Prize still further, seeking out new and emerging writers from all countries of the Commonwealth including different communities within those countries. We will continue with the targeted campaign to increase entries from low submission countries and entries in languages other than English. Our High Commissioners will be invited to participate in Foundation efforts to reach writers and literary organisations in their countries. The Foundation's partnership with the literary magazine *Granta* will continue in the coming year and we will accelerate our communications campaign to ensure visibility for the shortlisted and winning writers.

For the 2020 Prize, the Foundation was required to take make significant adjustments including taking the award ceremony online. For 2021, the Foundation has built in an element of flexibility that will accommodate a hybrid approach: comprising online elements as well as a physical component. Selection of the host country for the ceremony and related craft development workshop will reflect our commitment to reaching out to our less connected countries and regions.

Project 2: Craft development

In 2020/2021, the Foundation will provide craft development support for individuals from Commonwealth countries and regions with less developed literary infrastructure.

Short story craft development: The short story prize has proven its value as a vehicle for unearthing significant, often unrecognised talent, including among those entrants that do not reach the shortlist. Since 2018 the Foundation has established a process for identifying entrants from countries with less developed literary infrastructure who would benefit from craft development. For 2020/2021, one or more craft development workshops will be designed and delivered for prize entrants from the Indian Ocean (Mauritius, the Seychelles

and the Maldives). The workshop/s will be either partly or fully online and the Foundation will seek partnerships with universities for both design and delivery. Training via one-to-one mentorships will also be considered, building on the lessons learned from similar activities.

Film craft development: ‘Commonwealth Shorts, Caribbean Voices’ is designed to support early career filmmakers to further develop their craft and enhance their visibility as filmmakers. During the previous planning period, the Foundation made substantial progress in preparing for a workshop that would be open for competitive entry to film makers from all Caribbean Commonwealth countries. The workshop was postponed due to the COVID-19 pandemic and is now expected to take place in early 2021. It is proposed that five of the ten participants will be selected for additional follow-up support that will include: a bursary of £8,000 to complete a film; the help of a mentor throughout that process; and access to two international film festivals.

Editors training: The Foundation’s previous work on translation in South and South East Asia confirmed the lack of well-trained editors working in publishing houses who deal with translation is a major obstacle to bringing the voices of those who are not writing in English to regional and international attention. Our initial plan to address this via a training workshop for editors will now be implemented online. Its main purpose will be to enhance the skills of editors who are in a position to amplify the voice of non-Anglophone ‘lesser-heard’ writers. Participants will undertake translations as part of their engagement and a selection of these may be published in the Foundation’s digital literary magazine, *adda*.

Project 3: Digital platforms

Commonwealth Writers seeks to connect storytellers and writers to platforms and spaces that can help give visibility to their work. Digital platforms – the Foundation’s and others – are critical in this regard and are expected to become even more important in terms of amplifying voices; connecting social networks across the Commonwealth; and facilitating engagement. In addition to our social media platforms (dedicated Facebook, Instagram and Twitter accounts,) the programme’s main digital platforms include the following:

Commonwealth Writers website: In the coming year we will build on recent design upgrades to expand the scope and reach of the Foundation’s cultural programme, ensuring we continue to demonstrate responsiveness to the new global environment. We will commission timely, relevant blog pieces; share *adda* stories; and continue using the website as a portal for the Commonwealth Short Story Prize. Website analytics will be used to measure engagement, with the results feeding into the evaluation of the Foundation’s current Strategic Plan and development of the next plan.

Adda: The Foundation’s online literary magazine has proved to be a vital and much appreciated resource for writers who have little or no access to publishing opportunities to showcase their work. The magazine is not just a platform: through it the Foundation actively supports promising writers, many from the Pacific and the Caribbean, through editing and modest payment for accepted contributions. In the coming year, attention will be paid to improving functionality of the online platform; an open call will invite contributions focused on COVID-19; and high-profile writers will be commissioned to deliver pieces on the same theme. The Foundation will pay special attention to work in translation from South and South East Asia, building on related activities in that region.

Project 4: Non-digital platforms

Outside of its work in digital spaces, Commonwealth Writers seeks to facilitate access of less-heard narratives and voices to influential, prominent global platforms. These include film and literary festivals, social movements, campaigns, conferences/symposiums and colloquiums. That work will continue throughout the coming year, often in conjunction with other initiatives – for example, ensuring selected participants of the Caribbean film workshop access international film festivals.

Translation: In 2020/2021 the Foundation will follow up on its translation work in South and South East Asia by commissioning an anthology of contemporary Asian writing in translation. The anthology will be published on various online platforms. Also during this period, and building on previous craft development for translators from Tanzania and Kenya, Commonwealth Writers will support the publication of a collection of short stories and poetry translated from Kiswahili. The collection will be co-published in the UK and East Africa and it is hoped that launches will be held in both locations.

Commonwealth Writers conversations: is an umbrella initiative within this project that seeks to bring the Foundation, its partners, and platforms into new regional or global spaces. In 2020/2021 the Foundation will seek to utilise ‘conversations’ to engage more closely with the Commonwealth family including its Member States. To that end, the Foundation is planning to convene cultural counsellors from Commonwealth High Commissions in London to discuss their work and develop proposals for joint activities. One proposal that has been discussed with the High Commission of Cyprus is for an evening of poetry readings by London-based High Commissioners of small island developing states.

Flexibility and responsiveness during 2020/2021

A small fund of £5,000 is being established for 2020/2021 to enable Commonwealth Writers to respond promptly and flexibly to needs and opportunities that may arise over the course of the year. While modest, this additional capacity is an important additional tool for the Foundation: helping us manage the rapidly changing environment and support our partners who are experiencing high levels of operational uncertainty.

Contribution to whole-of-Foundation work

The Commonwealth Writers team will be involved in a number of whole-of-Foundation activities over the coming year including support to a review of the current Strategic Plan and development of the new Strategic Plan. As part of its preparations for the next Strategic Plan, the team will lead a mapping of its operating environment: seeking to identify opportunities for development and growth including through external partnerships that could support its work during the next period. The Commonwealth Writers team will also contribute to supporting implementation of the COVID-19 Special Grants Call.

Programme outputs

Output 1: Cultural practitioners given access to craft development opportunities

Output 2: Narratives of less heard voices advanced

Output 3: Platforms for lesser-heard narratives facilitated and managed

Projects	Outputs	Project budget (£)
Commonwealth Short Story Prize 2021	Outputs 2 and 3	85,500
Craft development	Output 1	62,700
Digital platforms	Outputs 2 and 3	6,300
Non-digital platforms	Outputs 2 and 3	33,450
Responsive fund for creative engagement		5,000
Programme internship		16,000
Fee contribution for travel and security consultant		3,000
Total programme budget		211,950

4.3 Participatory Governance and Gender programme

In keeping with the current Strategic Plan, the focus of the Foundation's Participatory Governance and Gender programme (PGG) will remain firmly on supporting enhancement of civic voice and civil society partners engagement in policy processes at the national, regional, and global levels. The team will work carefully with the partners to strengthen ongoing projects, as well as to develop new ideas and proposals aimed at informing, influencing and shaping policy and practice across the Commonwealth. As it enters the final year of the 2017-2021 strategy, the programme will strengthen its outreach and coalesce around an organisation-wide strategy for capacity development, inclusion, knowledge and learning by embedding these in the projects. Accommodating impacts of the COVID-19 pandemic, the programme has been reoriented to be more flexible in engaging partners: adapting to online engagement and use of in-country consultants and resources to support effective implementation.

2020/2021 Projects

Project 1: Galvanising the voices of women and local communities to engage in climate change policy process.

This project supports the inclusion of women and local communities in policies and practices related to climate change mitigation and adaptation by strengthening learning on gender sensitive practices on climate change. In its final year, the project will focus on the consolidation of results by enhancing Caribbean practitioners' knowledge to integrate gender analysis into their work. The project will actively promote and facilitate the adoption of gendered approaches in partner organisations' climate mitigation and adaptation strategies, largely through the rollout of a Gender Analysis Guidance Tool, developed in partnership with the UNDP Environmental Facility (GEF) and the Institute for Gender and Development Studies (IGDS) the University of the West Indies in Jamaica.

