



# Commonwealth Foundation

**Annual Report 2017-2018**

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JUNE 2018

## Introduction

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Welcome to this annual report on the Commonwealth Foundation's work for the financial year 2017/18. This has been the first year of a new Strategic Plan period (2017-2021). This has required adjustments in approaches and the introduction of new methodologies. These have enabled the organisation to make good progress against the agreed strategic framework.

Planning and delivering civil society inputs to the Commonwealth Heads of Government Meeting has been a significant feature of our work this year. This report includes an immediate assessment of the Commonwealth People's Forum (CPF 2018). The Forum was well received and this is a moment to record thanks to the United Kingdom as the CHOGM host for the way it partnered with the Foundation on this project.

My colleagues and I made efforts to locate CPF 2018 in the Foundation's programme - rather than as a special event. This enabled the organisation to advance its work in the fields of participatory governance and gender, creative expression, and knowledge and learning at the Forum. We also took steps to ensure that other aspects of the agreed workplan were delivered.

Our focus on gender equality has sharpened. We brought networks together for mutual learning and exchange and we continued to encourage dialogue between civic voices and institutions. Interaction between the Eastern African Sub-Regional Support Initiative for the Advancement of Women (EASSI) and the East African Community continued, with agreement reached on the use of a citizens driven mechanism to monitor progress on the implementation of gender policy commitments in the region.

This year we received 5,000 entries to the Commonwealth Short Story Prize, from a wider range of countries than previous years. The Foundation published two anthologies of short stories: *So Many Islands: Stories from the Caribbean, Mediterranean, Indian and Pacific Oceans*; and *We Mark Your Memory: Writing from the Descendants of Indenture*. Both of these bring less heard voices to a broader audience.

The Foundation managed a portfolio of 50 projects, while processing the results of this year's call for new proposals, which elicited more than 400 applications. As directed by the Board, the Foundation took steps to raise the grant programme's profile in the Caribbean and this saw results in the range of projects presented to the Grants Committee in June. This year saw five projects completed and the report includes assessments of their impact.

Our focus on learning has seen the development of questions that our practice will seek to address over the strategic plan period. This responds to a recommendation that came out of the evaluation of the previous Strategic Plan. Learning exchanges between civil society organisations have been facilitated and staff have benefitted from increased exposure to practitioners. The organisation has taken steps to raise its profile and the report documents the instances of media coverage achieved.

As we look forward to the coming year, I take this opportunity to thank member states for their continuing support to the Commonwealth Foundation.



Vijay Krishnarayan  
Director-General

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# Strengthening civic voices at regional, national and sub national level through grant making

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## **Programme Area: Grants**

The Commonwealth Foundation's grant making strengthens civic voices at the regional, national and sub national levels across the Commonwealth, complementing the work delivered through the Commonwealth Writers and Participatory Governance and Gender programmes. Specifically, the Grants Programme is implemented as follows:

- 1 An annual call for grant applications to support the strategic aims of the Foundation is launched. The call encourages applications for projects with a gender focus. Eligible applications are reviewed by Foundation staff and a selection of applications proposed for endorsement to the Commonwealth Foundation's Grants Committee. The Grants Committee reviews the applications and makes the final decisions to fund.
- 2 New grant partners are supported to develop appropriate performance frameworks including gender indicators for their projects during an annual grants workshop. Ongoing support from the grants team is provided for the duration of the project.
- 3 On-site project visits take place selectively to engage with partners, celebrate success, identify potential problems in project delivery and help partners develop mitigation strategies. The visits also help to identify good learning and communication potential.
- 4 Learning emanating from ongoing monitoring and assessment is harvested and shared with key stakeholders through appropriate events and communication tools. A knowledge sharing platform has been created to further strengthen engagement with learning among grants partners.

In the 2017/18 financial year, the Foundation managed a portfolio of 50 ongoing grants. In May 2018, a further five grants aligned with the Strategic Outcomes were endorsed to the Foundation's Grant Committee for approval.

Of the 50 grants, five were completed and assessed within the year and deemed to have contributed to the Foundation short term and intermediate outcomes. However, the projects were approved under the 2012-2017 strategic framework and no baseline data was available on gender-mainstreaming within these projects, making it difficult to assess whether this dimension was achieved during the projects.

## **Progress in 2017-18**

**Progress towards the Intermediate Outcomes: Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes, and public discourse shaped by less-heard narratives**

Contributions towards the intermediate outcomes were reported on the projects that were delivered in the Caribbean region, Ghana<sup>1</sup>, Maldives, and Kenya, where civic voices were able to effectively communicate policy priorities on a variety of issues at local government and national government level. For example restitution followed post-election violence in Kenya, where specific commitments were secured from national institutions in support of victims; and regulations on Registration of Associations, the National Human Rights Plan and the Gender Equality Bill in Maldives were informed by civil society.

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<sup>1</sup> Issues raised included increased service provision to children with disabilities in Ghana

## **Progress towards the short term outcome: Stronger Civic Voices**

Civic voice was strengthened in the Caribbean, Ghana, Kenya, Maldives and Rwanda. Women in Rwanda were able to use visual arts to tell their stories. Articles on the activities of civil society organisations (CSOs) were published in mainstream media in the Maldives and civil society networks demonstrated strengthened capacity to form robust movements, networks, alliances with other civic voice collectives and partner institutions. In the Caribbean, student council members were able to participate in local election campaigns. More detail of these results and their contributions to the Foundation's intermediate and short term outcomes can be found in Annex 5.

### **Output 1: Grants awarded in line with Commonwealth Foundation Strategic Outcomes**

A new call for proposals was launched in November 2017 and 405 grant applications were received including 21 from the Americas and four from the Pacific region. This followed outreach to both regions to boost the number of applications.

An outreach programme, designed to attract applications from the Americas region, was conducted in the following countries: Antigua and Barbuda, Bahamas, Barbados, Guyana, Jamaica, St Lucia, Seychelles, and Trinidad and Tobago. A total of 65 participants attended workshops across the region. These provided up-to-date information on the Foundation's grants call and explored barriers to applying for a grant experienced by CSOs in the region. Further guidance was also provided to civil society organisations on how to complete their applications when requested. Barriers to applying for a grant identified by civil society organisations in the region included the following:

- **Audited Financial Statements:** One of the biggest challenges experienced is the requirement to provide audited financial statements. Some participants reported that this is sometimes difficult to comply with given the cost of auditing fees.
- **Capacity:** Another challenge experienced related to the internal capacity of organisation's to effectively write a successful application as well as to manage such a grant.
- **Lack of Knowledge:** A number of CSOs were not aware of the Commonwealth Foundation's grants programme.
- **Feedback:** CSOs felt that the level of feedback provided no guidance on where they went wrong or where they needed to improve.

As a result, of these findings, the feedback process to grant applicants in under-served regions has been enhanced. Applicants from the region were also given an extra month to complete their applications in response to feedback received about the application process.

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

In October 2017, 14 grants partners attended the annual monitoring, evaluation and learning workshop following grant awards in June 2017. At the workshop, grants partners completed the first draft of their project log frames and learned how to develop monitoring and evaluation plans for their projects. The participants reported positively on the workshop. The workshop included guidance on developing gender sensitive indicators and as a result, four of the 14 new grantees included gender sensitive indicators in their project log frames.

Participants valued the experience of coming together and learning from projects funded in previous years. The following comments were made in the workshop evaluation:

*“This was one of the best starts we have had with a funder and grant partner. It is good to start this way; you have made it for us.”*

*“It is a particularly useful strategy to hear about completed projects and the impacts they have had or how they were able to handle challenges.”*

*“It was an invaluable experience for young organisations. You never get to interact so closely with the grant partners and understand each other’s perspectives. I particularly appreciate how the Foundation made the whole sessions collaborative and acknowledged the know-how organisations already possess.”*

### **Output 3: Learning from the grants programme shared internally and externally**

Following a recommendation emanating from the evaluation of the Commonwealth Foundation 2012-2017 strategic plan, a knowledge-sharing platform was set up in August 2017 in order to strengthen learning between grants partners. Initially seven grants partners joined, but at the time of this report, there were sixteen members in the group. A number of documents have been shared on the platform, including, knowledge products and tools for monitoring and evaluation. Grants partners were encouraged to share news about their projects with the Foundation. [Jamaica Environment Trust](#)<sup>2</sup>, [Nigeria Network of NGOs](#)<sup>3</sup> and [WIEGO](#)<sup>4</sup> all wrote blog posts, which were published on the Commonwealth Foundation website.

Participants attended the four day Grants Learning Workshop held in London in October 2017 where grant partners learned about each other’s projects, deepened their understanding of the Commonwealth Foundation, and developed the tools to monitor and review their projects.

After meeting at the learning workshop, a project team from the Health and Rural Development (HARD) organisation in Balochistan, Pakistan visited Aware Girls in Khyber Pakhtunkhwa, Pakistan in November 2017. Both organisations were awarded Commonwealth Foundation grants in June 2017. HARD was awarded a three-year grant to strengthen women’s participation in governance in Balochistan, and Aware Girls in Partnership with Peace Direct are implementing a project to strengthen governance and democracy with the participation of young women in Khyber Pakhtunkhwa, Pakistan. The HARD project team found the visit a rich learning opportunity. They explored new ideas to enhance the effectiveness of their project delivery such as developing linkages with key stakeholders and applying technical approaches to engage with religious leaders and community elders in order to better work with their target groups. They also found that the visit helped to improve their understanding of the Commonwealth Foundation’s reporting requirements, record keeping, social mobilisation and monitoring practices.

Learning from the grant projects was also shared during the Commonwealth People’s Forum in April 2018. A session on Legislative Reform in the Commonwealth exploring how civil society and policy makers work together towards reforming mental health legislation in the Commonwealth, drawing on lessons from the project: Reforming Mental Health Legislation in Botswana and Seychelles funded by the Commonwealth Foundation from 2014-2018. A session led by Gender Links shared information on the Southern Africa Development Community (SADC) Gender Protocol Barometer and its Gender Aware Elections Checklist.

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<sup>2</sup> Jamaican Environment Trust. <https://commonwealthfoundation.com/blog/advocacy-not-complaining-jamaicans-clean-air-water/>

<sup>3</sup> Nigerian Network of NGOs. <https://commonwealthfoundation.com/blog/making-law-work-civil-society-nigeria/>

<sup>4</sup> WIEGO. <https://commonwealthfoundation.com/blog/johannesburg-waste-pickers-organise-defend-livelihoods/>

The Foundation also carried out visits to grant projects in Malaysia, Malta, Kenya, Seychelles and South Africa. As a result of the visits, the grant partners were able to identify ways to strengthen project implementation and monitoring. Project meetings were also held with grant partners at the Commonwealth People's Forum. The meetings were used to discuss project implementation progress and plan for the June 2018 upcoming project visits to Botswana, Malawi, Sri Lanka, and Zambia.

### **Lessons Learned**

- There are a number reasons for the lack of applications from under-represented regions. The reasons are complex and a multi-faceted approach is required to address the issue. A few of the reasons cited, such as not having audited accounts are largely outside of the Foundation's sphere of control. The Foundation will refresh its outreach strategy and continue to raise awareness of the grants programme in under-represented countries using a variety of approaches, including regular outreach workshops, more on-site project visits as the resources allow and strategic joint missions with programme teams. Whilst the Foundation is unable to provide detailed feedback to the hundreds of applicants that apply each year for a grant, it has adjusted its processes to ensure specific feedback is provided on each application submitted from CSOs in under-represented regions.
- Learning and sharing results that arise from the grants projects can be undertaken in a number of different ways. However, the Foundation may be required to play a more active role in identifying where this learning can take place and facilitating learning opportunities.
- On site project visits and enhanced support for project monitoring continues to be important. On-site visits undertaken in the 2016/17 financial year have helped partners identify areas where project activities can be improved in order to ensure that the project is able to achieve outputs and contribute effectively to positive outcomes. A proposal to secure additional resources to do more in terms of quantity and quality of on-site project visits will be developed and submitted to target organisations.

### **Impact Story: Caribbean Association of Local Government Authorities (CALGA)**

Democratic processes rely on the engagement and participation of an interested electorate if they are to succeed.

The "Fostering a democratic culture in schools and local communities" project aimed to address a low community engagement by building the capacity of young people to understand and constructively engage with local government. The project was implemented by the Caribbean Association of Local Government Authorities (CALGA) in Guyana, St Lucia, and Trinidad and Tobago from 2014-2017 with an approved budget of £90,000.

The project worked to strengthen student councils in secondary schools through training and provided opportunities for students to engage with other schools, their own school administrations, local government institutions, and their own communities.

In St Lucia, the Anse Ger Secondary School Students' Council (AGSSSC) was particularly successful, collaborating with students' councils of three other secondary schools in its district (Micoud Secondary, Grande Riviere Secondary and Clendon Mason Memorial Secondary) and encouraging others to participate in the project. In St Lucia, the project was able to use the student councils to engage in several local community and national events using the debate and communications component of the project training.

On 18 November, 2016 student councils in St Lucia were directly involved in the celebration of Universal Children's Day. This represented the first time that such an activity took place at Anse



Ger Secondary School. A Special Assembly organized by the AGSSSC was held under the theme “Stop the violence against children. Save the children.” The AGSSSC collaborated with other secondary schools for a second activity- a panel discussion on the topic: “The Impact of Music on Student Behaviour”. The students however did not stop there. They were also involved in the Festival of Speeches on 16 March, 2017. Three secondary schools participated in this activity including Micoud Secondary School, Clendon Mason Memorial Secondary School and Anse Ger Secondary School.

In preparation for this activity, two students of the AGSSSC accompanied by Assistant Coordinator Teacher Julia Aimable, visited the Office of Parliament. This was quite a learning experience for students. The AGSSSC also organized the Jounen Kweyol (National Creole Day) activities at the school. These activities included an assembly which highlighted students’ various talents in song, dance, poetry and cultural presentations. Students had the opportunity to play many of the traditional games and sample different local food and drink. The students also hosted a dancehall for their fellow students. The money raised from this activity was donated to two students in need of medical assistance.

The lead school’s student council also attended the Opening of St Lucia’s Parliament. In September - October, 2016 the newly elected executive members and class representatives of the AGSSSC were informed of their roles and responsibilities. In addition, they attended classes on Local Government status, importance, function/ roles and responsibilities, the St Lucian situation and Councilor’s from various areas. The classes were facilitated by former Secretary of CALGA, Ms. Examin Philbert. Students were able to embrace the concept of local government and broaden their perspective of government. They also received further training on local government by Mr. Shaka George, a teacher of the Anse Ger Secondary School who is also a Local Government Councillor from the Micoud North Constituency Council. Having a teacher who also was in local government enriched the process and having trainers within the school allowed the training to be integrated smoothly. In addition, Student Councils had regular meetings with administrative staff to help address students’ concerns and also met with teachers at staff meetings to agree on school’s planned activities and the delegation of responsibilities. The AGSSSC, with the collaboration of form fives (16 year olds) also organized Teacher Appreciation Day including a special assembly with tributes and expressions of gratitude. There was also a Teaching of teachers’ classes for the day.

These experiences in St Lucia provide examples of how, through training and the right support, the project was successful in helping students to meaningfully engage in local and national events. Below are some of the views expressed by students from Anse Ger Secondary School.

*‘Beautiful communications and skills taught. Thank you for local government skills.’ (Christal, a student from the school)*

*‘The project was very helpful it educated me a lot about my community and government. I am happy that I got a chance to be part of it’. (A student from the school)*

*‘This programme was amazing, interesting and very helpful. I think I can start a programme like this in my community. I am so happy that I was a part of this. Thank you very much!’ (A student from the school)*

*‘This project was interesting and educational. It taught me about local government and how culture and communications are very important....’ (A student from the school)*

# Strengthening civic voice to engage in policy processes through participatory governance and gender

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## Programme Area: Participatory Governance & Gender

Participatory Governance and Gender (PGG) is the Foundation's capacity development programme for constructive engagement. The programmatic approach for this new strategic period focuses on strengthening civic voice, promoting constructive engagement in policy processes, enhancing capacities to address gender disparities, and foster learning. The gender focus recognises that to offer less heard voices appropriate platforms and opportunities to engage in policy and advocacy, overlapping and mutually reinforcing systems of discrimination have to be confronted. Therefore, the intersectionality of gender and power analysis are key principles of this capacity development approach. During this strategic period, PGG seeks stronger **civic voices** as a short term outcome. In the medium term, it is expected that PGG will contribute to enhancing the engagement of civic voices *in policy processes* and improving civic voices' capacities in holding institutions to account.

To enable progress towards both short-term and intermediate outcomes, PGG is set to deliver on the following areas: 1) Support the development of the capacity of civic voice representatives 2) Constructive engagement brokered between civic voices and government 3) Support for the organisational development of civic voice collectives, 4) Knowledge of effective practices in participatory governance and gender mainstream shared.

The progress presented during this first year of the strategy is linked to the indicators of success identified in the PGG monitoring framework. Evidence of the main achievements during the first year of the strategic period is as follows:

### Progress in 2017-18

**Progress towards the intermediate outcome: Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes**

**Indicative change:** Civic voice collectives supported by the Commonwealth Foundation are effectively communicating policy priorities to government including recommendations to address gender disparities and discrimination

**Relevant output:** Constructive engagement brokered between civic voices and government

The East Africa Sub-Regional Support Initiative for the Advancement of Women (EASSI) has been promoting the adoption of the Gender Barometer as an effective tool to hold governments in the East Africa Community (EAC) to account for their gender commitments. After the enactment of the *Gender Equality and Development Bill* into Law in March 2017, EASSI, with the Foundation's support, strengthened its interactions with EAC representatives to advance the Gender Barometer as a tool to measure government progress in addressing gender issues in the region:

- EASSI representatives were present at the EAC gender experts meeting to discuss the EAC gender policy. At this meeting, the Gender Barometer was discussed and the experts agreed to adopt it as a tool to monitor the implementation of the gender policy.
- Participation at this meeting also enabled follow up on the progress of the enactment of the Gender Bill that is being reviewed for amendments. Once the amendment process is completed, the Bill will be sent to individual member states to assent to it.
- EASSI has engaged with the Ministry of East African Community Affairs (MEACA) in Uganda to follow up on the progress of the Bill.