The results of this phase will be fed into the final of three 'conversations' to be convened in Trinidad and Tobago in early 2021. The conversation will be in the form of a dialogue between civil society organisations and decision makers aimed at sharing experiences on using the tool in a practical setting and sharing their experiences on gender sensitive practices on climate change. Within the conversation's overarching framework of differentiated vulnerabilities, participants will also explore responses to COVID-19, particularly in relation to the situation of small island developing states.

Project 2: Amplifying women's voices on African feminism

This advocacy project seeks to strengthen the regional women's movement in West Africa. In 2020/2021 the Foundation will continue its support to partners in both Sierra Leone and Ghana aimed at strengthening their capacity to bring marginalised voices into public policy processes at both national and regional levels. Already, our partners in this project are working on gender sensitive policy responses to COVID-19 including the development of regional policy positions. The Foundation will support the advancement of this important work, expanding our reach to include women's rights groups from Cameroon, Gambia, Ghana, Nigeria, and Sierra Leone. Those who are working on responses to the pandemic aimed at documenting and mitigating its impact on women and girls will be convened (virtually) for purposes of documenting what is being done and capturing the most important lessons and insight. Expected outputs will include a series of policy briefs aimed at

supporting advocacy around women's rights in Ministerial conversations and other policy forums.

Project 3. Supporting civic voices to constructively engage in multilateral spaces

The Foundation works to enable the engagement of civic voices in multilateral spaces and platforms with the explicit goal to amplify their voices and facilitating constructive engagement with government. In the coming year, this work will focus on working closely with the Commonwealth Secretariat (and, as appropriate, the Commonwealth of Learning and relevant Commonwealth accredited organisations) in securing meaningful civil society access to the following Commonwealth Ministerial processes:

- Commonwealth Health Ministers Meeting (CHMM)
- Commonwealth Youth Ministers Meeting (CYMM)
- Commonwealth Law Ministers Meeting (CLMM)
- Commonwealth Women's Affairs Ministers Meeting (WAMM)
- Commonwealth Ministerial Meeting on Small States (CMMSS)
- Commonwealth Education Ministers Meeting (CEM)
- Senior Officials of Law Ministries (SOLM) and Meeting of Law Ministers and Attorneys-General of Small Commonwealth Jurisdictions (LMSCJ)

The Foundation will also continue its collaboration with the Gender Unit of the Commonwealth Secretariat in supporting civil society engagement in the Commonwealth National Women's Machinery Meeting, which takes place as part of the United Nations Commission on the Status of Women (UNCSW) as well as the commemoration of the resolution of the United Nations Security Council Resolution (UNSCR) 1325 on 'Amplifying Women's Voice for Peace' work within the UNCSW umbrella. Linking this project to PGG's work on gender and climate change, the Foundation will seek to facilitate the participation of the Caribbean civic voices in global climate change discussions. The UN Framework Convention on Climate Change (UNFCCC) COP26 has been identified as a strategically valuable space for Caribbean partners to showcase their work on gender and climate change.

Project 4: Amplifying women's voices for peace

This project is closely aligned to the Foundation's focus on peaceful and inclusive societies and SDG 16. At the global level, it supports women peace builders by facilitating learning, peer-to-peer work, by enabling access to platforms to advocate for women's human security needs and their meaningful inclusion in peace processes. At the national level, the project seeks to strengthen women's advocacy skills by building alliances amongst women and civil society organisations to enable their meaningful engagement in peacebuilding and policy processes. The focus this year will be threefold: (i) support Commonwealth women peace advocates to contribute to global discussions on women, peace and security; (ii) support the development of a policy paper on the integration of gendered aspects of COVID-19 with specific relevance to the women, peace, and security agenda; and (iii) finalise work in Cyprus aimed at strengthening a newly created coalition of women peace advocates including through strengthening the capacity of members to meaningfully engage in policy processes.

Flexibility and responsiveness during 2020/2021

A small fund of £5,000 is being established for 2020/2021 to enable the PGG programme to respond promptly and flexibly to needs and opportunities that may arise over the course of the year. While modest, this additional capacity is an important additional tool for the Foundation: helping us manage the rapidly changing environment and support our partners who are experiencing high levels of operational uncertainty.

Contribution to whole-of-Foundation work

The PGG team will be involved in a number of whole-of-Foundation activities over the coming year including support to review of the current Strategic Plan and development of the new Strategic Plan. As part of its preparations for the next Strategic Plan, the team will lead a mapping of the broader operating environment: seeking to identify opportunities for development and growth including through external partnerships that could support its work during the next period. In keeping with the Foundation's commitment to sharpening its Commonwealth identity and forging closer working relations with Commonwealth partners, a special focus for this mapping will be on Commonwealth spaces. It is expected that greater engagement throughout the year in ministerial processes and other Commonwealth forums will provide important insights into future opportunities. The PGG team will also contribute to supporting implementation of the COVID-19 Special Grants Call.

Programme outputs

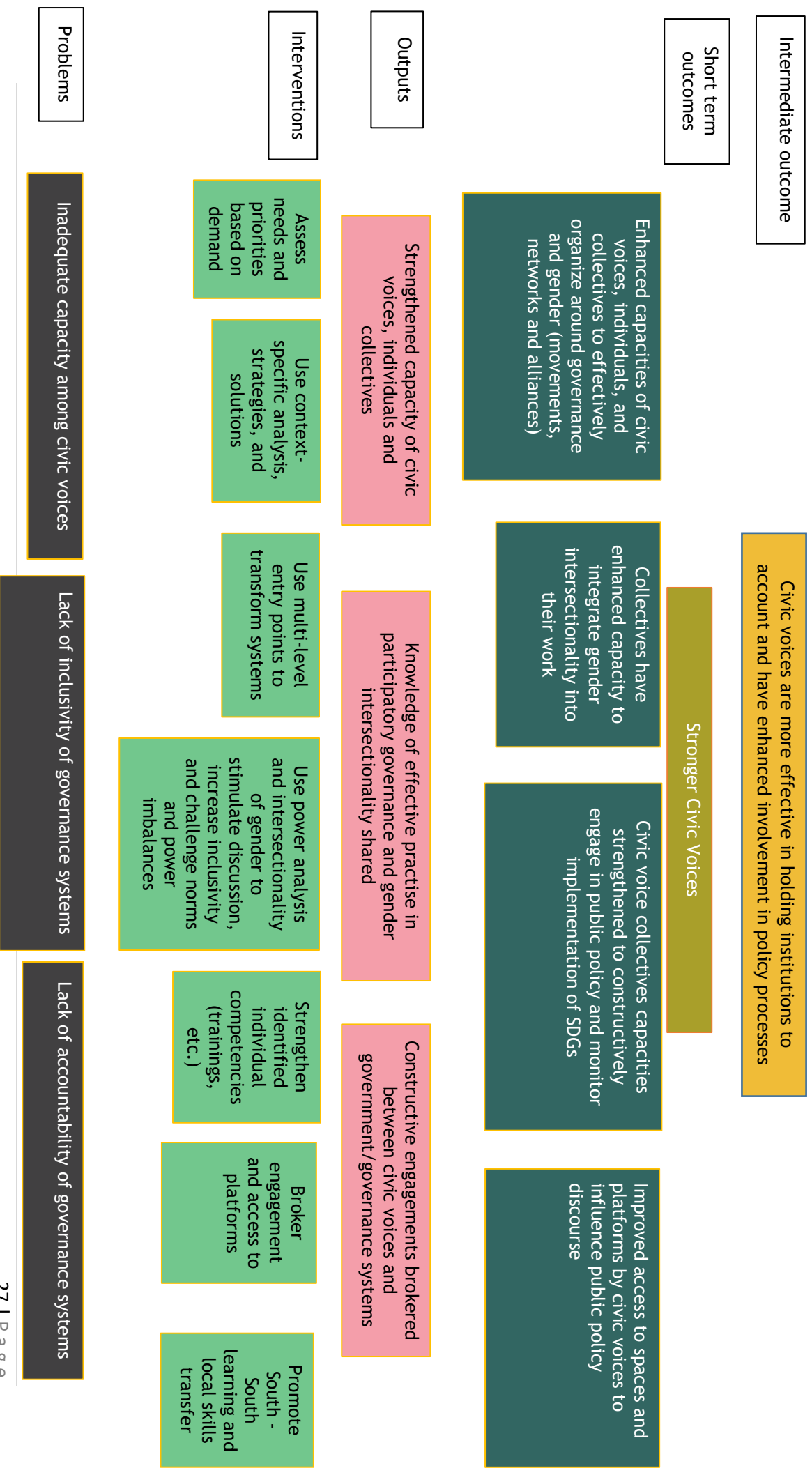
Output 1: Strengthened capacity of civic voices

Output 2: Knowledge of effective practise in participatory governance and gender intersectionality shared

Output 3: Constructive engagement brokered between civic voices and government/governance systems

Projects	Outputs	Project budget (£)
Galvanising the voices of women and local communities to engage in climate change policy processes	Outputs 1,2, and 3	38,000
Amplifying women's voices on African feminism	Outputs 1 and 2	62,000
Supporting civic voices to constructively engage in multilateral spaces	Outputs 1, 2, and 3	63,026
Amplifying women's voices for peace	Outputs 1,2, and 3	17,885
Responsive fund for civic engagement		5,000
Programme internship		16,000
Fee contribution for travel and security consultant		3,000
Total programme budget		204,911

Participatory Governance and Gender programme logic model



4.4 Knowledge Learning and Communications programme

The focus of the Foundation's Knowledge, Learning and Communications programme (KLC) over the next year will be three-fold. First, the team will concentrate on the capture, analysis, and communication of the results of the Foundation's overall programme over the four-year strategic period. Second, the team will lead a comprehensive upgrading of the Foundation's technology platforms for managing information, projects, sharing the outcomes of our work across programmes and implementing online. This work is being accelerated because of the changes in the Foundation's operating environment as a result of the COVID-19 pandemic. In addition to enhancing our capacity to operate and engage remotely, such platforms have the potential to help us manage and analyse data to draw lessons and trends more readily as well as to assist cross-team working. Third, the team will support the development of the new Strategic Plan.

The significant modification to KLC's programme for 2020/2021 includes the incorporation of the (former) Knowledge and learning exchanges project into the Monitoring evaluation and learning project. Due to pandemic related restrictions, previously planned exchange workshops will not take place this year: freeing up budget and team capacity to support other areas of work including the postponed Commonwealth People's Forum

2020/2021 Projects

Project 1 Information management

This project facilitates the information management systems needed to integrate monitoring, evaluation, learning (MEL) and communications across the Foundation and with partners. KLC provides direction for the Foundation's information management and online, remote working practices and systems. The COVID-19 pandemic has necessitated that the Foundation develops new ways of efficient remote working. Therefore, during 2020/2021, emphasis will be placed on upgrading the Foundation's technology platforms for digital knowledge exchange, online workshops and information sharing, project management, and learning – for use with partners as well as within the Foundation for this year and into the future.

KLC will lead the identification, integration, and support to teams for appropriate software and online applications, communication frameworks, data collection and analysis systems and remote working and communication skills and techniques as follows:

1. review of the project management information system use
2. moderate the use and organisation of files and data in the G drive
3. website hosting, management, and web development needs
4. online software and application subscriptions
5. maintain and update the contacts database
6. identify and guide best practice in online MEL workshops and practices
7. provide staff training and guidelines on use of all new systems, applications and techniques
8. facilitate regular mission debriefs

Project 2: Monitoring, evaluation and learning

KLC provides direction for – and oversight of – the Foundation's MEL. This project delivers activities in three main areas: First, providing guidance and support to other programme

teams to develop appropriate methods for project monitoring and evaluation and leading in evaluation activities. Second, analysing the results from programme team projects to identify outcomes and draw lessons from our work, both for internal use as well as to share with partners to improve practice. Third: supporting the Directorate in the evaluation of the current strategy and incorporation of lessons into planning for the next strategy.

A Foundation-wide approach to MEL is critical and, through its work over the coming year, KLC will consolidate its role as a leader on all aspects of MEL. To that end it will guide a Foundation-wide documentation and analysis of results over the current strategic period. KLC will work closely with programme teams to design MEL systems for new projects, including the COVID-19 Special Grants Call. The KLC team will also support the strategic evaluation process as well as the development of the new 2021-2025 Strategic Plan.

An important aspect of this project is the facilitation of peer-to-peer learning between partners to strengthen and build civil society capacity for participatory governance practice (previously its own project). This include providing support to the new cohort of grant partners to develop their project management and MEL plans, through our annual workshop (to be taken online for 2020/2021). The MEL project includes budget to support staff participation in learning events (previously in the Communications 788 project) as this is an important vehicle for the Foundation's own knowledge sharing and learning.

Project 3: Communications and outreach

Project activities are aimed at raising the visibility of the Foundation, its work – services and results – and the work of partners. In 2020/2021 work will focus on communicating the results of this strategic period as well as communications for the Commonwealth People's Forum and the Foundation's COVID-19 response. The budget for this project has been increased for 2020/2021 given these and other significant events. Attention will also focus on communicating end-of-strategy results including through preparation of case studies and videos of exemplary projects. These will be made available on the website and promoted through both internal and external online platforms.

Contribution to whole-of-Foundation work

The KLC team will be involved in a number of whole-of-Foundation activities over the coming year including support to review of the current Strategic Plan and development of the new Strategic Plan. The team's leadership of the Foundation's MEL will require its routine inclusion in all project MEL activities. While outreach will be led by the Directorate, KLC is expected to play an important role on multiple fronts including coordination and communication. As part of its preparations for the next Strategic Plan, the team will lead a mapping of its broader operating environment: seeking to identify opportunities for development and growth including through external partnerships that could support its work during the next period. The KLC team will also contribute to supporting implementation of the COVID-19 Special Grants Call.

Programme outputs

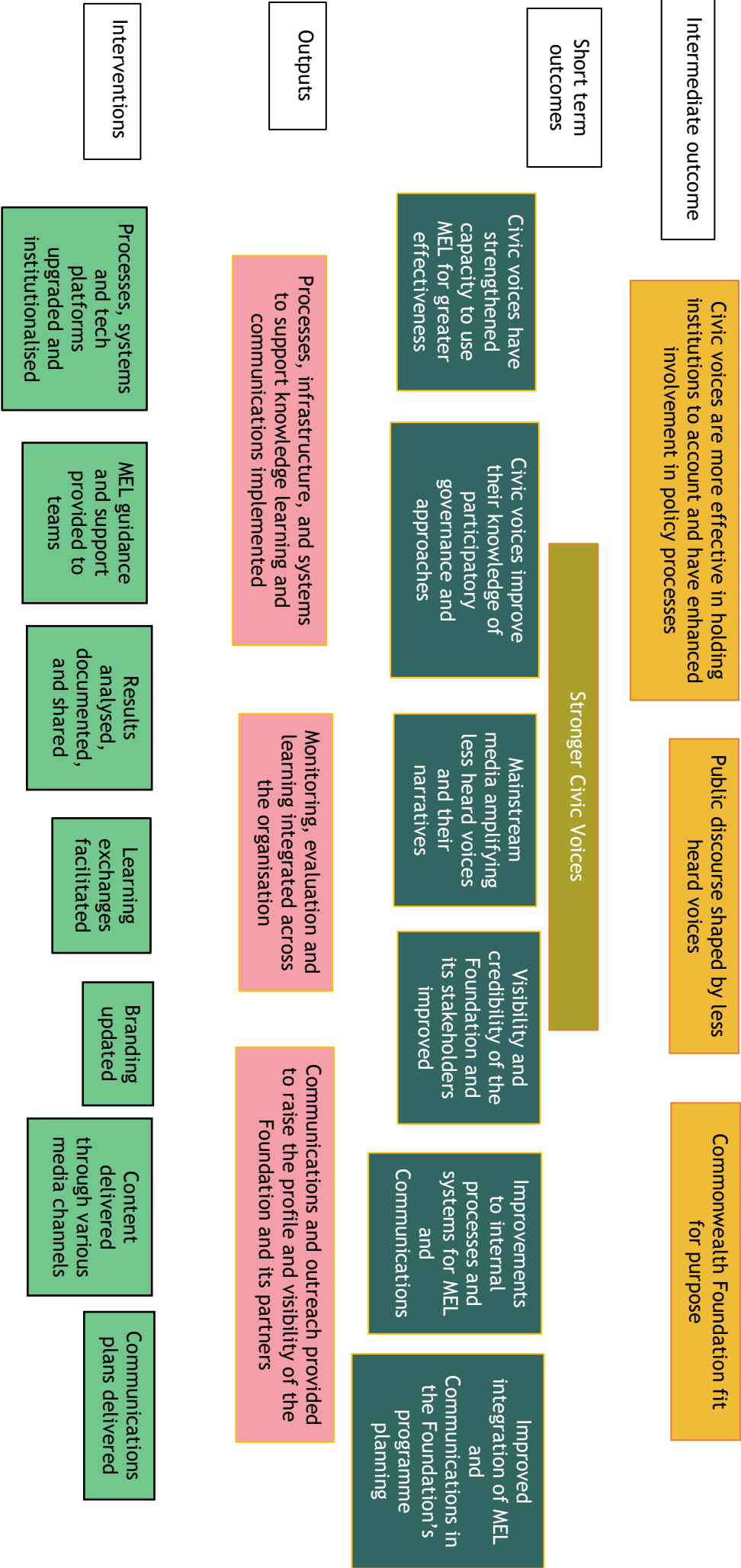
Output1: Processes, infrastructure and systems to support knowledge learning and communications implemented.