- The above shows that, with the support of the Foundation, this regional CSO has made good progress in engaging with government on its policy priorities to address gender disparities in the region.

### **Progress towards short-term outcome: Stronger civic voices**

**Indicative change:** Civic voice collectives supported by the Commonwealth Foundation have strengthened their capacity to monitor government performance in the implementation of the Sustainable Development Goals (SDGs) and gender commitments

#### **Relevant outputs:**

- Support for the development of the capacity of civic voice representatives.
- Knowledge of effective practices in participatory governance and gender mainstreaming shared.

The activity below contributed to achieving both of these outputs. In February 2018, the Foundation supported a South-to-South learning exchange between EASSI's secretariat, its national focal points from Kenya and Tanzania, and Gender Links, which is the coordinating CSO for the South African Development Community (SADC) Gender Protocol Alliance. The Alliance is a coalition of organisations in Southern Africa which has successfully worked with SADC governments to develop a regional Gender Protocol and Barometer. The Gender Barometer, its flagship contribution, has achieved recognition at regional and global levels as an effective tool to measure governments' gender equality commitments. The learning exchange contributed to strengthening EASSI's national and regional advocacy by learning of good practices on monitoring government performance and developing attendee's individual skills strategic lobbying to enhance the gender agenda.

The learning exchange also included a joint visit to the South African Gender Equality Commission which offered EASSI new ideas on strategic partnership with government and institutions to advance gender commitment in the Eastern Africa region.

**Indicative change:** Strengthened capacity of Southern Africa Alliance for Youth Employment (SAAYE) to mainstream gender equality and power analysis in their work.

#### **Relevant outputs:**

- Support for the development of the capacity of civic voice representatives
- Knowledge of effective practices in participatory governance and gender mainstreaming shared.

During 2017-18, the Foundation has continued to strengthen SAAYE to mainstream gender and power analysis into issues of youth employment. The Foundation's support has led to an increased consciousness of network members of the multiple layers of discrimination that affect youth when seeking employment, and has raised awareness of the importance of advocacy for gender sensitive policies.

- In August 2017, SAAYE youth representatives from Malawi and Namibia participated in two workshops that aimed to use power analysis to improve their contextual analysis, planning and advocacy strategies.
- In Namibia, a one-day workshop on gender equality highlighted intersectional lenses, showing the multiple layers of discrimination that affect young people's access to employment, highlighting the importance of intersectional analysis in further work.

- A two-day workshop on gender and power analysis in February 2018 deepened SAAYE Lesotho's collective understanding of the gendered aspects in youth employment by highlighting gender bias in policy and practice. This led to a deeper analysis of the structural barriers to participation that prevent civic voices from equitably engaging in policy processes. An analysis of the workshop evaluation results showed an increased sense of empowerment among many female participants and more solidarity among the young men present with the struggle for equality.

**Indicative change:** Civic voice collectives supported by the Commonwealth Foundation have strengthened capacity to constructively engage with policy makers in policy development

**Relevant output:** Constructive engagement brokered between civic voices and government.

Capacity development of civic voices within an open systems approach recognises the linkages of various aspects of the system. The various interconnected dimensions include an understanding and recognition by individuals that they have rights, and by the state that it has an obligation to meet those rights. The Foundation continued to support partners to engage in various governance spaces at national and regional levels in order to amplify civic voice in the context of engaging with governments.

On-site project visits in July and August 2017 supported constructive engagement with policy makers of the African Philanthropic Society in Tanzania and Africa Development Interchange Network (ADIN) in Cameroon.

In Cameroon, the visit generated constructive engagement between ADIN and ministerial representatives from the Ministry of Economy Planning and Regional Development (Le ministre de l'Economie, de la Planification et de l'Aménagement et du Territoire), The State Supreme Audit Services (Contrôle Supérieur de l'Etat du Cameroun) and the Ministry of External Relations (Le Ministre des Relations Extérieures du Cameroun).

In Tanzania, engagement was brokered between representatives of the National Planning Commission, Chief Statisticians of Dar Es Salaam and Zanzibar. The visit also offered an important opportunity to foster fruitful discussion on parliamentary support for the SDGs; this highlighted the important role of national parliaments and parliamentarians to facilitate multi-stakeholder dialogues on SDG implementation. In addition, the project visit set out to monitor progress of the Monitoring Review and Accountability Framework (MRAF) for the SDG agenda which will outline specific roles for CSOs, government and other actors in data provision and aim to ensure accountability for SDG implementation. The visit also created space for constructive engagement between civic voices and government officials.

At the regional level, the Foundation enabled SAAYE's participation in the 13<sup>th</sup> SADC Council of Non-Governmental Organisations civil society forum in August 2017. The forum resulted in a Communiqué and *Plan of Action* which included SAAYE's concerns regarding the limited space for the political participation of youth in the SADC region as well as the issue of youth employment. In order to address these issues, SAAYE advocated for SADC governments to ratify and implement the African Youth Charter and to ensure full participation of young people in governance affairs.<sup>5</sup> The communiqué also includes a commitment to promote youth employment in cooperation with SAAYE.

This demonstrated that, with the support of the Foundation, SAAYE has been able to access a regional civil society policy platform for advocacy at this level.

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<sup>5</sup> See Communiqué and Plan of Action of 13th Civil Society Forum, 14 – 16 August 2017

'Building our organisations towards the SADC We Want', Johannesburg, South Africa, page 6

In February 2018, SAAYE Namibia successfully organised a stakeholder meeting with representatives from Ministries of Labour, Education, ICT, the Department for the Marginalised based in the President's Office, civil society and the National Youth Council. The purpose of the meeting was to introduce SAAYE as an alliance working on youth unemployment to key stakeholders and to share information. As a result of the meeting, Ministry officials and the National Youth Council made commitments to collaborate and share information with SAAYE. The meeting was followed by individual meetings with the Ministries of Gender and Labour, at which the Foundation accompanied SAAYE representatives, which raised their profile. This was further amplified as the Foundation's presence in the country attracted media attention which culminated in a joint SAAYE / Foundation TV interview in Namibia.

The Foundation also brokered and accompanied SAAYE youth representatives in Lesotho to similar meetings with the Ministry of Youth, Gender and Sport and the Ministry of Education. The meetings enabled SAAYE members to introduce themselves to policy-makers as the principal voice working on issues of youth employment, raise their profile, and state specific demands such as establishing a functioning National Youth Council in Lesotho as a matter of urgency. Responses from Ministries were positive. The meetings enabled young people to better understand the importance of developing clear advocacy 'asks' before engaging with policy makers.

The Foundation supported EASSI's engagement in both Commonwealth and non-Commonwealth multilateral spaces. For example, in March 2018, EASSI participated in the 62nd session of the *Commission on the Status of Women (CSW)* at the United Nations Headquarters in New York. EASSI is a member of the Steering Committee of NGOs engaged with the CSW and has been involved with the CSW since 2013. The Steering Committee aims to ensure that the perspectives and voices of African women feed into CSW negotiations. For this purpose, EASSI participated in preparing the African Women's position during a pre-CSW 62 Strategy Meeting in Ethiopia in February 2018, which also discussed how women's organisations could effectively participate in the lead up to the CSW.

In addition, the Foundation brokered EASSI's participation as a civil society representative in the *Annual Consultation of Commonwealth National Women's Machinerys* in the wings of the CSW. This provided a platform for EASSI to share Gender Barometer data on violence against women in the East African region with a specific focus on its economic costs, and highlight the need to work more effectively towards the realisation of women's rights in the East African region. EASSI's participation contributed directly to amplifying the voices of East African women by communicating to members of women's machinerys the realities and needs of women in the region.

## **Lessons Learned**

- Working at regional and national levels with networks and their member organisations or chapters to influence policy was a difficult area in the last strategy period. To make this collaboration more effective, there is need to promote shared ownership, effective communication mechanisms and joint decision-making, planning and strategising. This also needs to identify how national advocacy priorities can better feed into and inform regional priorities and vice versa.
- To ensure more effective, efficient and responsive coordination of partnerships, clear guidelines need to be in place for financial management and communications. Members' roles and responsibilities need to be agreed upon and understood by all. Therefore, the Foundation will focus on developing implementing partner guidelines as part of the more general partnership guidelines.
- Mainstreaming gender is less challenging if the marginalisation of men as well as women is highlighted in workshops and conversations. When men feel side-lined or excluded from the analysis of marginalisation they often take an adversarial position on issues affecting

women and in general to the notion of gender equality. Mainstreaming gender therefore should include men and masculinities in conversations and analysis without losing sight of women and voices in the margins that experience deeper and multiple layers of discrimination.

### **Impact Story: ‘South-to-South Learning Exchange’**

*‘We learned more on coalition building and got insights into how local governments, central government, community-based organisations and non-governmental organisations work together to collect the data that feeds into the final SADC Gender Barometer’ (Manisurah Aheebwam, EASSI Deputy Head of Programmes).*

A South-to-South learning exchange was supported by the Foundation in February 2018. It brought members of EASSI and its national focal points from Kenya and Tanzania together with Gender Links, which is the coordinating CSO for the SADC Gender Protocol Alliance, a coalition of organisations in Southern Africa which has successfully worked with SADC governments by developing the Gender Barometer. The Barometer is a flagship contribution of the alliance which has been globally and regionally recognised as a tool for effective measuring of gender equality.

The key objectives of the exchange were to strengthen:

- National and regional advocacy by civic voices on gender equality by improving ways of monitoring government performance of its implementation of regional and national gender commitments in the East African community.
- Civil society’s strategic engagement with governments through the use of the Gender Barometer

The results in terms of strengthened capacities, specifically with regard to monitoring government commitments, gender mainstreaming and constructively engaging with governments are as follows:

- Semi-structured interviews with attendees of the learning exchange found that members of both organisations felt their knowledge on using data to constructively engage with the government and advocate for change had been strengthened.
- A presentation by Gender Links of how they integrated the SDG indicators into the existing barometer raised EASSI’s awareness on new ideas as to how to harmonise Gender barometer indicators to include progress against SDGs.
- The learning visit’s methodology included face-to-face interaction, time for reflection, joint learning and planning. This strengthened EASSI’s capacity as a network and learning on how to improve coalition-building to support the implementation of the SDGs from a gender perspective.
- A site visit to the Gender Links local government programme in Limpopo improved EASSI’s existing knowledge of how to link regional, national and local accountability processes. This showed how data collection can bring together voices at the local level in a way that increases local level ownership and awareness of the barometer which is critical for real impact at beneficiary level.
- Learning was gained on how Gender Links has built the capacity of and mentored local government structures and CBOs to advocate for gender equity in their governance structures as well as their programmes.
- Learning was gained on how to make the barometer an easy tool for advocacy that enhances the participation of young feminists in policy-making processes.

Facilitating learning exchanges that bring together civic organisations and networks from different regions, as exemplified by EASSI and Gender Links, has proven to be an effective tool towards achieving the aim of PGG's capacity development programme to facilitate and strengthen constructive engagement between civic voices and governments.

# Strengthening civic voice and shaping public discourse through creative expression

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## Programme Area: Commonwealth Writers

Storytellers, be they filmmakers, poets, or writers, make meaningful and important contributions to public discourse. Public discourse is crucial to building and developing the space in which social change is conceived and effected. Commonwealth Writers is founded on the belief that the world can be changed through the power of words - but only if those words are heard and shared.

## Progress in 2017-18

The outputs delivered by Commonwealth Writers in 2017-18 have enabled progress towards the Short Term Outcome of 'stronger civic voices', as evidenced below

### **Output 1: Craft development of less-heard voices in various forms of creative expression**

Various Commonwealth Writers' projects in film, translation, prose, poetry and non-fiction are designed to develop the craft of participants. Methodologies include online mentoring, workshops, and technical coaching.

**Indicative Change: Less heard voices supported by the Commonwealth Foundation who have enhanced capacity to tell stories in the genre of prose and film**

Working with 10 translators in the Kiswahili project, six filmmakers in the 'Pacific Shorts' project, 12 Caribbean short-story writers through the craft development component of the Commonwealth Short Story Prize, and 12 Sri Lankan prose writers in partnership with the Gratiaen Trust, Commonwealth Writers has exceeded its target of 35 by enhancing the capacity of 40 less heard voices to tell their stories.

Participant feedback for the Kiswahili project was positive, and echoed the aims of enhancing the capacity of less-heard voices and expanding the pool of translators: 'I will be able, now, to translate with confidence'; 'the workshop equipped me with more skills on translating'; 'I have perfected my translation skills, and now I am confident that I can actually translate'. Demere Kitunga (Tanzania) stated that the workshop 'actually enhanced the capacities of local creative translators'. Tanzanian submissions to the Commonwealth Short Story Prize have also increased from 19 in 2016 (with 15 in Kiswahili) to 56 in 2018 (with 18 in Kiswahili). Two participants of the workshops were part of that increase: Elizabeth Mahenge (Tanzania) submitted a piece in Kiswahili, and Jesciah Muyia (Tanzania) a story translated into English.

The second edition of the film-focussed Commonwealth Shorts project - Pacific Shorts - was delivered in countries lacking in cinematic infrastructure. It comprised workshops in the craft of scriptwriting, directing, and producing through New Zealand production company BSAG Productions. Participant feedback was positive, and reflected the need for such craft development strategies; 'this experience has motivated me to pursue [filmmaking] confidently' (Katherine Reki - filmmaker from Papua New Guinea); 'This workshop has brought me a lot closer to my dream of making a feature film in Tonga' (Malani Wolfgramm - filmmaker from Tonga).

The Commonwealth Short Story Prize craft development component focuses on entries that fall marginally short of being shortlisted; these writers possess a strong voice and have stories to tell, but need guidance in technique. Since the first Short Story Prize in 2012, the shortlist for the Caribbean region has featured only stories by Jamaican and Trinidadian authors. Recognising that writers from other islands were on the cusp of shortlisting, but would benefit from craft support



- and building on work from these islands in the *So Many Islands* anthology and on *adda*. The Caribbean was selected as the most appropriate region for the first pilot workshops for 2017-18. This workshop and the Gratiaen Trust workshops have been organised and participants and facilitators identified. They will be held in May, June and October 2018 and will further develop the craft of prose writers in Asia (where the Gratiaen Trust has a programme) and the Caribbean.

Commonwealth Writers also curated a workshop at the 2017 Short Story Prize announcement in Singapore. This workshop was well-received with one participant, Clara Chow (Singapore), praising the sharing of literary techniques she 'wouldn't have known about if not for the class' and that she 'is putting into practice'.

## **Output 2: Narratives of less-heard voices advanced**

Commonwealth Writers continues to support and advance less heard narratives that may or may not have emerged from its craft development initiatives. This is realised through a focus on gender and other forms of marginalisation in anthologies, online publications, and the Commonwealth Short Story Prize (CSSP).

### **Indicative Change: Published stories supported by the Commonwealth Foundation, which strongly reflect the voices of women and other marginalised groups**

Whilst the nature of Commonwealth Writers' work means that marginalised narratives are axiomatic to its projects, it has made specific commitments to the amplification of women's voices. Two anthologies published in 2018 - *So Many Islands* and *We Mark Your Memory* - share the narratives of 29 women also marginalised along racial, geopolitical and sexuality lines. The narratives in *So Many Islands* range from Mere Taito's (Rotuma, Fiji) poem on the appropriation of Pacific culture to Erato Ioannou's (Cyprus) story on the impact of war on women. Ioannou articulates how the collection advances otherwise unheard narratives: 'Cyprus has a limited book industry ... for the first time I had the opportunity for my story to travel all around the world ... for a Cyprus story to be heard around the world'.

*We Mark Your Memory* shares stories of indenture - a history affecting 28 Commonwealth countries but underrepresented by literary discourse. Again, women's voices are at the forefront: Gitanjali Pyndiah's (Mauritius) essay on the erasure of women in indentured legacies and Fawzia Kane's (Trinidad and Tobago) poem on her grandmothers' contrasting fates are just two of 17 pieces that explore how gender intersects with cultural and racial oppression. Gabrielle Hosein (Trinidad and Tobago), a contributor, expresses the anthology's importance: 'the stories that are being told through these collections being published by Commonwealth Writers are so powerful because they mean that we can connect to the micro ways that someone else is experiencing injustice'... can reach people in a way that stories rather than direct advocacy sometimes can reach'.

Less heard narratives from winning entries to the Commonwealth Short Story Prize are brought to the attention of an international audience via publication on a wide range of platforms and media campaigns to publicise the shortlisted and winning writers.