Output 2: Monitoring evaluation and learning integrated across the organisation

Output 3: Communications and outreach provided to raise the visibility of the Foundation and its partners

Project Title	Outputs	Project budget (£)
Information management	Output 1	18,200
Monitoring, evaluation and learning	Output 2	39,900
Communications and outreach	Output 3	80,000
Programme internship		16,000
Fee contribution for travel and security consultant		3,000
Total programme budget		157,100

Knowledge, Learning and Communications logic model



4.5 Strategy, Partnerships and Outreach programme

Under this programme, which is to be led by the Directorate, the Foundation will implement a range of activities aimed at clarifying its strategic direction; establishing and strengthening important partnerships; and reaching out to key stakeholders – most critically Commonwealth Member States and accredited organisations.

2020/2021 Projects

Project 1: Strategic review and planning

During the coming year, the Foundation will commission and support a rigorous external review that will address implementation of the current Strategic Plan as well as general matters relating to the effective functioning of the Foundation. The results of this exercise will feed directly into development of the next Strategic Plan, which will take the Foundation through from 2021 to 2025. That process, which will benefit from expert external support, is expected to be highly collaborative, involving discussions with Foundation partners including its Member States. The proposed Strategic Plan for 2021-2025 will be presented to Governors in June 2021 for consideration and endorsement.

Project 2: Strategic outreach and activities

The Directorate has identified a need to further strengthen relationships with organisations and institutions of direct relevance to the Foundation and its work. We consider Commonwealth agencies to be critical in this regard. The Foundation's unique mandate requires us to be responsive to the needs and aspirations of Commonwealth civil society: to place ourselves firmly in the service of the 2.4 billion members of the Commonwealth family. This can only be achieved by the Foundation standing alongside the Commonwealth's two other intergovernmental pillars: the Commonwealth Secretariat and the Commonwealth of Learning. Over the past year substantial progress has been made in consolidating our relationship with the Commonwealth Secretariat including the Office of the Secretary-General. The Directorate will continue to actively seek out specific areas and opportunities for collaboration at both leadership and working levels. Engagement with the Commonwealth of Learning will also be prioritised, especially as the Foundation moves to take much of its capacity development online.

In the coming year the Foundation will, once again, cooperate with the Commonwealth Secretariat and the Commonwealth of Learning in jointly hosting the Diplomats Induction programme. This event provides an opportunity to build vital relationships with new appointees at London-based High Commissions and raise awareness of the mission of the Commonwealth and the role of the Foundation in strengthening and mobilising civil society in support of Commonwealth. Finally, the Directorate will continue to build strategic relationships with accredited Commonwealth Organisations, focusing specifically on those in a position to collaborate with us or otherwise support our work.

Project 3: Directorate missions related to outreach and programmes

In the coming year, Directorate-led outreach will focus strongly on the Foundation's Member States with the goal of improving knowledge of, and support for, the Foundation and its work. The Directorate will continue to pursue close collaboration with London-based High Commissions, actively identifying opportunities for collaboration, especially with in areas such as co-hosting of events and supporting the organisation of missions and visits. Special attention will be paid to Member States that have been underserved by the Foundation's programmes. Where appropriate and possible, we will seek to organise at least two outreach missions to targeted countries / regions with the goal of supporting greater engagement. We will deepen and expand current efforts to recover long term arrears (accumulated monies owed in unpaid subscriptions from Member States). This is important not just for the financial health of the Foundation: in accordance with governance policy, civil society groups from members in serious arrears are unable to access certain programmes - such as the grants facility. Finally, outreach will also extend to the small number of countries that are members of the Commonwealth but not of the Foundation. In relation to all outreach, the Foundation expects to prioritise Pacific Island and Caribbean Commonwealth states.

Project 4: Diplomats Induction programme

Each year, the Foundation jointly hosts the Diplomats Induction programme alongside the Commonwealth Secretariat and the Commonwealth of Learning. This event provides an opportunity to build vital relationships with new appointees at London-based High Commissions and raise awareness of the mission for the Commonwealth and our work.

Programme outputs

Output 1: A rigorous and comprehensive evaluation of the Foundation's operations and functioning

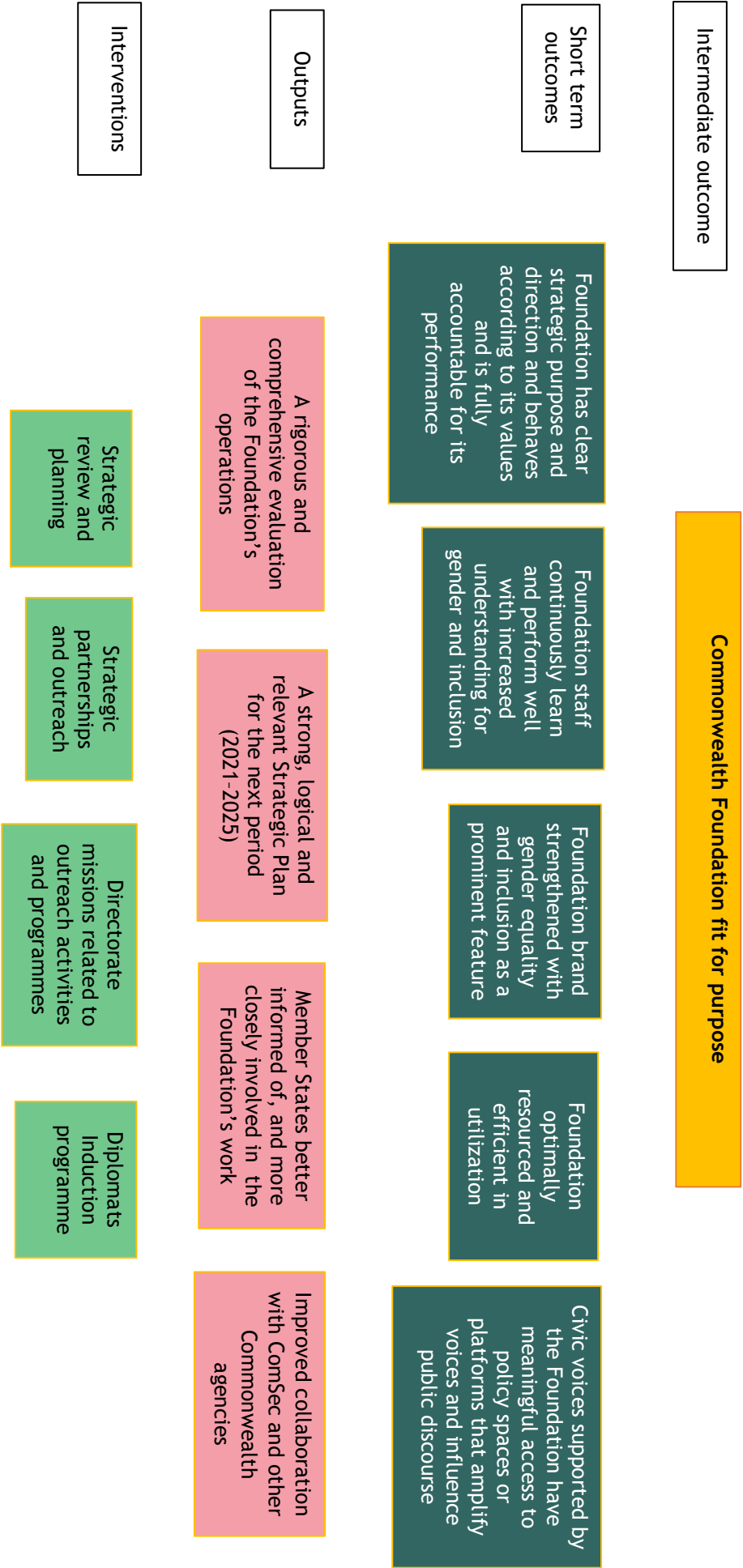
Output 2: A strong, logical and relevant strategic plan for the next period (2021-2025)