The Prize continues to receive over 5000 entries from 48 countries. In 2017, all five regional winners were women. A particular point of progress is that the 2018 Prize, currently at the shortlisting stage, has demonstrated greater linguistic and regional diversity. With works submitted in Chinese, Malay and Tamil now accepted, the total number of works in the original has risen from 69 to 128. The Prize enables stories from the margins of the publishing world to be heard by translating and publicising them. For a second time, a story submitted in the original has reached the shortlist - a Bengali narrative which will benefit from publicity through the shortlist press campaign. 2018 has also seen an increase in submissions from previously underrepresented countries: Antigua and Barbuda, Ghana, Malaysia, Malta, Mauritius, Saint Lucia, Samoa, Sierra

Leone, and Papua New Guinea. These shifts have been reflected in the shortlist: for the first time, stories from Ghana and Samoa feature in this stage of the process. The Prize's capacity to advance narratives and writers' careers is summarised by 2017 Asia Regional Winner Anushka Jarasaj (India), whose story of a socially- and domestically-oppressed Indian woman's awakening was published alongside the other winners' through a partnership with Granta, which reported: 'The response after this year's prize has been unexpected - the shortlist has clearly become the list editors are watching'.

### **Output 3: Commonwealth Foundation and partner platforms and temporary spaces for less heard voices created and managed**

Commonwealth Writers amplifies less heard narratives by creating and managing platforms which bring them to an international audience. These spaces include the digital publishing platform *adda*, Commonwealth Writers Conversation panels, the Festival of Commonwealth Film (FCF), and book launches.

#### **Indicative Change: Less heard voices have been amplified through access to platforms with potential to influence public discourse and which have engendered public and media engagement**

The inaugural Festival of Commonwealth Film (FCF) - an event curated in relation to the 2018 Commonwealth People's Forum and which focused on human rights - brought together narratives of marginalisation not usually shared outside their geographical centres. Several screenings were UK premieres, one was a European premiere, and Commonwealth Writers facilitated Q&A sessions with the filmmakers. The Q&A for *Not My Life*, a documentary on global human trafficking, was chaired by Joanna Ewart-James from Freedom United, the world's largest anti-slavery community. During this discussion, Ewart-James forged links between the film and Festival and Freedom United, inviting the audience to engage with the project.

The engagement of Insider Comms for a targeted publicity campaign helped generate an audience of 1,200 for the two days of FCF, and also contributed to extensive press coverage. FCF was covered in 143 media items; as well as online articles at [theculturetrip.com](http://theculturetrip.com), [screendaily.com](http://screendaily.com), [dailymail.co.uk](http://dailymail.co.uk), [independent.ie](http://independent.ie) and [reuters.com](http://reuters.com). *The Evening Standard* published two short print reports on the Festival. Sarhad Masud (Film Director) and Janet Steel (Commonwealth Foundation) were also interviewed on *London Live* (TV), where the latter discussed the Commonwealth Writers-supported Commonwealth Shorts, screened at FCF. In April, the previews of these Shorts on YouTube received an average of twice as many views during the month of FCF than the previous three months.

*Adda*, the Commonwealth Writers' digital publishing space, continues to provide a platform for writers who might otherwise not have access to publishing opportunities. The reach of *adda* has expanded: the year saw 25,292 new users, an eight percent increase in the number of pieces read in each session, and a six percent increase in the duration of each session of reading. *Adda* also resulted in engagement by external platforms, reported in the following section.

### **Output 4: Participation of less heard voices in other platforms and spaces facilitated**

Commonwealth Writers and external influencers support narratives of less heard voices in arenas that address political and social issues. These include film festivals, partnered book launches and external publications.

**Indicative Change: Commonwealth Writers-supported projects were identified and engaged by platforms which generate public discourse.**

The launches of anthologies in partnership with Bocas and Little Island Press generated engagement by social movement campaigns. Similar engagement resulted from the Pacific Shorts project, which various international film festivals have screened. These included the Hawaii Film Festival, CIVICUS in Fiji, a screening at the University of Samoa, the Philadelphia Women's Film Festival, the Delhi 'A Matter of Right(s)' Film Festival and the Maoriland Film Festival, which featured screenings followed by Q&As with the filmmakers. From these showings facilitated by Commonwealth Writers, other festivals expressed interest in organising further screenings: Pacific Islanders in Communications' 'Pacific Pulse', The Smithsonian National Museum of the American Indian's Native Cinema Showcase, and Native Spirit 2018. Justyn Ah Chong, a filmmaker who saw the Shorts (the films) at the Hawaii Film Festival and reached out to praise the project, embodies its importance: 'mahalo nui to you and your Foundation for the work you folks are doing to equip our Pacific Islander communities with the resources and mentorship to begin telling our own stories through the collaboratively engaging medium of cinema'.

The Shorts were also picked up by regional media outlets and social campaigns with a focus on gender narratives: *Lily*, a woman's magazine in Papua New Guinea, has requested an interview with filmmaker Katherine Reki, and a community film-making and gender equality project in Papua New Guinea has requested use of the films.

Work published on *adda* has also led to other influencers employing work supported by Commonwealth Writers. Gaiutra Bahadur's (Guyana) 'Stained Veil', commissioned for *adda* as her fiction-writing debut, has been championed by two publishers that are advocating for women's rights and amplifying feminist narratives. The piece was reproduced in Red Hen Press's *The Red Hen Anthology of Contemporary Indian Writing* and Feminist Press NY's *Go Home!* Two pieces on *adda* - Helon Habila's (Nigeria) 'Beautiful' and Nick Makoha's (Uganda) 'Pythagoras' Theorem' also feature on the 2017 Brittle Paper Online Literary Awards shortlist, another platform with potential to influence public discourse.

### **Lessons Learned**

- Commonwealth Writers will benefit from working directly with partners to capture information and results. There is also need for the standardisation of certain processes - such as publication schedules, partnership agreements and a consolidation of databases.
- In future, Commonwealth Writers will develop and deliver communications that are fully integrated with all its projects and undertaken with the appropriate partners. This should aim to increase the visibility of products that are of a high standard. This will include the use of promotional tools such as social media.

### **Impact Story: 'So Many Islands'**

Marlon James, in his introduction to *So Many Islands: Stories from the Caribbean, Mediterranean, Indian and Pacific Oceans*, writes that the collection represents 'real globalism...stories that exist in no context other than their own'. In the same breath, he notes the underlying paradoxes of island living: that the sea and the sky are both 'definers and confiners'; that 'to be island people means to be both coming and going'. The Samoan writer Sia Figiel, in her Afterword to the same anthology, highlights its success in drawing female narratives out of isolation and confronting climate change: 'this uniquely oceanic anthology...sheds light for understanding while defying stereotypes'.

The project arose from a recognition of how many nations of the Commonwealth are islands, and that the narratives of island living are underrepresented in the global literary landscape. 25 of the

53 Commonwealth countries are Small Island Developing States (SIDS), areas sharing sustainable development challenges including small but growing populations, limited resources, remoteness, susceptibility to natural disasters, vulnerability to external shocks, excessive dependence on international trade, and fragile environments. The open call for, and compilation of, this anthology helped to ensure that development issues experienced by SIDS were addressed and engaged with on a wider platform. The anthology was developed alongside regional partners, and came with three clear aims: to animate the challenges facing islands, to provide platforms for less-heard narratives, and to offer development opportunities for emerging writers. The project was evidently timely and required, eliciting responses from over 300 writers to an open call for stories, poems and essays.

A mark of the connected separation of the anthology's geographies is the multiple editions it prompted. Three editions in three regions by three publishers were produced of the final collection, which features 17 pieces from 17 islands. These publishing partnerships facilitated the expansive but regionally focused distribution of the collection; *So Many Islands* is published by Little Island Press in the Pacific, Peekash Press in the Caribbean, and Telegram in the UK.

The themes of the selected pieces represent the advancement of less-heard narratives and a focus on marginalised voices; these range from climate justice to nuclear testing, the legacies of slavery, and the impacts of civil war on small islands. But whilst *So Many Islands*, in and of its publication, represents the amplification of voices oppressed along gender, regional, and intersecting lines, media and social-movement engagement with the anthology has marked the project's particular successes.

Instrumental in this engagement were the numerous, inter-island launches of the collection. These represented both partner platforms - with Bocas in Barbados, Jamaica and Trinidad and Tobago; Little Island Press in Fiji, New Zealand and Samoa; and Cyprus High Commission in the UK - and unplanned, independent platforms in Bermuda and Saint Lucia.

The Wellington, New Zealand launch of *So Many Islands* is a case study of how these various outputs led to change. An article published by Radio New Zealand (RNZ) titled 'Pacific Women Writers Have their Say on Climate Change' emerged from the New Zealand launch. The article cites the work of Commonwealth Writers, and a quotation from publisher Evotia Tamua: 'It is inspiring and it's about time. It is their time. It is our time and things don't happen because they just happen. A lot of work goes on behind the scenes and a lot of our voices are being heard now'.

After the success of the launch and the publishing of the article, Unity Books, who hosted the Wellington launch, reported *So Many Islands* as their second-best-selling book for the week ending 23 March. Referencing the article, several CSOs and social justice movements also engaged with *So Many Islands*. Generation Zero, a youth-led organisation 'working to spread awareness of climate change' in New Zealand, has reached out to us to incorporate *So Many Islands* in events and talks and deposit the anthology in rural libraries. The Fossil Free Acceleration Tour has requested that Commonwealth Writers facilitates contributors appearing at events in Wellington. These engagements provide encouraging evidence of instances of social and political movements reflecting narratives of less-heard voices that have been supported by the Foundation.

*So Many Islands* continues to generate considerable media coverage, including *The Weekend Voice Saint Lucia*, *Trinidad and Tobago Newsday*, *Samoa Observer*, *Good Morning Barbados*, *UWI TV*, *BBC Radio 4* and *The Big Issue* and further planned coverage in the UK. It represents a small but significant part of Commonwealth Writers' 2017-18 success.

## Knowledge, learning and communications for more effective participatory governance

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### **Programme Area: Knowledge Learning and Communications**

The knowledge learning and communications (KLC) programme captures and harnesses knowledge to help the Foundation and its partners plan for outcomes, while also helping them monitor and assess their effectiveness and evolve for improvement. The KLC team facilitates analysis and learning in collaboration with programme teams, grants project leaders, other civil society and intermediary organisations. Importantly, enhancing learning and the increased effectiveness that flows from that, requires systemic examination of the assumptions on how change happens through the Foundation's work.

Different forms of communication are used to share knowledge and learning. The KLC team supports staff innovation in the use of communications. In turn, communications is an important element in raising the visibility and credibility of the Foundation and the work of partners. Finally, communications can be a platform for the representation and amplification of less-heard narratives in public discourse and decision-making spaces.

Over this last year: 100% of staff have reported that the Foundation has improved its integrated approach to monitoring, assessment, learning and communications in programme planning and implementation; 60% report that their team definitely has a structured and organised approach to monitoring and assessment; and 40% feel that their team is partially there.

### **Progress in 2017-18**

**Progress towards support services outcome: Commonwealth Foundation Fit for Purpose**

#### **Revised KLC strategy**

In consultation with programme teams, KLC made substantial revisions to the KLC strategy. The revised strategy supports the reformulation of this programme area and its increased internal coherence and integration with other programmes. It seeks to strengthen the Foundation's role as a resource in participatory governance for sustainable development. It includes an updated digital strategy for the Foundation's communications which will also serve as a guide to several new processes developed around the Foundation's regular communications cycle.

Knowledge and learning are broken down into four main domains: (1) evaluative (2) contextual (3) gender power relations and (4) internal processes. **Table A** provides an overview of the objectives and corresponding activities of each of the knowledge and learning domains.

Table A

Domain	Objective	Activities
Evaluative learning	To capture knowledge and learning from projects and partners; to monitor project progress and the Foundation's performance framework; and contribute to its understanding of participatory governance.	<p>Support development and implementation of <b>monitoring and assessment methodologies</b></p> <p><b>Harvest, analyse, document and communicate outcomes</b></p> <p>Co-design <b>collaborative learning processes</b> in projects</p> <p>Co-design and deliver specific <b>learning events</b></p>
Contextual learning	To support understanding of the complex environments for policy change and gender power relations in project countries/regions	<p>Research in analysis of <b>policy discourses</b> in project countries/regions.</p> <p>Analysis of the <b>state-civic relationship</b></p> <p><b>Reflection</b> with programme teams and partners inputs to project design and execution</p> <p>Documentation and communication of learning.</p>
Gender Power relations	To integrate analysis of gender power relations in the programme and projects as well as understanding context in project countries (fits into evaluative and contextual learning)	<p>Co-design integration of <b>gender analysis</b> in assessment and learning processes</p> <p>Analysis of gender power relations in projects with programme teams</p> <p>Reflection with programme teams and partners using analysis tools.</p> <p>Documentation and communication of learning.</p>
Internal processes	To enhance internal learning practices, knowledge management and systems within the organisation.	<p>Establishing and maintaining IT systems to <b>manage and facilitate sharing of information and knowledge</b></p> <p>Developing and implementing of <b>monitoring and assessment methodologies</b> with programme teams in support of evaluative learning</p> <p><b>Coordinating, collating</b> and preparing programme workplans and annual reports</p> <p><b>Skills training and exchange</b></p> <p>Developing and deploying surveys and reflection on <b>learning performance</b></p>

A set of strategic learning questions have been jointly developed with programme teams to focus evaluative learning and assessment. Over the four-year strategic period, the Foundation intends to contribute 'answers' to these questions in the form of policy and research papers, briefing documents and communications materials to contribute to knowledge of participatory governance in different contexts. **Box 1** includes the programmatic learning questions.

### **Output1: Processes, infrastructure, systems to support monitoring, assessment and learning designed and implemented**

#### **Contributions towards support services indicators (SSi):**

- 1      % of staff reporting improved capacity for programme learning or/and communications.
- 2      Improvements in internal processes and infrastructure for programme learning, communications and collaborative working.
- 3      Degree of integration of monitoring, assessment, learning and communications.

#### **Integrated monitoring systems in each programme area**

Staff teams have made a big push to develop and embed monitoring systems for the new strategy for each of the programme areas, including the Commonwealth People's Forum (CPF). Monitoring plans are now established and systems in place for tracking. These were presented and assessed at the Mid-Year review meeting in January. Regular mission de-briefs with the entire staff team continue to take place upon return, to help transfer learning and insights to all staff.

All established reporting templates - such as the mission reports and the interim, final and appraisal reports for grant projects - were revised to integrate learning and gender analysis. Mission reporting has been sharpened to pinpoint results related to outputs and outcomes.

During the year, improvements have continued on knowledge management systems such as:

- A new organisation-wide contacts database.
- Assessment of use and usability of the organisation-wide project management system.
- Manuals for remote working.
- Protocols for the central data systems which were overhauled last year.

## **BOX 1**

### **STRATEGIC LEARNING QUESTIONS**

#### **At the Intermediate Outcome level:**

- 1 What is the relationship between participatory governance and gender?
- 2 What does the Foundation mean by localising or domesticating global agreements and how does/can it reach people at the local level? How do global processes touch the regional, national and local?
- 3 How effective is citizen-driven data as a monitoring and accountability tool? When does government listen?
- 4 Does citizen-led accountability lead to better service delivery? Under what conditions?
- 5 What happens to the power relations between governance institutions and civic-voices when civic voices are included in decision-making? Which civic-voices are included?
- 6 How can public awareness, including through creative expression, and access to information generate accountability and responsive institutions - under what conditions? What strategies work?
- 7 When less-heard storytellers are published, how does it change the narrative? What formats are more effective in which contexts? How can the 'new' narrative be used to influence governance?
- 8 What makes a transformative space?

#### **At the Short-term Outcome level:**

- 9 How can marginalised groups, particularly women, be included in decision-making about policy issues that affect their lives?
- 10 How can creative expression influence dialogue and decision-making about policy issues?
- 11 What makes networks and coalitions effective in accountability processes? What makes collective decision-making inclusive? Is it really collective?
- 12 How does regional advocacy add value to advocacy at the national?
- 13 What makes collaborative development planning between government and civic voices stick? How can we build champions and allies 'on the inside'?
- 14 What makes an effective platform for amplifying civic voices? How can they be created and used to influence public discourse and political decision-making?

The website has been refreshed with further revisions planned in June to the 'Our Work' section. An improved search function and display of projects to support programme area integration and to demonstrate the range of participatory governance projects supported by the Foundation.

In house tutorials have also been provided in use of social media, basic photography skills and correct use of brand guidelines and in-house style. In turn, this is aimed at improving communications output from all staff (Output 4: outreach, engagement and communications).

#### **Outputs 2 and 3:**

- Contextual knowledge harvested, curated and communicated with internal and external stakeholders.



- Evaluative learning of Grants, PGG and Commonwealth Writers projects harvested, curated and communicated.

#### **Contributions to short term outcome indicator (STOi)s:**

- 1 # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to use learning and/or manage knowledge for greater effectiveness.
- 2 # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to communicate messages or tell their stories.
- 3 # of civic voice collectives who make significant improvement to their approaches to participatory governance as a result of learning from Commonwealth Foundation facilitated exchanges and collaborations with other groups and institutions.

#### **Collaborative learning plans in Grants and PGG**

During the year, three learning plans have been agreed with partner projects supported through the Grants and PGG teams. They will promote collaborative reflection, learning and adaptation processes between project partners and relevant programme teams to strengthen the capacity of civic voices and to understand how change in participatory governance happens. The plans will help partners to use learning for greater effectiveness and mainstream gender analysis (STOi1). The projects involved address different areas of governance and accountability for marginalised communities.

- The Ara Trust, India - inclusion of refugees in governance of financial systems.
- EASSI, East Africa - national government accountability for gender equality.
- KELIN, Kenya - health service accountability for people living with HIV/AIDS.

KLC has mapped learning areas, relative to the Foundation's intermediate and short term outcomes, for each of the 2016 and 2017 grants cohort projects. See the matrices in Annex 6.

Contextual knowledge of the political contexts in which project partners work is an important first step in constructing and validating theories of change. Through the initial meetings to establish collaborative learning relationships, the KLC team is building a body of knowledge in this from project countries that is shared internally to improve staff capacity for programme learning (SSi1).