Output 3: Member States better informed of – and more closely involved in – the Foundation's work

Output 4: Improved collaboration with the Commonwealth Secretariat and other Commonwealth agencies

Project Title	Outputs	Project budget (£)
Strategic review and planning	Outputs 1, 2 and 3	48,831
Strategic outreach activities	Outputs 3 and 4	18,000
Directorates missions related to outreach activities	Output 3	15,000
Commonwealth Diplomats Induction programme	Outputs 3 and 4	6,500
Fee contribution for travel and security consultant		3,000
Total programme budget		91,331

Strategy, Partnerships and Outreach programme logic model



4.6. Support Services

The Foundation's Support Services team delivers critical functions relating to the following areas:

- Leadership: to engage with and be accountable to the Governors of the Commonwealth Foundation; provide strategic leadership; and enhance and promote our identity as a Commonwealth intergovernmental organisation.
- Operations: to coordinate the effective functioning of corporate governance functions and provide logistical support across the Foundation.
- Finance: to oversee the financial management of the Foundation: ensuring that our resources are used efficiently and providing our Member States full accountability and transparency.
- Human resources: to coordinate the Foundation's team: ensuring that staffing needs are well and fully met and coordinating the delivery of appropriate professional development.

Over the past 12 months, the team has been strengthened to ensure that it is able to fully deliver on its contribution to ensuring a *Foundation fit for purpose*. This strengthening was the result of an in-depth internal evaluation of Support Services conducted in the last quarter of 2019. In the coming year, further refinements, for example relating to personnel policies and travel and security, will be undertaken. The Directorate will also continue closer engagement with the Foundation's governance structures, principally through more consistent communication with our High Commissioners, the Chairs of both the Board and the Executive Committee, and our Civil Society Advisory Governors.

In relation to finance, the Foundation will streamline its procedures, further increasing efficiencies and our capacity to demonstrate value for money. Efforts will be made, including through recovery of arrears, to build up our reserves. The Foundation will continue to explore with some Member States the possibility of extra-budgetary resources for certain activities. Such resources would be especially important to support our outreach efforts towards small island developing states of the Pacific and Caribbean. External sponsorship of the Commonwealth Short Story Prize would free up resources for use in other cultural programmes including craft development and we will continue to pursue opportunities in this direction.

In relation to human resources the Foundation will focus its efforts on developing a strong, competency-based staffing structure to support our new Strategic Plan for 2021-2025. Professional development will also be prioritised, aiming to provide all Foundation staff with appropriate internal and external opportunities to learn and grow, thereby contributing to our goal of continual improvement through organisational learning. The newly expanded internship programme will be kept under close review to ensure its continued value to our interns and the Foundation.

The commitment to mainstreaming gender equality continues in all aspects of the Foundation's work. The results of a scoping review undertaken during the previous year will inform the production of practical guidance aimed at programmes, policies and procedures.

4.7 Special reserve fund project: Commonwealth People's Forum

The Commonwealth People's Forum (CPF) was originally scheduled to take place in Kigali, Rwanda in June 2020, as part of the Commonwealth Heads of Government Meeting (CHOGM). CHOGM (and thereby CPF) has been postponed, in light of the COVID-19 pandemic, to a date to be notified. The Foundation has placed the CPF team (including event management and logistics consultants) into 'maintenance' mode pending confirmation of the new date. The goal is to minimise costs while maintaining sufficient momentum to ensure that preparations can re-start as and when required. While substantial changes to the current draft programme are unlikely, it is expected that significant modifications will be required with respect to how the Foundation and its counterparts deliver the Forum.

Discussion with partners and research on recent trends in expected management of future large events affirm the value of planning for a hybrid CPF: one that combines traditional event elements with online aspects in the programme design. Although this approach will lower costs and may help secure broader engagement from across the Commonwealth, a reduced 'in-person' component of CPF will lessen opportunities for personal interaction; and there may be some resistance to alternative platforms that draw the focus away from more traditional face-to-face engagement. The Foundation is carefully considering these aspects, closely consulting with the Commonwealth Secretariat and colleagues working on other forums to make sure that risks and opportunities are properly explored and appreciated.

The revised CPF outline budget, summarised below, is based on an assumption that CPF will be held in mid 2021 as a hybrid event: combining a reduced, largely national, physical component with various online platforms managed by an external service provider.

	Project budget (£)
Production costs for all online elements of CPF	120,000
Communications / outreach / branding and design	30,000
Pool for payment of consultants (event management / programme management / logistics); speaker fees, limited staff / speaker travel; local costs for national component	100,000
Total project budget	250,000

4.8 Special reserve fund project: COVID-19 Special Grants Call

For the financial year 2020/2021, in lieu of its annual grants call, the Foundation will be launching a Special Grants Call in response to the COVID-19 pandemic.

The purpose of the Special Grants Call is to enable the Foundation to deliver support to Commonwealth civil society organisations in response to COVID-19; quickly, efficiently and in a way that both reflects and advances our broader mission. To that end, the focus will be on supporting national initiatives that aim to engage constructively with government in strengthening relevant institutions, policies and practices as communities and countries seek to recover and rebuild. The Foundation is also aware that the pandemic has created novel and urgent priorities for civil society action and engagement: from the emergence of acute vulnerability among certain groups to the need for insight into how new laws and policies are impacting on different groups of people. Proposals that address such priorities through the lens of participatory governance will be actively encouraged.

The Special Grants Call will be open to eligible civil society organisations from all Commonwealth Member States including, exceptionally, Foundation Member States who are in serious arrears and Commonwealth Member States who are not currently members of the Foundation. Grants will be awarded for a maximum of 12 months for amounts of up to £30,000. The call will be issued in early September 2020 to enable implementation of funded projects to begin in early 2021. With some modifications, the Foundation's general eligibility criteria will be applicable, and the usual grants assessment process will be followed.

The Foundation proposes to fund the Special Grants Call through a designated reserve fund, which will be allocated £400,000. The composition of that sum is set out below.

	Project budget (£)
Unspent programming funds carried forward into reserves from 2019/2020:	194,967
Designated reserve funds derived from cancelled grants and unspent funds returned from some grantees for previous years grants	£77,800
Contribution from 2020/2021 Grants budget (amount remaining following servicing of existing grants portfolio)	67,000
Additional draw on general reserves	60,233
Total project budget	400,000

5 A note on risk and risk management

The two-year work plan which provided the basis for the present document contained programme-relevant risk analyses which: (i) identified specific risks; (ii) attached to each a rating of both probability and impact; (iii) set out preventive measures; and (iv) specified action to be taken if the identified risk was realised. As most of the information in the analyses remains unchanged, it was not felt necessary to repeat that exercise. This section rather takes a broader view: focusing on several higher-level risks that are specific to the present context and considering how these might best be managed in the year ahead.

Risk of implementation obstacles and delays

It is prudent for the Foundation to anticipate ongoing, significant changes to its operating environment as a result of the pandemic. These include cancellation or repeated postponement of key events; inability to convene or attend meetings, ceremonies and workshops; and delays in partner project implementation.

Many of the steps already taken by the Foundation in response to the COVID-19 pandemic will stand us in good stead in the year ahead. These include our integration of full-service remote conferencing in late 2019 and subsequent securing of access to multiple communication platforms. Staff have been trained in the optimal use of these new platforms. We have already demonstrated the Foundation's capacity to efficiently convene both external and internal meetings including meetings with our Governors.

In the coming year, as documented throughout this work plan, we expect to take many activities online, for example: the annual grants workshop and engagement with civil society partners in West Africa and the Caribbean. For other events, including the Commonwealth Short Story Prize and the Commonwealth People's Forum, we are preparing for hybrid events that will accommodate both physical and online aspects. We anticipate that this approach will be the way of the future, even for the largest international gatherings, and the Foundation is investing in research to identify future partners and service providers.

The Foundation has also begun to engage closely with our project partners, including our grantees, to provide tailored responses to their own difficulties aimed at providing them with the best possible chance to deliver on their expected outcomes. We will monitor partner performance closely, adapting our support as required.