KLC has shared Foundation monitoring and evaluation tools (such as its Network Effectiveness Framework and Participation and Transparency Tool) to strengthen project partner monitoring and knowledge management for greater effectiveness (STOi1). Data from the use of these tools will also contribute to the Foundation's oversight of projects and understanding of what works in participatory governance.

#### **Learning on craft development and influencing public discourse**

The KLC team have begun a series of interviews with storytelling partners (prose and film) to learn more about the effectiveness of the Foundation's Commonwealth Writers' programme support to amplify and provide access to platforms that have the potential to influence public discourse. The interviews aim to help understand how and to what extent, civic voice collectives supported by the Foundation have strengthened capacity to communicate messages and tell their stories. The interviews will begin to uncover what platforms work best to promote the work of storytellers and the social issues raised - what works best in which contexts and through which media for best effect.

## Learning exchanges

Continuing the approach from 2016-17 to bring partners and staff together to learn from each other on specific areas, three learning exchanges took place during the current period. Each of the learning exchanges below have provided participants with significant new knowledge to integrate into ongoing projects and has provided a rich learning environment to adapt approaches to participatory governance (STOi3).

- 1 A South-South learning exchange between EASSI and Gender Links in South Africa on the SADC gender barometer (Ref PGG).

The learning exchange has resulted in a rethinking of EASSI's advocacy approach with government(s) and within the Foundation it has spawned discussions around the expansion of the gender barometer in further collaboration with West Africa partners.

- 2 A South-South learning exchange between SAAYE Lesotho and Masimayame on gender power power analysis (Ref PGG).

This has improved gender awareness considerably - 100% of the 20 participants confirmed that their understanding of gender awareness has improved. How this is applied to the project implementation is currently being discussed.

- 3 An internal power analysis learning exchange between Foundation staff and Citizens UK, building on experience from Citizen's work with SAAYE in 2016-17.

KLC staff now use a power analysis exercise as part of its approach to collaborative learning. This tool has been further developed to include gender power analysis to cross-examine aspects of gender intersectionality in project delivery and impact. 80% of staff members that attended the training said that their understanding of power analysis had somewhat or definitely improved.

## **Output 4: Support provided for outreach, engagement and communications around the work of the Commonwealth Foundation and its partners**

### **Contributions to support service indicators (SSi)**

- 4 Degree of a) visibility and b) credibility of the Commonwealth Foundation with its stakeholders.

## Visibility - mainstream media

Between January to April, in the run-up to CHOGM and the Commonwealth People's Forum in London, the Foundation sought to improve its visibility both in the UK and internationally. Journalist briefings with senior reporters from the BBC, the Telegraph, the Daily Mail, and the Hindustan Times sought to raise awareness of the Foundation's unique role in the Commonwealth. The public relations investments resulted in mentions and features of the work of the Foundation and its partners during the period of the Commonwealth People's Forum in:

- BBC World Service
- BBC News
- Monocle's The Globalist
- The Hindustan Times
- Dhaka Tribune
- Radio Nigeria
- Community Radio (Colourful, UK)

- Channel 5 TV Bangladesh
- Radio and Television Portugal
- Doordarshan News (India)
- Australian Broadcasting Corporation
- Two published op-ed pieces written by the Director-General appeared in the Huffington Post and The Telegraph

During the year, the Foundation staff, alongside relevant partners, publicised project work supported by the Foundation during project visits to Barbados (TV appearance), Cameroon (print media), Namibia (radio and TV appearance), Singapore (print media) and Tanzania (TV appearance). Publication of the *So Many Islands* anthology also received good publicity in St. Lucia, Trinidad and Tobago, and Samoa.

### **Online communications**

KLC have made greater effort to improve communication of learning generated from projects through blogs published in the online monthly newsletter and made available via project updates on the website and promoted via social media. Contributions are requested and facilitated from project partners and Foundation staff members as opportunities, events and news of their project results emerge: 26 blogs have been edited and published since July 2017.

Responses from a February 2018 blog analysing the use of citizen driven data for governance accountability in three projects supported by the Foundation<sup>6</sup> provides evidence of the reach and interest in the Foundation's work: The blog generated an invitation from the Citizen Generated Data Task Team, which is part of the Global Partnership for Sustainable Development Data. The team is currently exploring this opportunity.

The generation of blogs has accompanied broader efforts to ensure Foundation communications are content-led. Reportage photos covering the Grants workshop, International Civil Society Week, *So Many Islands* Pacific Launch and the Commonwealth People's Forum have been taken and shared alongside online posts to increase engagement, including in real time on social media. One panel discussion podcast was trialled in Samoa and two videos have been released this year.

The improved content output during the year has accompanied some targeted social media engagement and spending. This has contributed to the Foundation's increase in social media followers - Twitter followers have increased by over 60 percent during this year from 3,215 to 5,179 followers, exceeding our target for the strategic period.

### **Knowledge products**

The Foundation has seen a good take-up of its knowledge products and publications over the year. The *Commonwealth Insights* (Resilience) series published on the outcomes of CPF 2015 brings the total to 4,260 combined downloads across 10 papers. Other popular documents include the *Network Effectiveness Framework* (248 downloads) and *The People's Commonwealth: more voices for a fairer world*, (338 downloads).

### **Event communications: International Civil Society Week**

In addition to the Commonwealth People's Forum (see separate report) the second biggest event on the Foundation's calendar this financial year were the Commonwealth Conversations at the International Civil Society Week in Fiji in December 2017. Communications efforts during the

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<sup>6</sup> <https://commonwealthfoundation.com/blog/tools-citizen-generated-data/>

event provide evidence of mainstream media amplifying less heard voices of Commonwealth Foundation partners and their narratives.

During the event, over 200 tweets and retweets were recorded and two articles published post-event on the Foundation site<sup>7</sup> attracted 450 visits. A Hong Kong media outlet, reflecting the plight of Kiribati featured an interview and picture of our delegate Marita Davis. A piece in the *Trinidad Guardian* discussed the ICSW and the Commonwealth Writers Conversations.

## **Lessons Learned**

- Building new learning approaches and enhanced learning *culture* within the Foundation and with partners will take time to embed but has benefited from good engagement from staff and partners so far. Engagement with selected partners has been particularly encouraging. There is an openness to work with the Foundation in a learning relationship and conversations with partners have been affirming of this new programme area. It will be important to continue to build on the enthusiasm and provide fresh thinking and ideas.
- Learning is often not seen as the most urgent priority for staff. Adequate time and space needs to be created in the programme for reflection and discussion. Working in programme teams, rather than as large all-staff meetings has often been more productive to reflection and discussion so far and it would be good to continue to do this in the 2018/19. Within the KLC team, time and capacity to engage with programme work, analyse project reports, make linkages and document learning is also critical.
- Different monitoring and assessment approaches relevant to each programme areas have been developed. Most of these are still very new and being adapted. During this trial period, attention will need to be paid over the next year as to which approaches work well, which do not and how, if needed, they can be adapted.
- Although communications output has grown from staff and partners, KLC will need to support the development of writing and analysis skills for blogs and other on-line formats. It is anticipated that the learning questions will contribute to an innovative framework for analytical knowledge sharing through communications.
- Cultivating media relationships will take time and effort to find the right 'fit'. Preparations for the CPF has provided a good opportunity to build media relationships. However to ensure a greater chance of sustainability, more time was needed to research media contacts, develop and mine stories and build relationships going forward.

## **Impact Story: 'Collaborative Learning'**

Allan Maleche, Executive Director of KELIN, on agreeing to work together in a learning relationship, said:

*'We look at this as an opportunity to document, especially in the new context that we are in where the space for civil society is shrinking. It would be good for us to document a project, especially one where people are calling out for more transparency ... I think it would be handy to document all that and make it available to other grantees and other stakeholders, which gives others ideas ... saying this was done this way and maybe that is a good way to go about it here.'*

Manisurah Aheebwa, Policy Officer, Peace and Security, at EASSI on the learning visit to Gender Links:

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- <sup>7</sup> <https://commonwealthfoundation.com/blog/can-stories-create-change-commonwealth-conversations-civil-society-week/>
  - <https://commonwealthfoundation.com/blog/indigenoussurvival/>

*‘The visit gave me the necessary knowledge and skills to enter into spaces that are often perceived as closed, to engage government stakeholders and perhaps above all to connect with the grassroots in order to harness popular support. The visit taught me to keep an open mind, to learn, and to not keep learning to myself. I am certainly sharing the Gender Links’ method of advocacy work with the EASSI network so we can change the advocacy landscape in the region. One of the things I would most like EASSI to institutionalise is a positive relationship with government: one that enables us to work together with policy makers on gender equality.*

Read her full blog on the exchange: <https://commonwealthfoundation.com/blog/learning-improve-advocacy-landscape-gender-equality-east-africa/>

Huffington Post media, Vijay: [https://www.huffingtonpost.co.uk/vijay-krishnarayan/it-has-taken-two-category\\_b\\_18170396.html](https://www.huffingtonpost.co.uk/vijay-krishnarayan/it-has-taken-two-category_b_18170396.html)

## **Leadership, Operations, Finance and Human Resources ensuring a Commonwealth Foundation that is ‘fit for purpose’**

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### **Programme Area: Support Services**

The Commonwealth Foundation’s support services comprise: Leadership, Operations, Finance and Human Resources. Each of these performs functions in support of the Foundation’s programmes:

- Leadership: to engage with and be accountable to the Governors of the Commonwealth Foundation, to provide thought leadership throughout the organisation and to enhance and promote the Foundation’s brand in its widest sense.
- Operations: to coordinate the effective functioning of corporate governance functions and to provide logistical support across the organisation.
- Finance: to oversee the financial management of the Foundation, to enable accountability to stakeholders and donors and to ensure that the Foundation’s resources are used efficiently.
- Human Resources: to coordinate the organisation’s professional development requirements and to ensure optimal staffing needs are met.

The other discrete area in support services is Knowledge, Learning and Communications (KLC) which is dedicated to supporting all programmes of the Foundation (Participatory Governance and Gender, Commonwealth Writers and Grants) and delivering against specific outputs towards achieving the Short Term Outcome and contributing to the progress towards the Intermediate Outcome. The report of KLC is included separately.

**These functions combine to achieve the outcome: A Foundation Fit for Purpose, with progress monitored and assessed using the following six Support Service Outcome (SSO) Indicators:**

- 1 Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance.
- 2 Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming.
- 3 Commonwealth Foundation systems and structures support good performance, with gender equality mainstreamed.
- 4 Commonwealth Foundation brand strengthened with gender equality a prominent feature.
- 5 Commonwealth Foundation resources used efficiently with gender equality in mind.
- 6 Optimum level of resources secured for Commonwealth Foundation.

### **Progress in 2017-18**

#### **Progress towards the outcome “A Foundation Fit for Purpose”**

Support services operate within established rules, policies and conventions, which are reviewed periodically to ensure that they are contributing to the outcome “A Foundation Fit for Purpose.” This process of regular review has also contributed to organisational learning and continuous improvement.

During the period 2017/2018 The organisation made good progress against the Support Service Outcome (SSO) Indicators.

- 1 Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance

The Foundation's agreed four-year strategy plan has provided a clear framework for the organisation's annual planning and reporting. Meetings of Governors took place as scheduled in December 2017 and planned for June 2018. The Foundation continues to enjoy praise from Governors for its clarity of purpose.

The Foundation's accounts are independently audited by the accounting firm Saffery Champness to a standard compatible with International Financial Reporting Standards. This year the 2016/17 accounts were once more produced on time, with the audit taking place within two months of the year end. The audit report was completed without qualification and presented to the Executive Committee in December 2017. The audited accounts were made publicly available on the Foundation's website and this has now become standard practice.

2 Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming

The Foundation has continued to place emphasis on staff learning. In the 2017/18 staff survey all staff that had attended training provided by the Foundation (73% of staff) felt that it was beneficial. Of these staff members 73% felt that their understanding of gender mainstreaming had improved.

The Foundation maintained its regular cycle of established tri-annual staff conferences for planning and review in July 2017, January and May 2018. These have provided a focus for learning throughout the year.

The Performance Review and Development (PRD) process continues to be used to identify professional needs within the organisation. A target of having 95% of PRD documentation complete by August 2017 for the prior year was met and all staff passed without performance issues requiring a formal management response.

The induction process continues to be used with ongoing modifications to improve the process. All new joiners have passed their probationary reviews and continue to develop into their new roles. Recruitment processes now gauge the extent of potential employees' knowledge of gender equality.

The Foundation has had success in using ad hoc working groups to take projects and initiatives forward (e.g. on travel and security and project management). A new working group aimed at improving engagement within the organisation on gender equality is being established.

3 Commonwealth Foundation systems and structures support good performance, with gender equality mainstreamed

The Commonwealth Foundation re-configured its structure with the approval of the Board following the adoption of the Strategic Plan 2017-2021. This called for a programme of recruitment during 2017/2018. This saw six new joiners welcomed to the organisation, including two roles requiring cover for maternity leave colleagues (the Foundation's maternity leave provision improves on the UK statutory requirements). This leaves one role remaining to be recruited. Equal opportunities measures were deployed in recruitment including monitoring, and diversity levels in the organisation remain constant.

At May 2018 staff turnover for the financial year was 5% (the average for UK based organisations of a comparable size is 15%), with only one colleague leaving and this was

during probation, an improvement from the previous year of 21% (which included redundancies).

4 Commonwealth Foundation brand strengthened with gender equality a prominent feature

The Foundation has featured in a number of media appearances across the Commonwealth during the year. This has been driven by programmatic success (e.g. in relation to the Commonwealth Short Story Prize announcement in Singapore, or Grants outreach in Seychelles). A public affairs agency has been retained to provide support to efforts to promote the Foundation's profile and this secured media coverage for the Foundation at CHOGM 2018.

The Directorate continues to contribute through speaking at public events, generating articles (e.g. Huffington Post, October 2017, The Parliamentarian, 2018 Issue 1), blogs for the Foundation's website and social media. In May 2016 the Foundation's twitter feed had 3,215 followers. In May 2018 this risen to 5,176, an increase of 63%. Additional inputs to this outcome indicator can be found in the report from Knowledge, Learning and Communications.

5 Commonwealth Foundation resources used efficiently with gender equality in mind

The Foundation has observed the Board's instruction to ensure that the ratio of programme to overhead expenditure should equate to 80:20. It is understood that efforts are required to continue to drive down administrative costs, without sacrificing quality, and in the current year the ratio has been improved to 83:17. This has been achieved by reviewing existing suppliers and seeking best value (e.g. photocopier and printer leases).

6 Optimum level of resources secured for Commonwealth Foundation

The Foundation's main source of income is the money it receives from member states. Governments are invoiced on an annual basis.

For financial year 2017/18, at April 2018, 90.44% of invoiced income had been received with assurances from governments that remaining amounts would be paid. This figure is slightly higher than expected (the figure for the corresponding period in 2016/17 was 88.40%).

The Foundation has also made efforts to recover monies owed in unpaid subscriptions from member states, which have accumulated over the years. As at April 2018, the figure stood at £1,073,347 with £169,464 collected in the current financial year from Cyprus, Kenya, Mozambique, Nigeria, St Vincent and the Grenadines, Tonga and Zambia. This compares with £243,015 collected at the end of financial year 2016/2017. The Foundation has addressed the matter of current and accumulated accounts through a programme of targeted correspondence and meetings with key Missions.

## **Lessons Learned**

- The Foundation has understood the need to vigorously pursue its commitment to mainstreaming gender equality. The 2017/18 workplan committed the organisation to undertaking a gender audit in June 2018 and this will be driven by a newly established gender working group.



- The organisation is preparing for a change in leadership and planning is underway to ensure that systems and structures are in place to help with the transition (e.g. documenting operational processes).
- The process of planning for and delivering the Commonwealth People's Forum had an impact on some of the Foundation's established processes (e.g. regular meetings with High Commissions, and learning sessions that follow missions). Action is being taken for these processes to return to normal.
- The Foundation has not succeeded in securing extra-budgetary resources for specific aspects of its work (e.g. The Commonwealth Short Story Prize, and learning related to the grants programme). The Commonwealth People's Forum provided an opportunity to showcase some of this work and the organisation aims to build on this through the development of specific proposals to potential funders.
- Progress has been made in raising the profile of the Commonwealth Foundation but additional work is needed particularly in underrepresented regions (i.e. the Caribbean and the Pacific). This will mean targeted efforts with radio and print in addition to social media in those regions.

# Commonwealth Peoples Forum (CPF) 2018

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## Overview

Working closely with the Commonwealth Heads of Government Meeting (CHOGM) host government, and the Commonwealth Secretariat, the Commonwealth Foundation designed and delivered the 2018 Commonwealth People's Forum (CPF 2018) in a way that was participatory and innovative. The Foundation also recognised the potential for shared learning and constructive engagement before, during and after the Forum. CPF 2018 took place from 16 -18 April at the Queen Elizabeth II (QEII) Conference Centre under the heading, *The People's Commonwealth: Just, Peaceful and Inclusive Societies*. This theme situated the Forum in the globally relevant context of the Sustainable Development Goals (SDG) 2030, in particular SDG16.

The question that framed CPF 2018 was '*How can renewing the Commonwealth enhance inclusive governance for sustainable development?*' An Internal Reference Group anchored by Commonwealth Foundation staff, developed the programme in collaboration with a Content Design Committee, which gathered members of civil society from each of the Commonwealth's regions. The intent was to ensure that the agenda and outputs of CPF 2018 were relevant, coherent, and useful to civil society.