Risk of Member State disengagement

The Foundation is aware that many of its Member States are suffering under the weight of the pandemic and its severe economic fallout. There is a real risk that the pressures of the present situation will loosen some of the threads of connection and communication that have been built up with some Member States, especially over the past year. Some Member States may find it difficult to continue their contributions in a timely manner. In managing this risk, the Directorate will take the lead: prioritising clarity and consistency in our communications and demonstrating,

at every opportunity, the value and relevance of our work. The support and involvement of our Governors, most particularly the Chairs of the Foundation's Board and Executive Committee, will be invaluable in managing the risk of member disengagement.

Risk to team strength and unity

A strong and unified working environment is critical to the Foundation's overall health and wellbeing. The COVID-19 emergency has created significant challenges, with the team working at home from mid-March 2020 and Marlborough House remaining closed at the time of writing. The situation is expected to persist for some time, requiring the Directorate and senior managers to take proactive measures to ensure the ongoing wellbeing and productivity of all staff. These efforts will continue over the coming year, adapting as required to changes in the operating context and the needs of individuals.

Annexes

Annex 1-3: Financial annexes

Annex 4: Definition of terms

Annex 5: Strategic performance framework

Annex 6: Programme performance frameworks

Annex 1: Budget for 2020/2021

Commonwealth Foundation			
ANNUAL BUDGET PROPOSAL FOR 2020/2021 - ZERO NOMINAL GROWTH (ZNG)			
	A		
-	Proposed budget 2020/2021		
-	(ZNG - no UK Deflator Index increase)		
A. INCOME	£	-	
Assessed contributions (based on 90% receipts + 5% contingencies)	3,115,171		
Other income (eg. bank interests and events and sundry income)	14,950		
Counterpart funding from Partner Organisations	0		
Internal tax	142,708		
Total income available	£3,272,829		
B. EXPENDITURE	-	-	
Programmes			
Grants	1,059,500	32.37%	
Commonwealth Writers (CW)	211,950	6.48%	
Participatory Governance and Gender (PGG)	204,911	6.26%	
Knowledge Learning and Communications (KLC)	157,100	4.80%	
Strategy, Partnerships and Outreach (SPO)	91,331	2.79%	
Sub-total Programmes, Grants programme and Knowledge Learning and Communications	£1,724,792	52.70%	

<u>Staff Costs</u>		
Programmes (CW and PGG), Grants programme and Knowledge Learning and Communications Staff Costs	917,121	28.02%
Sub-total Programmes, Grants programme and Knowledge Learning and Communications Staff Costs	£917,121	28.02%
Total Programmes, Grants, Knowledge Learning and Communications and Staff Costs	£2,641,913	80.72%
<u>Organisational Support Services (operating costs)</u>		
Governance	8,000	0.24%
Organisation and Support Services (operating costs)	257,015	7.85%
Sub-total Support Services	£265,015	8.10%
<u>Staff Costs and Other Staff Related costs</u>		
Support Services Staff Costs (Management, Finance, HR and Operations)	288,556	8.82%
Other staff related costs	77,345	2.36%
Sub-total Support Services Staff Costs and Other Staff Related Costs	£365,901	11.18%
Total Support Services Costs, Staff Costs and Other Staff Related Costs	£630,916	19.28%
TOTAL EXPENDITURE (Programmes, Grants, Knowledge Learning and Communications, Support Services and Staff Costs)	£3,272,829	100.00%
NET (DEFICIT) BALANCE (INCOME LESS EXPENDITURE A-B)	£0	

PROJECTED ESTIMATES FOR GENERAL RESERVE FUNDS - BALANCE AT 30 JUNE 2020	
	£
Balance brought forward @ 1 July 2019 (extracted from audited accounts @ 30/06/2019)	896,163
Incoming resources for 2019/20 (ie. 2019/20 contributions plus other income such as bank interests)	3,285,670
Amount credited back from CPF designated reserve fund and other	388,200
Less: estimated outgoing resources by end of financial year (ie. 2019/20 budget spent for programmes, core admin + directorate recruitment)	(2,862,596)
Less: transfer of estimated funds to designated reserve fund (eg. CPF £250,000 plus other programmes £122,886)	(372,886)
Less: balance of transfer for COVID-19 Special Grants Call (ie. includes all the unspent funds from programmes for 2019/20 + top-up to be drawn from general reserve to make up to the	(333,000)
COVID-19 Special Grants Call total to £400,000	
Estimated General Reserve Fund balance available @ 30/06/2020	1,001,551

Annex 2: Proposed membership contributions 2020/2021

	Member Country	Approved % band/scale in 2011	Contribution Rates (ZNG) - No increase
		%	£
1	United Kingdom	32.80	1,081,826
2	Canada	21.29	702,210
3	Australia	12.65	417,102
4	India	4.00	131,994
5	South Africa	3.62	119,323
6	New Zealand	2.88	95,036
7	Nigeria	1.70	55,966
8	Malaysia	1.38	45,406
9	Pakistan	0.96	31,679
10	Trinidad & Tobago	0.96	31,679
11	Brunei Darussalam	0.96	31,679
12	Ghana	0.96	31,679
13	Cyprus	0.83	27,455
14	Sri Lanka	0.72	23,760
15	Kenya	0.72	23,760
16	Jamaica	0.72	23,760
17	Cameroon	0.72	23,760
18	United Republic of Tanzania	0.72	23,760
19	Uganda	0.72	23,760
20	Malta	0.72	23,760
21	Barbados	0.72	23,760
22	Bangladesh	0.72	23,760
23	Bahamas	0.60	19,790
24	Botswana	0.48	15,839
25	Mauritius	0.48	15,839
26	Namibia	0.48	15,839
27	Papua New Guinea	0.48	15,839
28	Zambia	0.48	15,839
29	Sierra Leone	0.48	15,839
30	Kingdom of eSwatini (formerly Swaziland)	0.24	7,920
31	Antigua & Barbuda	0.24	7,920
32	Seychelles	0.24	7,920
33	Malawi	0.24	7,920

34	St Lucia	0.24	7,920
35	Guyana	0.24	7,920
36	Lesotho	0.24	7,920
37	Mozambique	0.24	7,920
38	Belize	0.24	7,920
39	Dominica	0.24	7,920
40	Grenada	0.24	7,920
41	Kiribati	0.24	7,920
42	Rwanda	0.24	7,920
43	Solomon Islands	0.24	7,920
44	St Vincent & the Grenadines	0.24	7,920
45	Tonga	0.24	7,920
46	Vanuatu (joined with effect 01/01/2018)	0.24	7,920
Total Members Contributions			£3,266,338
	Associate Member (Voluntary Contributions)		
	Gibraltar		£12,789
Total Contributions			£3,279,127

Annex 3: Internal tax rates 2020/2021

New Rates 2020/2021 (with effect 01 July 2020)

Rate of Tax	Bands (£)	
Nil	0	- 12,750
18%	12,750	- 13,600
20%	13,600	- 50,000
40%	50,000	- 160,000

Annex 4: Definition of terms

Ultimate outcome	The highest-level change that can be reasonably attributed to an organisation, policy, programme or initiative in a causal manner and is the consequence of one or more intermediate outcomes. It is the highest change the project aims to contribute to in the long term. This change is unlikely to happen during the project period and you will not be expected to report against it.
Intermediate outcome	A change that is expected to logically occur once one or more short-term outcomes have been achieved. These may be achieved by the end of a project, or if not, there are measurable indications that they will be achieved soon after. They are usually at the change of behaviour level amongst beneficiaries.
Short term outcomes	A change that is directly attributable to the outputs of an organisation, policy programme or initiative. Shorter outcomes are usually at the level of an increase in awareness, skills or access amongst beneficiaries.
Outputs	Direct products or services stemming from the activities of an organisation, policy, programme or initiative. The products and services delivered by the intervention to recipient people/institutions
Activities	Actions taken through which inputs are mobilised to produce outputs.
Assumptions	Assumptions are conditions in the project environment that you cannot fully control but which you will rely upon for project success.
Risks	Risks are the opposite of assumptions – they are factors outside the project's full control that may prevent it from achieving its objectives.
Indicators	An indicator is a variable that we can observe, measure or validate in some way to tell us about progress made towards the intended result, and by the end of the project, whether the result has been achieved. They specify what is to be measured or validated along a scale or dimension. Indicators can also be expressed solely in words. They can be short descriptions of change such as the adoption of a policy.
Targets	<p>A target specifies a value for an indicator that is to be accomplished, usually by a specific date e.g.:</p> <ul style="list-style-type: none"> • 10% or less of the population with income below \$1 per day at the end of the year 2016 • A target could also be expressed as a change in the indicator: • % of population with income below \$1 per day to be halved by the end of the year 2016
Baseline	A "baseline" refers to measurements of key conditions (indicators) before a project begins, from which change and progress can be assessed. Sometimes baseline data is available, other times a baseline study is needed to determine baseline conditions.
Means of verification	The data sources and instruments are used to verify specific performance expectations - as defined by the indicators and targets - for the various elements in the results chain.

Annex 5: Strategic performance framework

Strategic Performance Framework				
Ultimate Outcome	Policy, law and government institutions are more effective contributors to development through the influence of civic voices			
Intermediate Outcome(s)	Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes			
Indicators (plus baselines and targets where/when appropriate)	IOI1: # of civic voice collectives supported by the Commonwealth Foundation who effectively communicate policy priorities to government including recommendations to address gender disparities and discrimination	IOI2: # of civic voice collectives supported by the Commonwealth Foundation who are effectively monitoring government action and using the information to influence it.	IOI3: # of civic voice collectives supported by the Commonwealth Foundation who effectively engage with legislators to shape legislation.	IOI4: # of civic voice collectives supported by the Commonwealth Foundation who effectively use evidence in holding institutions to account and in their involvement in policy processes

Programme Performance Framework			
Short term Outcome	Stronger civic voices		
Indicators (plus baselines and targets where/when appropriate)	STOI1: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity in one or more of the following: a) collective decision-making in response to the communities they represent including women b) forming robust movements, networks, alliances with other civic voice collectives and partner institutions c) monitoring government performance in implementation of SDGs and gender commitments d) constructively engaging with policy makers in policy development e) mainstreaming gender equality and power analysis in their work f) managing knowledge for greater effectiveness	STOI2: # of policy spaces, or platforms with potential to amplify voices and influence public discourse, to which civic voices supported by the Commonwealth Foundation have meaningful access	STOI3: # of civic voice collectives who make significant improvements to their approaches to participatory governance as a result of learning from Commonwealth Foundation facilitated exchanges and collaborations with other groups and institutions
Intermediate Outcome(s)	Public discourse shaped by less-heard narratives		
Indicators (plus baselines and targets where/when appropriate)	IOI5: # of instances of mainstream media or other influencers amplifying less heard voices and their narratives that have been supported by the Commonwealth Foundation (among which # that challenge gender disparities and discrimination)	IOI6: # of instances of social and political movements reflecting narratives of less heard voices that have been supported by the Commonwealth Foundation (among which # that challenge gender disparities and discrimination)	

Short term Outcome	Stronger civic voices		
Indicators (plus baselines and targets where/when appropriate)	STOI4: # of less heard voices supported by the Commonwealth Foundation who have enhanced capacity to tell stories	STOI5: # published /disseminated stories, supported by the Commonwealth Foundation, which reflect less-heard voices including those of women	STOI6: # of less heard voices supported by the Commonwealth Foundation who are amplified through access to platforms with potential to influence public discourse

Annex 6: Programme performance frameworks

Programme Performance Framework: GRANTS PROGRAMME		
Intermediate Outcome(s)	1. Civic voices have enhanced involvement in policy processes and are more effective in holding institutions to account 2. Public discourse more reflective of less-heard voices	
Indicators	IOi1 : % and # of completed and assessed grants that have successfully contributed to the Intermediate Outcomes	IOi2: % of all grants approved the report improved gender mainstreaming in their projects
Baselines	83% of all projects completed and appraised by 30 June 2017	
Targets 2017-2021	90% completed and appraised have successfully contributed to the intermediate outcome	70% of all grants completed and appraised report increased gender mainstreaming in their projects
Data Sources	Completed grant appraisals	
Short term Outcome	Stronger Civic Voices	
Indicators	STOI1: % and # of completed and assessed grants that have successfully contributed to the Intermediate Outcomes	STOI2: % of all grants approved the report improved gender mainstreaming in their projects
Baselines	83% of all projects completed and appraised by 30 June 2017 (23 in total, of which 4 have a gender focus)	No relevant baseline
Targets 2017-2021	90% of all grants approved completed and appraised have successfully contributed to the short-term outcome	70% of all grants completed and appraised report improved gender mainstreaming in their projects
Data Sources	Completed grant appraisals	

Programme Performance Framework: COMMONWEALTH WRITERS

Intermediate Outcome(s)	Public discourse shaped by less-heard narratives
Indicators	# of instances of mainstream media, social and political movements and other influences, amplifying/championing less heard voices and their narratives that have been supported by the Commonwealth Foundation (among which # that challenge gender disparities and discrimination)
Baselines	<ol style="list-style-type: none"> 1. Book of Dhaka anthology, NTV (Bangladesh diaspora) media coverage 2. 2016 Commonwealth Short Story Prize (CSSP), BBC World TV and BBC World Service Radio 3. Safe House, 'Walking Girly in Nairobi' published in The Guardian (challenges gender disparities and discrimination) 4. adda – Purple Voices challenges gender disparities and discrimination 5. Auntie which began the online social movement about barrel children and the cost of emigration to Caribbean societies (which challenges gender disparities and discrimination) 6. CSSP stories which have triggered a conversation (Who is Like God, Drawing Lessons which challenge gender disparities and discrimination) 7. adda stories which have triggered conversations (Purple Voices)
Targets 2017/2021	<p>Twelve instances of mainstream influencers who highlight the issues raised by storytellers, half of which challenge gender- disparities and discrimination. Two in year 1. Three in year 2 and 3 each. Four in year 4.</p> <p>Four instances of artists supported by the Commonwealth participating in Key Campaigns and platforms, of which at least 3 would challenge gender disparities and discrimination. One per year.</p>
Data Sources	<p>Media profile and content monitoring</p> <p>First hand observation</p> <p>Engagement with institutional partners and platforms/ first hand observations</p>

Short term Outcome	Stronger Civic Voices		
Indicators	STOI1: # of less heard voices supported by the Commonwealth Foundation who have enhanced capacity to tell stories	STOI2: # published/disseminated stories, supported by the Commonwealth Foundation, which strongly reflect the voices of women and other marginalised groups, including feminist narratives	STOI3: # of less heard narratives supported by the Commonwealth Foundation who are amplified through access to platforms with potential to influence public discourse
Baselines	In CW's craft development survey 100 writers and other storytellers responded that CW had enhanced their capacity (very beneficial – 36; beneficial – 45; somewhat beneficial – 19)	Total of 44 published/disseminated stories strongly reflect the voices of women and other marginalised groups: 11 stories from 4 anthologies; 1 further Prize winning story; 12 stories from adda; and 20 blogs	3 instances: Safe House panel discussion, Doughty Street Chambers Isaac Otidi Amuke's nonfiction piece on CWS website, 'Facing the Mediterranean' won a CNN African Journalist award 2016 Short Story Prize winner Parashar Kulkarni spoke on BBC World TV about his story 'Cow and Company'
Targets 2017-2021	120 more than the baseline	65 more than the baseline	5 more than the baseline
Data Sources	Surveys of voices Monitoring of platforms, publications, exhibitions	Monitoring of platforms, publications, exhibitions	Monitoring of platforms, publications, exhibitions

Programme Performance Framework: **PARTICIPATORY GOVERNANCE AND GENDER**

Intermediate Outcome 1	Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes	
Indicators (plus baselines and targets where/when appropriate)	IOi1: # of civic voice collectives supported by the Commonwealth Foundation who effectively communicate policy priorities to government including recommendations to address the intersectionality of gender.	IOi2: # of civic voice collectives supported by the Commonwealth Foundation who are effectively monitoring government action, using the information to influence it and shape legislation.
Baselines	1	2
Targets 2018-2021	3	3
Data Sources	Policy briefs/communiqués produced by civic voice collectives; ministerial communiqués. Media coverage of interaction between government and civic voice representatives; policy dialogues. Surveys of civic voice collectives	Media coverage of interaction between government and civic voice representatives; policy dialogues. Social media output of civic voices, individuals and collectives Surveys of CV collectives