Each of the Forum's three days, focussed on a specific theme with roots in SDG16: *exclusion, injustice and accountability*. These themes were explored using plenary lectures, panel discussions, workshops, round table and policy dialogues. Creative expression was a particular hallmark of CPF 2018. This encompassed art exhibitions, such as Mike Bowers climate change photography piece initially published by The Guardian, Australia, entitled '*Waiting for the tide to turn: Kiribati's Fight for Survival*.' The Foundation's cultural initiative - Commonwealth Writers animated the Forum by curating powerful performances.

CPF 2018 provided an opportunity for a diverse and vibrant exchange of civic voices, engaging in sharing and learning to address issues relevant to all Commonwealth countries. The regional spread of registered delegates indicated representation from each of the Commonwealth regions (Africa, Asia, Caribbean, Europe, Oceania) and beyond. Monitoring confirmed that 493 delegates registered to attend CPF 2018 of these 68% were international and 32% were from the host country. Registration of interest was strong but in the event only 250 delegates attended the Forum. Initial observations noted the impact that visa issuance delays or rejections might have had on eventual participation but further analysis is required to understand the reasons for the deficit.

Glisser is an interactive event software application. This helped to make panel discussions more interactive. The software was used for live polling the audience during select sessions and around pre-determined questions. It also provided an online platform for the audience to ask questions using their smartphones

## CPF 2018 - Impact and Results

The main outputs from CPF 2018 were: A Call to Action - Inclusive Governance for a Renewed Commonwealth; and 2) The London Declaration on Inclusive Governance for A Renewed Commonwealth. The Call to Action was based on the Declaration, which set out a collective Commonwealth agenda to: end exclusion, tackle injustice and commit to accountability.

Link to CPF Call to Action and Declaration:-

<https://commonwealthfoundation.com/resource/peoples-forum-2018-call-action-declaration/>

Civic voices called *inter alia* for:

- a fairer future in the areas of gender equality and inclusion, strengthening democratic institutions;
- a more prosperous future in the areas of inclusive and sustainable economic growth especially for small and vulnerable states; and
- a more sustainable future through climate justice, health, and education.

This was framed by calls for Commonwealth renewal based on a commitment to achieving SDG 16.

The CHOGM 2018 Communique reflected many of the asks articulated in the CPF 2018 outputs. The synergies and alignment are as follows:

- CPF 2018 raised the awareness of gender issues and promoted the inclusion of women as fundamental in inclusive governance and a key aspect of the Commonwealth renewal. It called for an end to impunity towards gender-based violence, and this linked to paragraph 4 of the CHOGM Communique on preventing and eliminating sexual based violence.
- The CPF 2018 call to strengthen the inclusion of women in peace processes to promote gender equality and inclusion as well as build peace as articulated in paragraph 8 of the CHOGM Communique.
- CPF 2018 highlighted issues faced by persons with disabilities and this informed a call to provide affordable accommodation and access to justice for persons with disabilities across the Commonwealth. This is linked to the paragraph 6 of the CHOGM Communique.
- CPF 2018 called for Commonwealth governments to address the unequitable burden placed on the most climate vulnerable countries and people. This augments paragraph 24 the CHOGM Communique on climate vulnerability and increasing resilience.

This year, for the first time since civil society started to engage with CHOGM processes in 1991, there was an opportunity for delegates from the CPF to engage with heads of Government. This happened at a breakfast meeting, where representatives from each of the four Forums had the opportunity to make brief presentations.

Commonwealth Foreign Ministers engaged with 35 delegates from the Commonwealth People's Forum on 20 April. Civil society organisations presented the Call to Action and engaged with Ministers in a way that was dynamic and interactive. This roundtable provided a unique public platform for civic engagement with the Commonwealth's 53 member states through their Foreign Ministries. It demonstrated how civic engagement could help renew the Commonwealth. The design and delivery of the roundtable underlined the importance of collaboration between the Commonwealth Foundation and the CHOGM host government in creating a platform that enables meaningful civic access to decision makers.

CPF 2018 contributed to the Foundation's strategic outcomes in the following ways:

### **Participatory Government and Gender (PGG)**

PGG was able to provide access to platforms for voices in the margins such as indigenous people and women who have made substantive contributions to high-level peace negotiations. The sessions enabled the exploration of alternative narratives on peace building, indigenous people's self-determination and governance.

The Forum also contributed to developing the capacity of participants to form robust movements, networks and alliances. For example, one participant at the session on women in peace negotiations said “After hearing from the women who have been at the peace table, we are now confident and sure that it is possible to have women there and also to have known that it makes a big difference. Women’s involvement makes peace negotiations and the outcomes more sustainable. It changes the attitude of both women and men.”

### Commonwealth Writers (CW)

Commonwealth Writers was able to support less heard voices as they influence public discourse by providing a platform at CPF. For example, the Forum’s Call to Action was delivered through poetry from Mr Gee (UK), Kendel Hippolyte (Saint Lucia), Karlo Mila (Tonga-New Zealand/Aotearoa) and Melizarani T. Selva (Malaysia). Karlo Mila delivered her ‘Poem for the Commonwealth 2018’ to an All-Forum Plenary of over 1000 delegates, together with the Jamaican and UK Prime Ministers and Bill Gates. As one tweet noted ‘young people in indigenous communities have been awakened to the threats to the environment and their ways of life will resist; a powerful and unique poem.’

### Knowledge, Learning and Communications (KLC)

Grant funded projects were prominent at CPF 2018 and contributed to communications outcomes by lending visibility and credibility to the Foundation with its stakeholders. The Forum session on Legislative Reform in the Commonwealth drew on lessons from the project: Reforming Mental Health Legislation in Botswana and Seychelles.

The Commonwealth Foundation is committed to monitoring, evaluating, assessing and learning. Following CPF 2018 the Foundation’s staff team convened to assess: what went well; what didn’t go well; and what improvements need to be considered for the next Forum. **Table B** summarises the discussion.

### Resourcing

CPF 2018’s London location enabled the Foundation to involve all staff in planning and delivery. The staff team was augmented by volunteers, who assisted with reporting on sessions, delegate liaison and general administrative duties. The Foundation also had valued support from four external resource people, who provided inputs on design, implementation event management.

The Foundation invested in CPF 2018 in order to ensure diversity of participation but also in recognition of the synergies between the Forum’s agenda and the organisation’s programme. A fund of £410,672 had been allocated in direct support of the Forum, budgeted for over a two-year period in a designated reserve fund. As of 30 April 2018, the net total expenditure for the delivery of the 2018 CPF in London was £316,534 (see table below).

CPF Designated Reserve Fund	Expenditure July 2017 to 30 April 2018	Balance @ 30/04/18
£410,672	£316,534	£94,138

**Table B: Staff Assessment of lessons learned from CPF 2018**

WHAT WENT WELL	WHAT DIDN'T GO AS WELL	IMPROVEMENTS TO CONSIDER FOR CPF 2020
<b>High quality of the programme</b> - topical issues, good speakers and skilled chairs	<b>Programme was very full</b> - tight schedule did not leave enough time for delegates to network and reflect	<b>Develop and publish programme much earlier</b> - will improve delegate planning, promotion, visibility and media planning
Integration of <b>creative expression</b> throughout the forum - poetry, music were powerful and brought issues discussed to life	<b>Attendance lower</b> than the final registration numbers and previous CPFs - <ul style="list-style-type: none"> <li>• Lengthy and expensive visa process?</li> <li>• Attrition to other forums?</li> </ul>	Continue and <b>build on the integration of creative expression</b> into the programme <ul style="list-style-type: none"> <li>• Explore more creative session formats</li> </ul>
Use of a <b>master of ceremonies</b> - a good choice of MC added value to the programme	<b>Delegate led sessions</b> received very low attendance and were held during the lunch breaks when people wanted to network	<b>Publicise Forum earlier</b> , encourage registration earlier, register people on a waiting list over the maximum limit to offset attrition in numbers
Powerful, memorable and creative <b>opening and closing</b> events	<b>Closing session</b> - demand led but this makes planning difficult and last minute	Promote <b>delegate led sessions</b> in the main programme and plan much earlier
Platforms for <b>delegate participation</b> - use of online/live polling application helped to broaden participation	Some <b>overlap on content</b> between sessions - and a few sessions lacked debate as the panellists' perspectives were similar	<b>Programme design</b> to build in 'space' for more networking, civil society action planning and reflection on discussion and 'big issues' <ul style="list-style-type: none"> <li>• Small roundtable debates?</li> <li>• CPF reception or breakfast?</li> <li>• Include more panellists with diverging points of view</li> </ul>
<b>Social media</b> - added a lot to participant experience - good use of the hashtag #CWpeople	<b>Online visibility of CPF limited by</b> Forums' website design	More emphasis on <b>live streaming</b> and <b>digital distribution</b> ; improve the integration of audience participation through the online applications

Good <b>staff ownership</b> of the programme and <b>teamwork</b>	<b>Media participation</b> relatively low due to complex sign up and registration system	Increase time for <b>questions and answers in sessions and audience participation</b> ; reminders to chairs on importance of dialogue; reduce speaker 'presentation' time.
Good <b>preparation and pre-event briefings</b>	Guidance regarding <b>gender</b> were not always followed by the chairs and the issue received inconsistent attention in session discussions	Remind and reinforce <b>gender specific questions</b> and discussion for chairs
<b>Rapporteur template</b> easy to follow; good standardization and <b>guidance</b> from Chief Rapporteur	Big burden on small staff to deliver CPF	<ul style="list-style-type: none"> <li>• Develop CPF 'team' earlier and engage one fulltime project manager further ahead of time</li> <li>• Develop a <b>declaration 'skeleton'</b> beforehand and improve discussion with Session Leads at the end of each day to reduce rush to develop declaration/Call to Action on final day</li> </ul>

# Financial Report

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## FINANCIAL REPORT FOR THE PERIOD TO 30 APRIL 2018 AND YEAR END FORECAST

### Introduction

1 For 2017/18, the Commonwealth Foundation had an approved budget of £3,148,695. The biggest share of the budget £2,598,912 (83%) was allocated to all direct costs for programmes and grants programme plus related staff costs. The balance of £549,783 (17%) was allocated to the support services (eg. the core operation administrative costs plus other staff related costs). Figure 1 illustrates the distribution of the budgets for all areas.

The Financial Report for the period up to 30 April 2018 is provided at Annex 1.

Details of the 2017/2018 membership contributions to 30 April 2018 and the membership arrears receipts are provided in detail in Annex 2a and 2b. A list of arrears outstanding at the end of April 2018 is shown at Annex 2c.

### Financial Report for the period ending 30 April 2018 (Annex 1)

#### *Income*

2 The figures for membership contributions and the associate membership contribution are the amounts received from member Governments for the financial year 2017-2018. At the end of April 2018 the Foundation had received 90.44% of the projected income from assessed membership contributions. Receipts up to 20 May 2018 is shown below under paragraph 9 - Contributions update. The Foundation aims to receive at least 92% of the projected income by the end of the financial year.

3 Other income received up to 30 April is slightly lower than budgeted (£5,385). This figure is comprised of bank interest (£1,655), income related to the Commonwealth Diplomats' Induction Programme (£3,730). The year-end forecast for other income is lower than the figure budgeted for the year. This is due to lower bank interest rates, and the income from the Diplomats Induction Programme is lower because the programme was held in London, which lowered the course fee.

4 Counterpart funding from Partner Organisations: The Commonwealth Foundation projected that it would receive sponsorship funding from KfW Stiftung of £8,000 for the 'adda' project (an online platform for international writing) under the Commonwealth Writers in this financial year, the sponsor has indicated that this will not be forthcoming until the new financial year 2018/19.

The aspirational target of £20,000 sponsorship for the 2018 Commonwealth Short Story Prize will not be met in this financial year (2017/18).

5 The Internal tax (£124,109) is slightly lower than budgeted due to staff turnover. All Foundation staff members are taxed as per any UK citizen, but that tax is collected and then is made as a contribution from the host government back to the Foundation. This is why it is classified as income. If a post is not filled, then the tax is not paid and therefore the income is not received. The forecast for the end of the year has been adjusted accordingly.

## Expenditure

### 6 Programmes and Grants

6.1 Participatory Governance & Gender - The actual expenditure (including internship £8,014) incurred up to 30 April 2018 totalled £197,539. This expenditure was in the following outputs and projects:

Output 1 - Support for the development of the capacity of civic voice representatives.  
Output 2 - Constructive engagement brokered between civic voices and government.  
Output 3 - Support for the organisational development of civic voice collectives.  
Output 4 - Knowledge of effective practice in participatory governance and gender mainstreaming shared.

Project	Output	Expenditure
Strengthening Women's voices in a decentralisation process	1-4	£1,191
Localising the SDGs in the Caribbean	1,2 & 4	£750
Amplifying Civic Voice in both Commonwealth and Non-Commonwealth Spaces (Pan Commonwealth)	1 & 2	£76,105
Amplifying Women's Voices in the East Africa Community	2,3 & 4	£40,566
Supporting a Youth Employment Initiative Southern Africa	3 & 4	£65,605
Civic Voices 'New Initiatives' (Asia, Europe and Americas)	1-4	£5,308

It is anticipated that most of the budget funds will be committed by the end of the financial year. It is also proposed that the unspent funds remaining (circa £12,221) be carried over in the designated reserve fund for the extension of two projects implemented by EASSI. The funds will be spent in the first two months of the new financial year and will be allocated as 2017/18 budget expenditure.

6.2 Commonwealth Writers - The actual expenditure incurred up to 30 April 2018 was £98,372 (including internship £2,050). This figure is primarily comprised of expenditure for the following outputs & projects:

Output 1 - Craft development of less heard voices in various forms of creative expression.  
Output 2 - Narratives of less heard voices advanced.  
Output 3 - Commonwealth Foundation and partner platforms and temporary spaces for less heard voices created and managed.  
Output 4 - Participation of less heard voices in other platforms and spaces facilitated.

Project	Output	Expenditure
2018 Commonwealth Short Story Prize (CSSP)	1 & 2	£12,934
Adda	2 & 3	£2,806
Commonwealth Writers Website	3	£3,109
CSSP Craft Development	1	£150
Gratiaen Workshop	1	£2,649
Indenture Anthology	2 & 3	£55
KfW Partnership	1	£2,595
Kiswahili Translation	1 & 2	£8,735
Oral Storytelling	1 & 2	£6,982



Pacific Short Films	1,2 & 4	£27,541
Photo Storytelling	2	£ 2,176
So Many Islands (publication and outreach)	2 & 3	£10,479
Transformative Space Engagement	4	£15,590
Translation Symposium Planning	3	£ 521

It is anticipated that the remaining funds for the Commonwealth Writers Programme for 2017/18 will be spent by the end of the financial year especially given the planned Short Story Prize Announcement in Cyprus in July; the Gratiaen Workshop in Sri Lanka; and launch of the Indenture Anthology.

6.3 Grants - As at 30 April 2018, the total amount committed for grants is £729,429 and expenditure of £30,506 for outreach programme and undertake project validation visits.

It is anticipated that the balance of the grant-making budget (£220,571) will be fully omitted by the end of the financial year. However, this will depend on the number of grants that the Grants Committee approve at their meeting of 13 June 2018. If the full £220,571 is not fully committed, it is proposed that the remaining balance be carried over to the designated reserve fund for grants programme management for grants expenditure in 2018/19.

6.4 Knowledge Learning & Communications (KLC) - The total expenditure of £59,134 is related to Output 1 project enhancing KLC enabling infrastructure, staff skills and equipment (£6,382); Output 2 project contextual learning on PGG and the shaping of public discourse by less-heard narratives (£4,756); Output projects: Evaluative learning support and grants MEL workshop (£28,980); and Output 4 project outreach, engagement and communications on work of the Foundation (£19,016).

It is anticipated the remaining funds will be fully committed by the end of the financial year.

6.5 Partnerships and Strategic Development - The actual expenditure incurred up to 30 April 2018 totalled (£20,463). The expenditure is related to the costs for implementation of annual work planning, mid-term review and annual workplanning workshops and RBM Advisor costs. It is anticipated that there will be savings in this budget line by the end of the financial year. It is proposed that the savings be carried over and kept in a designated reserve fund for expenditure in 2018/19 for the Mid- Term of the Strategic Plan 2017-2021.

7 Support Services Expenditure - The total expenditure incurred up to 30 April 2018 totalled (£63,420). This includes Governance (£13,917) and Core Operation costs (£49,503) such as renewal of office content insurance, equipment rental charges and professional fees. It is anticipated that the Core Operation costs will be fully committed by the end of the financial year particularly for the Marlborough House service charge and rates. The Governance expenditure is related to the costs for the CSAG members and Foundation's Chair for attendance at the Board and Executive Meetings, catering, minute writers' fees and conference facilities for the meetings. It is anticipated that there will be savings in the Governance budget by the end of the financial year. It is proposed that the savings be carried over and kept in the designated reserve fund for expenditure in 2018/19. The budget for 2018/19 will be reduced to take account of this savings.

8 Staff Costs & Other Staff Related Costs - The total expenditure incurred up to 30 April 2018 totalled £934,651 (£666,222 for programmes and grants staff, £218,261 for support services staff and £50,168 for other staff related costs such as group life and income protection insurance, staff learning and development and staff welfare and benefits. It is anticipated that there will be savings at year end for staff costs due to staff turnover. The forecast for the year has been adjusted accordingly.

## Contributions Update (Annex 3a-3c)

9 The current position on payment of assessed contributions for the year is presented at Annex 3a. Receipts as of 20 May 2018 total £2,853,611 (£2,828,611 plus prepaid amount of £25,000) representing 91.89% of the projected income from assessed contributions in 2017/2018 (which includes the new member Vanuatu who joined the Commonwealth Foundation in January 2018). This is higher than the same point the previous year (at 89.85%). A paper will be tabled at the meeting showing any further receipts.

10 Arrears payments received as of 20 May 2018 are detailed in Annex 3b. These total £199,464. It should be noted that Cyprus, Kenya, Mozambique, Nigeria, Papua New Guinea, Tonga and Zambia have cleared all or part of their arrears. The Foundation has also received payments from the Government of St Vincent & the Grenadines of £6,064 which has been set against and reduce their arrears outstanding since 2007/2008. The Foundation is grateful to those countries that have endeavoured to reduce or clear their arrears of contributions. A paper will be tabled at the meeting showing any further receipts.

11 A detailed accounting of members' arrears at 20 May 2018 is included at Annex 3c. It is crucial that member governments endeavour to assist the Foundation in bringing about a successful reduction in these amounts so as to continue to fund work in support of civil society organisations within the Commonwealth.

## General Reserve

12 The Foundation has recently upgraded and purchased some hand-held devices and equipment for staff to use. The total cost for these is £11,353 and it is proposed that the expenditure be charged to the General Reserve Fund in financial year 2017/18.

## 2018 Commonwealth People's Forum

13 The budget funds for the delivery of the Commonwealth People's Forum (CPF) was set aside in the designated reserves fund to support this biennial event. The fund was utilised in the period to meet the costs for the preparation and delivery of the 2018 Commonwealth People's Forum in London. As of 30 April 2018, the net total expenditure for the delivery of the 2018 CPF in London was £316,534 (see table below).

CPF Designated Reserve Fund	Expenditure July 2017 to 30 April 2018	Balance @ 30/04/18
£410,672	£316,534	£94,138

## **FINANCIAL STATEMENT OF AFFAIRS TO 30 APRIL 2018**

The Financial Statement of Affairs at 30 April 2018 is presented at Annex 1.

### **1 Statement of Financial Position (Annex 1)**

#### **1.1 Assets**

##### ***Debtors -£1,100,130***

This is comprised of members' contributions due and accounts receivable from other sources, such as VAT recovery on vatable goods and services supplied to the Foundation. Of this sum £1,073,347 (excl. those members withdrawn) is owed in serious arrears.

##### ***Cash at bank and in hand - £2,653,838***

This amount is made up of cash balances in the following bank accounts:

- Current, corporate accounts and cash in hand - £964,240
- Fixed deposit accounts - £1,689,597

The Foundation has invested £1,689,597 in two Fixed Deposit Accounts: Fixed Deposit 1 - £1,289,597 for a 12 month period maturing in July 2018 (interest rate at 0.65%); Fixed Deposit 2 - £400,000 for a 3 month period maturing in June 2018 (interest rate at 0.45%).

#### **1.2 Current Liabilities**

##### ***Creditors: amounts falling due within one year - £1,680,260 (Grants and Other Accounts Payable)***

This is comprised of outstanding payments due to suppliers, consultants, partnership agreements, grants, other staff costs and programmatic expenditure for the remainder of the year. It also includes income from members assessed contributions for the remainder of the year. These are currently held on the balance sheet and transferred monthly to the income and expenditure statement to give an accurate financial statement of affairs.

### **2 Reserves - £1,932,251**

This is comprised of:

- General Fund - £1,334,593

The General Fund is made up of cash plus other assets (e.g. outstanding contributions) less liabilities.

It is made up of Unrestricted Reserves (i.e. those not specifically set aside for a Designated or Restricted Fund).

The General Fund comprises of surplus funds accumulated historically over the year, and, in accord with the accounting policy, holds the equivalent of at least six months operating expenditure in cash.

- Designated Funds - £597,658

The designated fund comprises the following elements:

- Special grants reserve - allocated expenditure £38,075 and balance remaining £61,925
- Grants Programme c/f - £18,984
- Commonwealth People's Forum Fund c/f - allocated expenditure £316,534 and balance remaining £94,138
- Governance activities c/f - £6,877
- Outcome Areas 1-4 project activities previous year - allocated expenditure £56,348 and balance remaining £4,777

### **3 Net Surplus/Loss to date - £141,843**

This is the balancing figure for the net surplus/loss of Income over Expenditure for the financial year 2017/2018 to date.

## ANNEX 1: 2017/18 Financial Report to 30 April 2018

Annex 1

### 2017/2018 FINANCIAL REPORT TO 30 APRIL 2018

	Total Year 2017/18 Budget (a) £	% of total year budget (b) %	Budget to 30-Apr-18 (c) £	Actual to 30-Apr-18 (d) £	Variance Budget v Actual to 30-Apr-18 (e) £	Revised Year End Forecast (f) £
<b>INCOME</b>						
Assessed contributions (90% receipts + 5% contingencies)	2,942,959	93%	2,813,611	2,783,611	30,000	2,907,352
Other income (bank interests, events & sundry income)	31,350	1%	6,050	5,385	665	15,726
Counterpart funding from Partner Organisations	28,000	1%	8,000	0	8,000	0
Internal tax	146,386	5%	127,020	124,109	2,911	145,109
<b>TOTAL INCOME</b>	<b>£3,148,695</b>	<b>100%</b>	<b>£2,954,681</b>	<b>£2,913,105</b>	<b>£41,576</b>	<b>£3,068,187</b>
<b>EXPENDITURE</b>						
<b>PROGRAMMES</b>						
Participatory Governance & Gender (PGG)	345,235	11%	208,105	197,539	10,566	340,575
Commonwealth Writers (CW)	209,500	7%	107,565	98,372	9,193	209,500
Grants Programme	1,000,000	32%	761,609	759,935	1,674	1,000,000
Knowledge Learning & Communications (KLC) for Programmes:	116,500	4%	63,585	59,134	4,451	116,500
- Knowledge Learning & Communications for Participatory Governance & Gender Programme (PGG)						
- Knowledge Learning & Communications for Commonwealth Writers Programme (CW)						
- Knowledge Learning & Communications for Grants Programme						
Partnerships and Strategic Development	50,000	2%	23,050	20,463	2,587	50,000
Sub-total Programmes	£1,721,235	55%	£1,163,914	£1,135,443	£28,471	£1,716,575
Programmes Staff Costs						
Programmes, Grants and Knowledge Learning Staff Costs	£877,677	28%	672,080	£666,222	5,858	821,472
Sub-total Programmes Staff Costs	£877,677	28%	£672,080	£666,222	£5,858	£821,472
Total Programmes, Grants and Staff Costs	£2,598,912	83%	£1,835,994	£1,801,665	£34,329	£2,538,047
<b>SUPPORT SERVICES</b>						
Governance (incl Commonwealth Diplomats Induction Programme)	37,875	1%	14,835	13,917	918	22,417
Organisation and Management Support (core operation & admin costs)	175,923	6%	52,565	49,503	3,062	175,923
Sub-total Enabling Support	£213,798	7%	£67,400	£63,420	£3,980	£198,340
Support Services Staff Costs & Other Staff Related Costs						
Support Services Staff Costs (Management, Finance, HR & Operations)	269,110	9%	220,020	218,261	1,759	262,111
Other staff related costs	66,875	2%	50,855	50,168	687	66,875
Sub-total Support Services Staff Costs & Other Staff Related Costs	£335,985	11%	£270,875	£268,429	£2,446	£328,986
Total Support Services Staff Costs & Other Staff Related Costs	£549,783	17%	£338,275	£331,849	£6,426	£527,326
<b>GRAND TOTAL EXPENDITURE (Programmes, Grants, KLC, Support Services, Staff Costs and Other Staff Related Costs)</b>	<b>£3,148,695</b>	<b>100%</b>	<b>£2,174,269</b>	<b>£2,133,514</b>	<b>£40,755</b>	<b>£3,065,373</b>
<b>NET SURPLUS/(DEFICIT) BALANCE (INCOME LESS EXPENDITURE)</b>	<b>£0</b>		<b>£780,412</b>	<b>£779,591</b>	<b>£821</b>	<b>£2,814</b>

# ANNEX 2a: 2017/18 Contribution Receipts on 30 April 2018

Annex 2a

## COMMONWEALTH FOUNDATION

### 2017/2018 Contribution Scale

(as at 30 April 2018)

MEMBER		Scale £	Prepaid £	Payments made the during year £	Monies Outstanding £
Antigua & Barbuda	1	7,500		7,500.00	0.00
Australia	2	395,000		395,000.00	0.00
Bahamas	3	18,741			18,741.00
Bangladesh	4	22,500		22,500.00	0.00
Barbados	5	22,500		22,500.00	0.00
Belize	6	7,500			7,500.00
Botswana	7	15,000			15,000.00
Brunei Darussalam	8	30,000		30,000.00	0.00
Cameroon	9	22,500	17,500.00	5,000.00	0.00
Canada	10	665,000		665,000.00	0.00
Cyprus	11	26,000		26,000.00	0.00
Dominica	12	7,500			7,500.00
Ghana	13	30,000			30,000.00
Grenada	14	7,500			7,500.00
Guyana	15	7,500	7,500.00		0.00
India	16	125,000		125,000.00	0.00
Jamaica	17	22,500		22,500.00	0.00
Kenya	18	22,500		22,500.00	0.00
Kiribati	19	7,500			7,500.00
Lesotho	20	7,500			7,500.00
Malawi	21	7,500		7,500.00	0.00
Malaysia	22	43,000		43,000.00	0.00
Malta	23	22,500		22,500.00	0.00
Mauritius	24	15,000		15,000.00	0.00
Mozambique	25	7,500			7,500.00
Namibia	26	15,000		15,000.00	0.00
New Zealand	27	90,000		90,000.00	0.00
Nigeria	28	53,000			53,000.00
Pakistan	29	30,000		30,000.00	0.00
Papua New Guinea	30	15,000			15,000.00
Rwanda (new member joined 04/05/11)	31	7,500			7,500.00
St Lucia	32	7,500		7,500.00	0.00
St Vincent & the Grenadines	33	7,500			7,500.00
Seychelles	34	7,500		7,500.00	0.00
Sierra Leone	35	15,000			15,000.00
Solomon Islands	36	7,500			7,500.00
South Africa	37	113,000		113,000.00	0.00
Sri Lanka	38	22,500		22,500.00	0.00
Swaziland	39	7,500		7,500.00	0.00
Tonga	40	7,500		7,500.00	0.00
Trinidad & Tobago	41	30,000			30,000.00
Uganda	42	22,500			22,500.00
United Kingdom	43	1,024,500		1,024,500.00	0.00
United Republic of Tanzania	44	22,500			22,500.00
Zambia	45	15,000		15,000.00	0.00
Sub-total		£3,085,741	£25,000.00	£2,771,500.00	£289,241.00
Vanuatu (joined January 2018)	46	£7,500			7,500.00
Total		£3,093,241	£25,000	£2,771,500.00	£296,741.00
Associate Members					
Gibraltar		12,111		12,111	0.00
GRAND TOTAL		£3,105,352	£25,000.00	£2,783,611.00	£296,741.00
				90.44 %	9.56 %

## ANNEX 2b: Arrears Contributions Received (1 July 2017 - 30 April 2018)

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Annex 2b

COMMONWEALTH FOUNDATION  
ARREARS CONTRIBUTION RECEIVED  
BETWEEN 1 JULY 2017 AND 30 APRIL 2018

Country	2016/2017 £	2015/2016 £	2014/2015 £	2013/2014 £	2007/2008 £	Total £
Cyprus	26,000.00					26,000.00
Kenya	4,441.47					4,441.47
Mozambique	7,500.00	7,500.00				15,000.00
Nigeria	49,780.23					49,780.23
St Vincent & the Grenadines					6,064.10	6,064.10
Tonga	7,500.00					7,500.00
Zambia	15,000.00	15,000.00	15,333.00	15,345.00		60,678.00
<b>Total</b>	<b>£110,221.70</b>	<b>£22,500.00</b>	<b>£15,333.00</b>	<b>£15,345.00</b>	<b>£6,064.10</b>	<b>£169,463.80</b>

# ANNEX 2c: Arrears Contribution Outstanding (on 30 April 2018)

Annex 2c

## COMMONWEALTH FOUNDATION

### Arrears Contribution Outstanding (as at 30 April 2018)

Current members	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/04	2002/03	2001/02	2000/01	1999/00	1998/99	1997/98	1996/97	1995/96	1994/95	1993/94	1992/93	1991/92	1990/91	TOTAL
	£	£	£	£	£	£	£ Provision	Provision £	Provision £	Provision £	Provision £	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	
Belize	Y	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Bosnia	*	15,000.00	15,000.00	15,333.00	15,345.00	15,405.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	76,083.00
Dominica	Y	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	6,059.00	13,689.00	Provision £26,390	Provision £25,830	Provision £29,875	-	-	-	-	-	-	-	-	-	-	-	-	-	183,309.00
Ghana	*	30,000.00	30,000.00	546.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,546.00
Grenada	Y	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Kenya	Y	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00
Kiribati		2,343.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,343.10
Mozambique		0.00	0.00	-6.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-6.00
Nigeria		37.74	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37.74
Papua New Guinea		15,000.00	15,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30,000.00
Rwanda		7,500.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,500.00
St Vincent & the Grenadines	Y	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	193.50	7,994.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,454.40
Sierra Leone	Y	15,000.00	15,000.00	15,333.00	15,345.00	19,513.00	6,935.94	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87,126.94
Solomon Islands	Y	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	756.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	109,571.00
Tonga		0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00
Uganda	*	22,500.00	22,500.00	23,000.00	23,018.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	91,018.00
United Republic of Tanzania	Y	22,500.00	22,500.00	23,000.00	23,018.00	24,648.00	26,000.00	30,079.00	29,417.00	28,982.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	230,144.00
																												0.00
Arrears due from members		167,380.84	157,500.00	115,541.00	115,091.00	110,916.00	92,935.94	75,058.00	73,406.00	29,175.50	14,809.90	Provision £26,390	Provision £25,830	Provision £56,424	-	-	-	-	-	-	-	-	-	-	-	-	-	1,073,347.18
Members withdrawn																												
Samoa (May 2011)							Provision	14,993.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,993.00
Gambia (October 2013)	Y				7,673.00	10,270.00	12,000.00	14,993.00	-	-	4,354.70	Provision £26,390	Provision £25,830	Provision £35,679	-	-	-	-	-	-	-	-	-	-	-	-	-	223,777.15
Maldives (13 October 2016)		Provision	Provision	Provision	Provision	Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,667.00
Total arrears due from withdrawn members		£7,500.00	£7,500.00	£7,657.00	7,673.00	10,270.00	12,000.00	£29,986.00	Provision	£0.00	4,354.70	Provision £26,390	Provision £25,830	Provision £35,679	-	-	-	-	-	-	-	-	-	-	-	-	-	£261,437.15
GRAND TOTAL		£174,880.84	£165,000.00	£122,998.00	£122,764.00	£121,186.00	£104,935.94	£77,406.00	£28,175.50	£14,809.90	£18,043.70	£53,780.00	£50,140.00	£52,103.00	-	-	-	-	-	-	-	-	-	-	-	-	-	£1,394,784.33

\* serious arrears 3-5 years

Y very serious arrears > 5 years



## ANNEX 3a: 2017/18 Contribution Receipts (on 20 May 2018)

Annex 3a

### COMMONWEALTH FOUNDATION

### 2017/2018 Contribution Scale

(as at 20 May 2018)

MEMBER		Scale £	Prepaid £	Payments made the during year £	Monies Outstanding £
Antigua & Barbuda	1	7,500		7,500.00	0.00
Australia	2	395,000		395,000.00	0.00
Bahamas	3	18,741			18,741.00
Bangladesh	4	22,500		22,500.00	0.00
Barbados	5	22,500		22,500.00	0.00
Belize	6	7,500			7,500.00
Botswana	7	15,000			15,000.00
Brunei Darussalam	8	30,000		30,000.00	0.00
Cameroon	9	22,500	17,500.00	5,000.00	0.00
Canada	10	665,000		665,000.00	0.00
Cyprus	11	26,000		26,000.00	0.00
Dominica	12	7,500			7,500.00
Ghana	13	30,000			30,000.00
Grenada	14	7,500			7,500.00
Guyana	15	7,500	7,500.00		0.00
India	16	125,000		125,000.00	0.00
Jamaica	17	22,500		22,500.00	0.00
Kenya	18	22,500		22,500.00	0.00
Kiribati	19	7,500			7,500.00
Lesotho	20	7,500			7,500.00
Malawi	21	7,500		7,500.00	0.00
Malaysia	22	43,000		43,000.00	0.00
Malta	23	22,500		22,500.00	0.00
Mauritius	24	15,000		15,000.00	0.00
Mozambique	25	7,500			7,500.00
Namibia	26	15,000		15,000.00	0.00
New Zealand	27	90,000		90,000.00	0.00
Nigeria	28	53,000			53,000.00
Pakistan	29	30,000		30,000.00	0.00
Papua New Guinea	30	15,000		15,000.00	0.00
Rwanda (new member joined 04/05/11)	31	7,500			7,500.00
St Lucia	32	7,500		7,500.00	0.00
St Vincent & the Grenadines	33	7,500			7,500.00
Seychelles	34	7,500		7,500.00	0.00
Sierra Leone	35	15,000			15,000.00
Solomon Islands	36	7,500			7,500.00
South Africa	37	113,000		113,000.00	0.00
Sri Lanka	38	22,500		22,500.00	0.00
Swaziland	39	7,500		7,500.00	0.00
Tonga	40	7,500		7,500.00	0.00
Trinidad & Tobago	41	30,000		30,000.00	0.00
Uganda	42	22,500			22,500.00
United Kingdom	43	1,024,500		1,024,500.00	0.00
United Republic of Tanzania	44	22,500			22,500.00
Zambia	45	15,000		15,000.00	0.00
Sub-total		<b>£3,085,741</b>	<b>£25,000.00</b>	<b>£2,816,500.00</b>	<b>£244,241.00</b>
Vanuatu (joined January 2018)	46	<b>£7,500</b>			<b>7,500.00</b>
Total		<b>£3,093,241</b>	<b>£25,000</b>	<b>£2,816,500.00</b>	<b>£251,741.00</b>
Associate Members					
Gibraltar		12,111		12,111	0.00
GRAND TOTAL		<b>£3,105,352</b>	<b>£25,000.00</b>	<b>£2,828,611.00</b>	<b>£251,741.00</b>
				91.89 %	8.11 %