Short term Outcome	Stronger Civic Voices				
Indicators (plus baselines and targets where/when appropriate)	STOI1: Number of civic voices, individuals and collectives, supported by the Foundation, who have strengthened capacity to form robust movements, networks and alliances, recognising their own ways to (self) organising and expression.	STOI2: Number of instances where civic voices supported by the Foundation have strengthened capacity to integrate gender intersectionality into their work.	STOI3: Number of civic voices supported by the Foundation who have strengthened capacity to constructively engage with policy development and monitor government performance in implementation of SDGs	STOI4: Number of policy spaces, or platforms with potential to amplify voices and influence public discourse, to which civic voices supported by the Commonwealth Foundation have meaningful access.	
Baselines	0	1	1	3	
Targets 2018-2021	3	5	4		
Data Sources	The following data sources will be used as and when appropriate to measure progress against the specific indicators outlined above: <ul style="list-style-type: none">• Media and other public records of interaction between civic voices and government representatives• (Social) media monitoring• Observations by Commonwealth Foundation staff and/or other stakeholders• Surveys of civic voices collectives and policy makers• Partners' reports and CF staff mission reports• Semi-structured interviews• Triangulation• Case studies• Formal external evaluations• Media featuring• Personal evaluations, tailored feedback forms• Organisational self-assessments				

Programme Performance Framework: **KNOWLEDGE LEARNING AND COMMUNICATIONS**

Intermediate Outcome 1			Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes
Indicators	IO1: # of civic voice collectives supported by the Commonwealth Foundation who effectively use evidence in holding institutions to account and in their involvement in policy processes	IO2: # of civic voice collectives supported by the Commonwealth Foundation who effectively communicate policy priorities to government	
Baselines	0	3 = CPF participants and CHPA – on LGBTI, Transformative Education and Health	
Targets 2017-2021	3 - Analysis of 3 civic voice collectives effectively using evidence to hold institutions to account including the role and integration of women's voices, their involvement in policy processes and the impact on gender equality.	- 5 knowledge products developed and disseminated to communicate policy priorities to government, including at least two with a gender focus	
Data Sources	Direct observations, blogs, research evidence report or brief, Interviews	Policy briefs/communiqués produced by civic voice collectives Evaluation and methodology on effective communication approaches produced collaboratively and including gender analysis Surveys of CV collectives	
Intermediate Outcome 2			
Indicators (plus baselines and targets where/when appropriate)	IO3: # of instances of mainstream media or other influencers amplifying/ championing less heard voices and their narratives that have been supported by the Commonwealth Foundation	IO4: # of instances of social and political movements reflecting narratives of less heard voices that have been supported by the Commonwealth Foundation	
Baselines	No significant media mention	0	
Targets 2017-2021	3 annual instances of mainstream media amplifying less heard voices and their narratives which include a gender lens or a gender focus	An analysis of the effectiveness of social and/or political movements in influencing public discourse and its impact on less heard voices including women	
	10 instances of press coverage at CPF 2018 and 2020		

Data Sources	Media profile and content monitoring First hand observation	Mapping Desk research results Learning from Commonwealth Writers
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Short term Outcome	Stronger Civic Voices			
Indicators	STOI1: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to use MEL for greater effectiveness	STOI2: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to communicate messages	STOI3: # of civic voice collectives who make significant improvements to their approaches to participatory governance as a result of learning from Commonwealth Foundation facilitated exchanges and collaborations with other groups and institutions	
Baselines	No accurate baseline for this indicator	0	Grants workshop has improved project management approaches for over 40 organisations	
Targets 2017-2021	Two embedded learning plans per year in grants (4 total) – with a specific learning area in each on gender mainstreaming in programming. Needs based support to project partners for MEL (5 before end of strategy)	Communication focussed input at grants workshop annually Facilitation of a digital knowledge exchange between partners and knowledge holders around thematic or methodological governance areas	Annual south-south collaboration such as Grants workshop, learning exchange, etc. making participatory governance improvements in 3 civic voice collectives Facilitate digital exchange to learn about tools and approaches on participatory governance between civic voice collectives	
Data Sources	Interviews of CV collectives on usefulness of the learning plan Mission reports and related documentation	Interviews Communication and advocacy plans Digital analytics	Evaluations and feedback surveys Analytics of participation on digital platforms	
Support Services Outcome (SSO)	Commonwealth Foundation fit for purpose			
Indicators	SSI1: Staff with enhanced capacity for MEL and gender mainstreaming	SSI2: # of significant improvements to internal processes and infrastructure for programme learning,	SSI3: Degree of integration of monitoring, assessment, learning and communications in programme planning and	SSI4: Degree of a) visibility and b) credibility of the Commonwealth Foundation with its stakeholders

		communications, gender mainstreaming and collaborative working (contributing to Support Services Outcome indicator 2)	implementation (contributing to Support Services Outcome indicator 1-4)	(contributing to Support Services Outcome indicator 3)
Baselines	No baseline on staff capacity for programme learning or/and communications % of staff with comms technology knowledge	G drive structure improved Social media promotion improved	No clear baseline for integration	Limited visibility and high credibility with direct stakeholder. (No accurate baseline been established for this indicator)
				3,215 twitter followers 3,270 Facebook page likes
Targets 2017-2021	75% of staff value in house training during the year 75% of staff can describe how their capacity for MEL and gender mainstreaming has improved and how it has been applied to their programme	Four significant infrastructural improvements realised Four internal processes improved for communications and collaborative working	All missions undertake communication planning and deliver on targets Mission reports indicate monitoring and/or learning outcomes	100% increase in social media following and 20% increase in engagement
	Knowledge on integration of gender intersectionality approaches in the programme harvested	Methodology for analysis of gender intersectionality in the programme integrated	All programmes have updated tracking logs All project sheets have MEL integrated	2 instances of media institutions and 1 instance of reputed development organisation referencing or drawing on Foundation's knowledge
Data Sources	Staff focus group feedback Publication Mid-term review	Staff feedback	Tracking sheets Project management sheets Mission reports	Online analytics Publications or report demonstrating Foundation knowledge contribution

Programme Performance Framework: **SUPPORT SERVICES**

Support Service Outcome(s)	A Commonwealth Foundation Fit for Purpose			
Indicators	OI1:	OI2:	OI3:	OI4:
	Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance	Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming	Commonwealth Foundation brand strengthened with gender equality a prominent feature	Commonwealth Foundation optimally resourced and resources used efficiently with gender equality in mind
Baselines	External evaluation of Commonwealth Foundation in 2016 was positive	April 2017 staff survey found that 92.4% found that Foundation provides a learning environment	End of strategy magazine documented and disseminated key impacts	In May 2017 ratio of programme to Non-programme expenditure 82:18
	Strategic Plan 2017-2021 approved without reservation by Board of Governors December 2016	Gender audit report June 2018 provides baseline data Foundation has in place three annual staff conferences for planning, review and reporting	First Foundation promotional video produced	£408,821 of grant resources allocated to gender equality initiatives in 2017 90% of annual contributions from member states received within the invoiced year
	Annual audit report produced in accordance with international finance standards and made public Foundation has diverse staff profile	Foundation has in place three annual staff conferences for planning, review and reporting Annual Board meetings and sub committees) functioning with Civil Society Advisory Governors	May 2016: 3,215 Twitter followers 3,270 Facebook likes	90% of annual contributions from member states received within the invoiced year May 2017: £23,000 received in extra budgetary support May 2017 Staff turnover 21%

2020/2021 Work Plan

Targets 2017-2021	External evaluation of Strategic Plan 2017-2021 is positive Maintain annual audit compliance Staff diversity profile maintained	April 2021 staff survey finds that: All staff have been provided with learning opportunities All staff feel able to perform their responsibilities 75% of staff report improved capacity for programme learning (including gender mainstreaming and communications) Each staff conference has space for discussion on gender equality At least one informal caucus of Governors per year chaired by woman	Annual publications (print and electronic) that highlight Foundation impacts with emphasis on gender equality 10% year on year increase in social media presence Three international instances of media coverage per year that highlight the Foundation's impacts with an emphasis on gender	In May 2021 ratio of programme to Non-programme expenditure 83:17 All programme resources spent effectively with gender equality dimension 92% of annual contributions from member states received within the invoiced year May 2017: £30,000 received in extra budgetary support May 2021 Staff turnover 15%
Data Sources	Staff survey and stakeholder feedback (with KLC lead) Report of External Evaluation in 2020 Audit report (October)	Staff survey Board survey	Stakeholder feedback (with KLC lead)	Financial Report (December and May) Budget (May) Arrears records (May) HR Records