## ANNEX 3b: Arrears Contribution Received (July 2017- 20 May 2018)

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Annex 3b

COMMONWEALTH FOUNDATION  
ARREARS CONTRIBUTION RECEIVED  
BETWEEN 1 JULY 2017 AND 20 MAY 2018

Country	2016/2017 £	2015/2016 £	2014/2015 £	2013/2014 £	2007/2008 £	Total £
Cyprus	26,000.00					26,000.00
Kenya	4,441.47					4,441.47
Mozambique	7,500.00	7,500.00				15,000.00
Nigeria	49,780.23					49,780.23
Papua New Guinea	15,000.00	15,000.00				30,000.00
St Vincent & the Grenadines					6,064.10	6,064.10
Tonga	7,500.00					7,500.00
Zambia	15,000.00	15,000.00	15,333.00	15,345.00		60,678.00
<b>Total</b>	<b>£125,221.70</b>	<b>£37,500.00</b>	<b>£15,333.00</b>	<b>£15,345.00</b>	<b>£6,064.10</b>	<b>£199,463.80</b>

# ANNEX 3c: Arrears Contribution Outstanding (on 20 May 2018)

Annex 3c

## COMMONWEALTH FOUNDATION

Arrears Contributions Outstanding  
(as at 20 May 2018)

Current members	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/04	2002/03	2001/02	2000/01	1999/00	1998/99	1997/98	1996/97	1995/96	1994/95	1993/94	1992/93	1991/92	1990/91	TOTAL
	£	£	£	£	£	£	£ Provision	Provision £	Provision £	Provision £	Provision £	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Belize	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Botswana	15,000.00	15,000.00	15,333.00	15,345.00	15,405.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	76,083.00
Dominica	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	-	6,095.00	11,689.00	Provision £26,390	Provision £23,030	Provision £28,875	-	-	-	-	-	-	-	-	-	-	-	-	-	183,390.00
Ghana	30,000.00	30,000.00	546.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,546.00
Grenada	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Kenya	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00
Kiribati	2,343.10	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,343.10
Mozambique	0.00	0.00	-4.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4.00
Nigeria	37.74	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	37.74
Rwanda	7,500.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,500.00
St Vincent & the Grenadines	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	193.50	7,994.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	90,464.40
Sierra Leone	15,000.00	15,000.00	15,333.00	15,345.00	19,513.00	6,935.94	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	87,126.94
Somon Islands	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,463.00	-	754.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	109,571.00
Tonga	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.00
Uganda	22,500.00	22,500.00	23,000.00	23,018.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	91,018.00
United Republic of Tanzania	22,500.00	22,500.00	23,000.00	23,018.00	24,648.00	26,000.00	30,079.00	29,417.00	28,982.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	230,144.00
Areas due from members	152,380.84	140,500.00	115,541.00	115,091.00	110,916.00	92,935.94	75,058.00	71,466.00	26,175.50	14,809.90	13,689.00	Provision £26,390	Provision £23,030	Provision £26,549	-	-	-	-	-	-	-	-	-	-	-	-	-	1,003,347.18

\* serious arrears 3-5 years

Y very serious arrears > 5 years

Members withdrawn	2016/2017	2015/2016	2014/2015	2013/2014	2012/2013	2011/2012	2010/2011	2009/10	2008/09	2007/08	2006/07	2005/06	2004/05	2003/04	2002/03	2001/02	2000/01	1999/00	1998/99	1997/98	1996/97	1995/96	1994/95	1993/94	1992/93	1991/92	1990/91	TOTAL
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Samoa (May 2011)	-	-	-	-	-	Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,993.00
Gambia (October 2013)	-	-	7,673.00	10,270.00	12,000.00	14,993.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Maldives (13 October 2016)	Provision	Provision	Provision	Provision	Provision	Provision	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	223,777.15

Total arrears due from withdrawn members	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision
GRAND TOTAL	£199,380.84	£199,380.84	£121,208.00	£122,744.00	£121,586.00	£104,935.94	£75,044.00	£73,404.00	£29,175.50	£14,809.90	£18,043.70	Provision	Provision £26,390	Provision £23,030	Provision £26,549	Provision £28,875	Provision £26,390	Provision £23,030	Provision £26,549	Provision £28,875	Provision £26,390	Provision £23,030	Provision £26,549	Provision £28,875	Provision £26,390	Provision £23,030	Provision £26,549	£1,394,784.13

## ANNEX 4: Statement of Financial Position on 30 April 2018

						Annex 4	
COMMONWEALTH FOUNDATION							
STATEMENT OF FINANCIAL POSITION AT 30 APRIL 2018							
				£	£	£	
<b>ASSETS</b>							
<b>Current Assets</b>							
Debtors		1.1		1,100,130			
Cash and cash equivalents		1.1		2,653,838			
						3,753,968	
<b>Non-current Assets</b>							
Plant and equipment						386	
<b>LIABILITIES</b>							
<b>Current Liabilities</b>							
Creditors: amounts falling due within one year (Grants and other Accounts Payable)		1.2		1,680,260		( 1,680,260)	
<b>NET TOTAL ASSETS</b>						<b>2,074,094</b>	
<b>RESERVES</b>							
General Fund		2				1,334,593	
<u>Designated Funds</u>		2					
- Special Grants Reserve Fund - allocated expenditure				38,075			
- Balance remaining				61,925			
- Grants Programme previous year c/f				18,984			
- Commonwealth People's Forum Fund - allocated expenditure				316,534			
- Balance remaining				94,138			
- Governance activities c/f				6,877			
Previous year programme project activities - allocated expenditure				56,348			
- Balance remaining				4,777			
						597,658	
<b>TOTAL RESERVES</b>						<b>1,932,251</b>	
Net Surplus/Loss to date (P&L)		3				141,843	
						<b>2,074,094</b>	

## ANNEX 5: Report on completed and assessed grants projects (five projects in 2017-18)

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**A grant of £77,974 was awarded to Afrikids to Eradicate the Spirit Child Phenomenon (SCP) in Bongo, Ghana by:**

- Increasing knowledge and understanding of child rights and healthcare issues related to Spirit Child Phenomenon (SCP) amongst concoction men, soothsayers, traditional authorities and communities at large.
- Training concoction men, soothsayers and traditional authorities in child rights and mobilising them as child rights advocates.

**Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes and public discourse shaped by less-heard narratives**

*Indicator of change: Civic voices, supported by the Commonwealth Foundation, effectively communicate policy priorities to (local) government on service provision and support to children with disabilities and their families in Bongo, Northern Ghana.*

The project was successful in improving the understanding of child rights amongst concoction men, chiefs, women leaders, religious leaders and youth leaders with a reported 96% of all targeted community members having rejected former beliefs around SCP. Likewise, the Knowledge, Attitude and Practice (KAP) surveys showed an increased acceptance of disabled children by the end of the project, with 89% of community members holding the belief that a disabled child should be allowed to live a full life.

- Infanticide has been publicly banned by the chiefs and there has been a significant reduction in negative attitudes and in the stigmatisation of disabled children. The chiefs and elders of the communities led by example declaring an end to SCP and have instituted local bylaws making the practice illegal.
- The project facilitated the building of relationships between the Ghana Education Service, Ghana Health Service, Department of Social Welfare and the Ghana Police Service, and the communities and traditional leaders. As a result of this engagement and the targeted training sessions for nearly a hundred health workers and social workers, the following tangible results were evidenced:
  - increased multi-service coordination between schools and the district hospital with over a thousand children being screened to identify any impairments; families being enrolled in the cash transfer programme, LEAP (Livelihood Empowerment against Poverty programme);
  - teachers trained on making the classroom more inclusive for disabled children;
  - increased number of home visits to families with disabled children; and nurses being trained in physiotherapy. Ghana Education Service also conducted its own outreach with awareness raising sessions with the PTAs Parent Teacher Associations, School Management Committees and Circuit Supervisors (people tasked with monitoring education provision).
- The project reported an improved outreach by service providers, and an increase in families accessing health and education services for their disabled child. The initial baseline figure for the number of disabled children accessing health care facilities and schools in the district was 25, by the end of the project 92 disabled children were accessing health facilities and 48 were enrolled in school (some of these children will be the same, but it was not possible to ascertain how many from the reported figures). Of the 92 children, 43 (mostly children with cerebral palsy) were receiving physiotherapy treatment. There was also a significant

increase in the number of women attending ante-natal appointments with a threefold increase, from 412 in 2014 to 1,245 in year 2016.

**A grant of £90,000 was awarded to the Caribbean Association of Local Government Authorities (CALGA) to foster a democratic culture in schools and local communities in The Bahamas, Guyana, St Lucia and Trinidad and Tobago by:**

- Institutionalising mechanisms for youth involvement in local democracy through Student and Junior Councils.
- Developing youth communication skills and educating them in local governance, gender equity and cultural diversity.

**Contribution to the Intermediate Outcome: Civic voices have enhanced involvement in policy processes and are more effective in holding institutions to account**

*Indicator of change: Civic voices (in the Caribbean), supported by the Commonwealth Foundation, effectively communicated policy priorities to (local) governments on the establishment of Junior Councils in Secondary Schools in Guyana, St Lucia, The Bahamas and Trinidad and Tobago.*

- Following the framework resolution provided by CALGA for local government councils to support the establishment of junior councils and formalise the interface between the Junior Councils and local authorities, local government councils passed resolutions in each of the four countries where the project was implemented. In 2014, the Local Government Council in Exuma, Bahamas passed a resolution to establish Junior Councils. In 2015-16, resolutions were also passed in Anna Regina Town Council in Guyana, Vieux Fort South Constituency Council in St Lucia, and the Tunapuna/Piarco Corporation in Trinidad and Tobago.
- The project contributed to an improved understanding of democratic values and principles by youth participants. It was also successful in facilitating the linking up of students and local government. The end of project survey found that 77% of students had interactions (letter writing, co-hosting debates and community projects) with local government. The project helped contribute to an enhanced understanding of government services. By the end of the project 71% of participants could identify a local government service compared to 52% in year one and 35% in year two.

**Contribution to Short-term Outcome: Stronger Civic Voices**

*Indicator of change: Civic voices (student council members in Guyana, St Lucia, The Bahamas and Trinidad and Tobago) supported by the Commonwealth Foundation have strengthened capacity to constructively engage with policy makers in policy development.*

The project developed specific policy guidelines and templates to guide the establishment of democratically elected student councils in project schools. This contributed to the establishment of an institutionalised mechanism for youth involvement in local democracy through student councils and facilitated increased youth involvement in school and community governance.

- The student council members demonstrated their communications skills by engaging in public speaking, debating and making oral presentations. They also wrote formal and informal letters, designed promotional campaigns and programmes for events. At the end of year three, a survey of all participants was conducted. Some notable achievements include: 52% of youth participated in Local/General election campaigns compared to 23% in year one and 26% in year two, and 27% made representations to a Community Based Organisation compared to 0% in year one and 13% in year two.

**A grant of £90,000 was awarded to Kemit in Rwanda to give a voice to women in Rwanda identify and advocate for policy reform of issues that are most relevant to them by:**

- Increasing the awareness of local leaders and the community on the impact of stereotypes and taboos on the life of women from vulnerable groups.
- Improving the confidence of targeted CSOs members to voice their concerns through visual art.

**Contribution to Short Term Outcome: Stronger Civic Voices**

*Indicator of change: Civic voices (in Rwanda) supported by the Commonwealth Foundation have strengthened capacity to constructively engage with policy makers in policy development*

- A total of 87 local leaders and 113 community members, 92.94% of local leaders who participated in project activities confirmed an increased awareness of the impact of stereotypes and taboos on the life of women from vulnerable groups, as a result of the dialogue sessions undertaken by the project, over 92% of local leaders and community members expressed an increased awareness. Some leaders expressed appreciation for the project and positive impact it has had on the lives of vulnerable women.
- 95% of local leaders and community members who participated in project activities expressed an improved understanding of vulnerable groups' issues. During the dialogue sessions, it was highlighted that local leaders expressed their willingness to provide specific support to women. The Ministry in charge of Gender Affairs conveyed their intention to provide financial support towards the provision of toolkits for women to help them undertake income generating activities using the skills they have learnt as a result of project activities. The Ministry representative highlighted that they will also help the certificates (that participants received from completing project training) receive official accreditation from the Ministry of Education. This will mean that the training certificate delivered by the project will be recognized as an equivalent to diplomas delivered by official schools and training centres.

*Indicator of change: Less heard voices (in Rwanda) supported by the Commonwealth Foundation have enhanced capacity to tell stories using visual art.*

The project reported that all 17 women trained over the course of the project demonstrated visible improvements in the technical and artistic quality of the pictures they produced. According to the project, good quality pictures and videos produced by the women were successfully used during the exhibition tours. In its final report, the project provided positive testimonials of two women demonstrating their improved knowledge and increased confidence in using visual art techniques. Kemit recognized that while targeted CSO members need support to continue developing their visual art knowledge and techniques, some women have already begun to train members of their respective NGOs using Kemit's training curriculum.

The project reported that women's self-confidence has improved. Although, the project acknowledged that there are not yet signs that women are more willing to voice their concerns through visual art, participants do believe that their voices will be heard by the appropriate audiences because their stories and life experiences have been documented and published on TV and radio shows, short documentaries. A project participant, Nkudimana Highland said:

*"Learning film and photography helped me build self-confidence. I learned how to believe in myself and was able to express my ideas. I believe that others who will have chances to know about my work will not limit themselves. They will be inspired by the fact that they can also make it".*

**A grant of £87,614 was awarded to Kituo Cha Sheria and Redress to enhance national dialogues on Justice in Kenya ensuring that the views and needs of people affected by post-election violence are considered by:**

- Building the capacity of CBOs to communicate victims' concerns in order to influence accountability and reparation processes is enhanced.
- Strengthening a network of community-based organisations (CBOs) working with victims of post-election violence (PEV).
- Raising the awareness of national institutions to victims' views, needs and rights.

**Contribution towards intermediate outcome: Civic voices have enhanced involvement in policy processes and are more effective in holding institutions to account**

*Indicator of change: Civic voices (in Kenya) supported by the Commonwealth Foundation effectively communicate policy priorities to the national government on interests and rights of victims of post-election violence.*

CBOs jointly developed strategies on how to advocate for victim rights and interests in domestic transitional justice mechanisms. They produced joint advocacy statements reflecting victims' views, needs and rights and engaged in advocacy with representatives of national bodies and institutions during the project.

*Indicator of change: Civic voices (in Kenya) supported by the Commonwealth Foundation who are effectively monitoring government action and using the information to influence it.*

The project was successful in increasing the awareness of national bodies and institutions of post-election violence victims' views, needs and demands. Dialogue between CBO representatives and representatives of national bodies and institutions, in particular the Chief Justice, the Kenya National Commission on Human Rights (KNCHR) and the National Consultative Coordination Committee on Internal Displacement (NCCC)<sup>8</sup> have not only contributed to raising awareness but also secured some specific commitments and actions from institutions in support of victims, on the following areas:

- **Alternative Justice Systems:** CBOs promoted Alternative Justice Systems as an additional form of justice at the local level to deal with PEV. CBOs brought the idea of using Alternative Justice Systems to the attention of the Chief Justice, who was supportive. A taskforce was established in March 2016 to study existing AJIS models and best practices with the objective of informing future guidelines. Additional funding was secured to pilot Alternative Justice Systems in two selected regions (Kisumu and Eldoret).
- **Restorative Justice Fund:** At the National Victim Convention hosted by the National Survivors and Victims Network in July 2016, in which CBOs participated, an advocacy strategy to promote the establishment of the Restorative Justice Fund was developed. Following the convention, the Attorney General's Office, in charge of the operationalisation of the fund, developed draft regulations to determine how the fund would be implemented. Civil society involved in the second National Victim Convention of February 2017, including CBOs from the project network, provided input into the draft regulations which was later shared with the Attorney General's Office.
- **Implementation of the IDPs Act:** CBOs carried out advocacy on the IDPs Act with the National Consultative Coordination Committee on Internal Displacement (NCCCC) (the body in charge of

<sup>8</sup> The Prevention, Protection and Assistance to Internally Displaced Persons and Affected Communities Act 2012 established the NCCC, a body which was tasked with, among other things, advise the government on IDP issues, ensure the registration of all IDPs in a national database and oversee the management and use of the Fund set up to prevent displacement, protect and assist IDPs and overall overseeing implementation of the Act (the Act is available here: [\[link\]](#))



overseeing implementation of the IDP Act), both directly and indirectly through KNCHR. They specifically asked the NCCC to consider all IDPs, including the “integrated IDPs” who are not residing in camps, for purposes of compensation and other programmes. In March 2017 it was announced that a special team set up to work with the Office of the President had worked out a framework to compensate IDPs who opted to be integrated in Kisii and Nyamira counties instead of living in camps.

### **Contribution to Short Term Outcome: Stronger Civic Voices**

*Indicator of change: Civic voices (in Kenya) supported by the Commonwealth Foundation have strengthened capacity to form network for collective decision making on the rights and interests of victims of post-election violence.*

The project has successfully contributed to strengthening an informal network of CBOs working with victims of post-election violence and their efforts to contribute to discussions at local and national level around victims’ rights. It has not only promoted networking among CBOs but also between CBOs and other CSOs working at national level on victims’ rights as well as between CBOs and national institutions with a mandate relating to justice and reparations for victims.

### **A grant of £60,000 was awarded to Transparency Maldives to enhance the capacity of civil society to promote greater accountability and transparency of public institutions in the Maldives by:**

- Improving the skills and knowledge of civil society organisations (CSOs) on the CSO role in governance.
  - Increasing the engagement of CSOs in the law/policy making process.
  - Increasing public (citizens and media) understanding and receptivity on the role of civil society
  - Increasing public awareness and receptivity of civil society role in participatory law-making.
- The grant was awarded to Transparency Maldives in 2014. In 2016 Maldives withdrew from the Commonwealth. At the time of the Maldives leaving the Commonwealth, all funds to Transparency Maldives had been disbursed. Transparency Maldives continued to implement project activities in line with the grant agreement signed with the Commonwealth Foundation in 2014.

### **Contribution to Intermediate Outcome: Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes**

*Indicator of change: Civic voices (in Maldives) supported by the Commonwealth Foundation communicated policy priorities to the national government, on recommendations to Regulations on Registration of Associations, the National Human Rights Plan and the Gender Equality Bill.*

Transparency Maldives provided comments to the Registrar of Associations on the Regulation of Associations but only one amendment was eventually tabled. This amendment was to increase the ceiling of project funding at which approval has to be obtained by the CSO from the Registrar. Transparency Maldives also produced a legal review of the anti-Defamation Act. Likewise, Transparency Maldives and partners inputted into the consultation on the Gender Equality Bill in 2016.

- The National Human Rights Action Plan (NHRAP) developed by the Human Rights Committee of the Maldives with support from UNDP was opened for public consultations in August 2016. A meeting for civil society was held to nominate two representatives from civil society sector, of which one was Transparency Maldives, to the National Coordinating Committee for the formulation of the NHRAP. However, the current status of National Coordinating Committee is unclear.

Although none of the main expected results were realised due to the prevailing political climate, the project was successful in terms of civil society organisations improving their skills to undertake advocacy, develop well targeted training materials and implementing effective strategies for harnessing social media. The project was not successful in getting an Associations Bill tabled in parliament, despite initial support for the project from the Attorney General. However, the views of CSOs were well represented in the draft Association Bill which a UNDP consultant had drawn up based on an original draft bill developed by Transparency Maldives.

#### **Contribution to intermediate outcome: Public discourse shaped by less-heard narratives**

*Mainstream media has amplified less heard voices and the narratives of civil society organisations in the Maldives that have been supported by the Commonwealth Foundation.*

Some 14 articles were published on CSO activities during the project. The media developed these articles after seeking comments from the CSOs. Project stakeholders made various appearances on radio and TV shows to discuss citizen participation in law making processes. The use of videos on Instagram did prove an effective way of reaching a younger audience. An accessible website, Askani was also launched which provides useful information and resources. However, as a way of profiling the work and experiences of CSOs, success was limited as only six of the expected 100 CSOs registered.

#### **Contribution to Short Term Outcome: Stronger Civic Voices**

*Indicator of change: Civic voices (in Maldives) have strengthened capacity to form robust movements, networks, alliances with other civic voice collectives and partner institutions.*

The project was initially successful in developing and training six networks. A total of 77 CSOs, CBOs and WDCs (women's development committees) participated. However, only one network is still currently active. Nevertheless, whilst the networks were in operation in the first year and a half of the project, they used the skills they had acquired from the trainings to carry out various initiatives, such as RTIs (right to information) requests, campaigns on employment rights, issuing of press statements, and participation in panel discussions.

## ANNEX 6: Grants - Projects Knowledge and Learning

### GRANT - LEARNING MATRIX 2016 cohort

Change agenda	How	Project title	Locality of Project			Country
			<i>Sub-national</i>	<i>National</i>	<i>Regional</i>	
<b>Accountability: Holding government to account</b>						
IO: Marginalised <b>informal worker rights</b> and conditions	Gaining rights, better working conditions and validation for the economic and environmental contribution of waste pickers in the solid waste management system	WIEGO Improving the environment and livelihoods of waste pickers in South Africa	X (cities) Johannesburg Pretoria Sasolburg			South Africa
STO: Improving gender awareness in organisations	Training in gender awareness of wastepicker organisations					
STO: Building networks and coalitions	strengthening existing network and knowledge base of waste-picker on inclusive solid waste management and policy recommendations					

IO: Ensuring marginalised communities realise their <b>disability rights</b> /service provision	<b>Women with disabilities participate in decision-making and have improved recognition, rights and access to services</b>	<b>Shanta Memorial Rehabilitation Centre</b> Upholding the rights of women with disabilities in India	X	India
IO: Using citizen generated data	<b>Provision of report to government on its progress toward fulfilling needs of women with disabilities 'alternative report of civil society'</b>			
Gender: Monitoring gender dimensions of disability provision	<b>Gendered monitoring mechanism developed and used</b>			
IO: Improving civil society use of <b>Right to Information (RTI)</b> legislation to make information requests	<b>Developing awareness of RTI (draft) law, tools and good practice</b>	<b>CHRI</b> Building civil society organisation's capacity to advocate for RTI	X	Kenya
STO: Developing RTI tools	<b>Using RTI tool to demand information</b>			
STO: South-to-South learning	<b>Sharing experience of use of RTI for access to information in different Commonwealth countries</b>			

IO: Ensuring marginalised communities realise their rights/service provision	Improving engagement of Disability People's Organisations (DPOs) with local and national gov'n't to address needs of disabled people	Turning Point Foundation Developing the capacity of persons with disabilities and DPOs to advocate for their rights	X		Bangladesh
STO: Mainstreaming gender	Building capacity of DPOs to mainstream gender in project activities and laws				
STO: Building CSO networks and coalitions	Forming advocacy groups to identify and articulate advocacy asks and engage in advocacy with local and national government				
IO: Improving civil society use of Right to Information (RTI) legislation	Civil society filing RTI applications to make information request around issues raised at community level	Transparency Intl SL Promoting civic-state engagement to support effective implementation of RTI Act	X		Sri Lanka
STO: Building CSO networks and coalitions	Organising coalitions of CSOs in 5 sectors - health, education, transport, water, sanitation, to use RTI Act				

Influencing policy processes					
IO: Improving policy implementation through involvement of beneficiaries in decision-making	Improving effectiveness of cash transfer programme through better use of data and engagement btwn government, beneficiaries and other stakeholders	Africa Platform for Social Protection (APSP) Enhancing accountability in the management of cash transfer programmes in Kenya	X (counties) Busia (West) Kajiado (Central) Kilifi (Coast)		Kenya
STO: Multi-stakeholder engagement	Facilitating meetings between Parliamentary committee, media, county officials, beneficiaries and other stakeholders on cash transfer programme				
STO: Improving data analysis on service provision results and stakeholder engagement	Building capacity of government officers and other stakeholders to collect and analyse data on cash transfer programme implementation				
IO: Promoting greater representation and participation of women in governance	Advocacy for the passage of the draft Women's Reservation Bill - reserves 33 per cent seats to women in parliament and legislative assemblies	Centre for Social Research Promoting greater representation and participation of women in national and state governance structures in India	X		India
STO: Building CSO networks and coalitions	Mobilize and establish coalition of 30 CSOs across India and develop advocacy strategy				

STO: Constructive engagement	Engaging MPs to form a block of parliamentarians committed to the Bill; lobbying and advocating government and party officials				
IO: Reforming legislation and regulatory framework	Strengthening CSO regulatory framework to improve CSO operating environment, transparency and accountability	Nigeria Network of NGOs (NNGOs) Strengthening statutory regulation for civil society organisations in Nigeria		X	Nigeria
STO: CSO-Government collaborative planning	Collaborative work with Corporate Affairs Commission to revise the Company and Allied Matters Act (CAMA) according to CSO consultation demands				
Influencing public discourse					
IO: Amplifying voice and issues in informal settlements	Music and musical skill expression in Port Harcourt slums	Stakeholder Democracy Network (SDN) Empowering residents of waterfront slums to advocate for an inclusive city in Port Harcourt	X (city) Port Harcourt		Nigeria
IO: Community radio as a medium to amplify voice	Engaging state and city government officials in debates on issues affecting communities through comm radio				
IO: Building greater public awareness	Media campaigns and publications of the Right to Information Act	Transparency Intl SL Promoting civic-state engagement to support effective implementation of RTI Act		X	Sri Lanka

IO: Building greater public awareness	Public awareness campaign on air and water quality promoting pro-active disclosure of data and regulatory frameworks	Jamaica Environmental Trust Supporting communities in Jamaica to advocate for improved air and water quality	X (communities) Hayes, Clarendon, Bull Bay, St. Thomas		Jamaica
STO: Building a community-led network	Community led advocacy network to demand disclosure of air and water quality				
STO: Evidence based research	Research on existing legal and policy frameworks for air and water quality standards				
IO: Building greater public awareness	Public awareness campaigns to promote coverage of the bill and women's political issues in mainstream media; student unions; rallies; community groups	Centre for Social Research Promoting greater representation and participation of women in national and state governance structures in India		X	India
STO: Promoting minority rights through storytelling and theatre	Use of storytelling and theatre to explore themes of tolerance, diversity and inclusion of ethnic and religious minorities	Minority Rights Group International (MRGI) Promoting education for all in Quetta, Pakistan	X (city/town) Quetta, Balochistan		
STO: Improving dialogue with government institutions	Facilitating engagement between actor-activists and decision-makers at district and provincial levels to advocate for stronger protection				Pakistan



IO: Public awareness on disadvantages of child marriage	Use of theatre and public awareness in mainstream local and district media on - ve impacts of child marriage and importance of girls' education		
STO: Building networks and coalitions	Establishing Rapid Action Network of actors and actresses of the 'forum theatre'. Also Mothers' Forums and Responsible Citizens Committees of theatre workers	Jana Sanskriti Centre for Theatre of the Oppressed Preventing child marriage in Purulia, India	X (city) Purulia, West Bengal
STO: Building multistakeholder coalitions	Regular meetings between Mothers' Forums, Responsible Citizens Committees, teachers, police and government - to help provide guidance		India

## GRANTS - LEARNING MATRIX 2017 cohort

Change agenda	How	Project title/date	Locality of Project			Country
			Sub-national	National	Regional	
Accountability: Holding government to account						
IO: Improved service provision/ rights for marginalised	Ensuring greater share of public expenditure goes to PLHIV					Kenya
IO: Raising awareness of health provision needs and accountability to people with HIV	Increasing public and media awareness of right to health	KELIN Ensuring the right to health for vulnerable people in Kenya	X (cities) Nairobi, Mombasa, Kisumu, Kakamega			
STO: Participatory budgeting & expenditure processes	CS network participation in health related planning and budgetary processes					
STO: Building networks and coalitions	Strengthening network of CSOs, CBOs, media and PLHIV for accountability					
STO: Constructive engagement	Network and county level decision-makers regarding health expenditure					

IO: Improved service provision/ rights for marginalised	<b>Financial services for refugees</b>	<b>Ara Trust</b> Ensuring financial inclusion for refugees in India		India
IO: Raise awareness of the financial inclusion needs of <b>refugees</b>	<b>Sensitization and training with UN bodies, relevant government authorities and financial institutions</b>		X (city) Delhi	
	<b>Research on evolving financial policies and pilot study to test access to the financial avenues for refugees</b>			
IO: Local implementation of national policy	<b>Localising the informal sector Development and Control Act</b>			PNG
IO: Improved service provision/ rights for marginalised <b>informal workers</b>	<b>Rights and responsibilities of women vendors</b>	<b>People's Pacific Partnership Assn (PPPA)</b> Enhancing localisation of the PNG Informal Economy Act, 2015	X (provinces) East Sepik Jiwaka	
Gender sensitizing	<b>Gender sensitizing and social inclusion training to improve local government consultation with women vendors</b>			
STO: CSO - Government collaborative development planning	<b>Development of strategies and by-laws for local informal economy development</b>			

IO: Improved service provision/ rights for marginalised	<b>Influence policies that enable children with disabilities to access their rights</b>	<b>AbleChildAfrica UK</b> Strengthening the capacity of Kenyan civil society to advocate for the rights of children and young people with disabilities	X	Kenya
IO: Raise awareness and build support for policy change around rights of <b>children with disabilities</b>	<b>Building capacity of coalition for public awareness campaigns on children with disabilities</b>			
STO: Building networks and coalitions	<b>Building a coalition of child-focused CSOs and disabled people's orgs for policy change and influence</b>			
IO: Increased women's participation in democratic processes	<b>Building capacity of young women's governance and leadership skills and district assemblies inclusion</b>	<b>Health and Rural Development (HARD)</b> Strengthening women's participation in governance in Balochistan, Pakistan	X (province) Balochistan	Pakistan
STO: Building young women's capacity in political rights and leadership	<b>building capacity of informal district assemblies to discuss socio-cultural and religious practices on women</b>			
IO: recognising structural impediments to women's political participation	<b>building capacity of informal district assemblies to discuss socio-cultural and religious practices on women</b>			

IO: Improving government achievement of <b>NCD prevention</b> and control targets	<b>Taskforce of government and CSOs discussing and researching how to achieve NCD targets</b>	<b>HRIDAY</b> Accelerating national commitments to reduce non-communicable diseases in India		X	India
STO: Improving dialogue with government institutions	<b>Capture evidence on progress towards NCD targets and develop NCD Accountability Framework</b>				
STO: Building networks and coalitions	<b>Taskforce of CSOs AND government, Council of Medical research, quasi government orgns</b>				
Domesticating global agreements	<b>Domesticating SDGs and Climate change commitments into the Tonga Strategic Development Framework</b>	<b>CSFT</b> Enhancing the ability of civil society to monitor the implementation of the Tonga Strategic Development Framework		X	Tonga
CSO data collection for monitoring government commitments	<b>Building evidence based data collection skills and develop monitoring framework of gov'n't development plans</b>				
STO: Improving dialogue with government institutions	<b>Improving dialogue between CSOs, government and parliament towards collaborative implementation of the Tonga Strat Dev Framework</b>				
IO: Influencing legislation related to tribal rights	<b>Improving participation of Tribal Rights Fora in policy dialogue with the National Human Rights Institutions</b>	<b>Find Your Feet</b> Strengthening the effective implementation of pro-tribal legislation and policies in India			India
IO: Raise awareness and build public support on <b>indigenous/tribal rights</b> needs	<b>Collaborating with print, online and broadcast media to raise awareness</b>		X (provinces) Chattisgarh Jharkhand		
STO: Improving dialogue with government institutions	<b>Improving meetings between Tribal Rights fora and National Human Rights Institutions on tribal rights and legislation</b>				

CSO - Government collaborative development planning	Collaborative work with relevant government agencies to present and propose legislative changes				
Improving <b>land rights</b> for customary landowners	Promoting policy and legislative changes to protect the landrights of customary land owners from corporate 'grabs' advocating to Parliamentarians to adopt proposed legislative changes	CELCOR Strengthening legislation and policy development on natural resource management in Papua New Guinea	X		PNG
Building evidence for advocacy	Review and analysis of existing relevant policies and legislation affecting customary landowners				
IO: Raise awareness of <b>women's</b> political rights	Radio programmes and peer-to-peer education to promote women's participation in general elections	Peace Direct Strengthening governance and democracy with the participation of young women in Khyber Pakhtunkhwa, Pakistan	X (province) Khyber Pakhtunkhwa		Pakistan
STO: Building young women's capacity in political rights and leadership	building a women's advocacy network of 20 young women to advocate for women's political rights				
STO: Building networks and coalitions	building a women's advocacy network of 20 young women to advocate for women's political rights				
IO: Raising awareness of <b>health</b> service needs of <b>people with HIV</b> who use drugs	sensitization of village councillors, police departments, prison officers, religious leaders on needed changes to legislation and policies	PILS Advocating for better health for People Living with HIV and People who use drugs in Mauritius	X		Mauritius

IO: Localising global agreements to benefit marginalised	Localising climate change commitments in 4 sectors - Water; Sanitation; Education; Health	CANSA Improving the implementation of climate change and disaster risk reduction plans in South Asia	X (state level) Janathakshan Poorvanchal GVS	Sri Lanka India
STO: CSO - Government collaborative development planning	Collaborative development of climate adaptation sector plans and budgets			
STO: CSOs working with Parliamentarians	Advocating to Parliamentarians to support efforts to integrate climate actions in constituencies			
IO: Provision of access to medicines and public health friendly policies	Public health friendly policies to intellectual property including antimicrobial resistance	Third World Network Realising the right to health in the Sustainable Development Goals	X (2 countries)	India
STO: Improving dialogue with government institutions	Dialogue with policy makers and parliamentarians to promote access to affordable medicines			
STO: Engagement with corporations	Dialogue with pharmaceutical companies - generics manufacturers - to register generic medicines			
IO: Improved service provision/ rights for marginalised	Improve access to SRH services for women LHIV including vulnerable women and girls	ICWWA Increasing access to sexual and reproductive health rights and HIV services for women and adolescent girls with HIV in Nigeria	X	Nigeria
IO: Citizen generated data on sexual and reproductive rights	Reporting and documenting violations of sexual and reproductive rights			
STO: Building networks and coalitions	Establishing an alliance of 30 CSOs to support joint evidence based advocacy on SRH of WLHIV			