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REPORTS



Commonwealth Foundation

Annual Report 2018-2019

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Narrative Report

Introduction

This report covers the period July 2018 - June 2019. It consists of two parts: a narrative report which provides an overview; and a results section that highlights the specific ways in which the Foundation has made progress against its strategic outcomes.

The Commonwealth Foundation's current strategic plan is underpinned by the premise that ultimately governance processes that draw on civic inputs will deliver better development outcomes. In order to deliver this, civic voices need to be strengthened.

The Foundation strengthens civic voice through three outward facing programmes. The Participatory Governance and Gender Programme promotes capacity development for constructive engagement. This focuses on strengthening civic voices to have a more meaningful and enhanced involvement with the broad spectrum of policy making. It assists in the formation of civic groupings and helps them to gain access to the spaces where policy is made. The Programme testifies to the centrality of gender equality for the Foundation underpinned by the framework of gender and its intersectionality with other forms of discrimination. This is advanced by improving the ability of civic voices to integrate equality and inclusion in their own programming and hold governments to account for their gender equality commitments.

Commonwealth Writers is the Foundation's cultural initiative. It acknowledges that some voices are marginalised in prevailing discourses. The programme addresses this by strengthening the craft of storytelling in its various forms, including the written and oral word and film, and facilitating access to virtual and physical platforms (including Commonwealth and non-Commonwealth spaces) for less heard narratives.

The Foundation's Grants Programme complements these two programmes by providing direct funding to projects that demonstrate the value that civic voice adds to governance processes at the sub-national, national and regional levels. The Foundation commits to allocating £1 million of its annual budget to grant making. Since the re-launch of the Foundation in 2012, 71 grants on participatory governance for development have been awarded with a value of £5.88 million. In the current year the Foundation managed a portfolio of 39 on-going grants worth £3.70 million. Of the six grant funded projects that will come to an end this year, all have reported to date. This report highlights the ways in which a sample of grant funded projects have contributed to the Foundation's strategic outcomes.

To help the Foundation achieve its target outcome, "A Commonwealth Foundation Fit for Purpose," support services are configured and resourced to enable the organisation's programmes. This comprises the following functions: Leadership, Operations, Finance, Human Resources (via discrete, individual staff leads) and Knowledge, Learning and Communications (delivered through a team - KLC).

Knowledge and learning are the Foundation's signatures as a development partner. KLC facilitates the harvesting of experiences from the other programmes to improve the understanding of participatory governance and improve practice. This programme enables monitoring and evaluation to take root in the Foundation's work and also helps partners to disseminate the ways they are contributing to better development.

This year marks the mid-point of the current strategy period (2017-2021) which has seen the organisation make good progress towards its Short-term Outcome, Stronger Civic Voices, and signal gains with regard to its Intermediate Outcomes¹.

PROGRESS TOWARDS OUTCOMES

The Foundation's approach to civic participation posits governance as a system with multiple state and non-state stakeholders constantly interacting and meaningfully engaging. The Foundation strengthens civic voices to constructively engage with policy making processes so that less heard narratives influence public discourse.

Strengthening civic voices to engage in policy processes

Civic voices at the margins of governance are often fragmented and isolated. One way of strengthening their voice is by bringing people together so that they can support each other and effectively advocate for their inclusion. In India - as in all Commonwealth countries - the majority of people with caring responsibilities (e.g. for children, the elderly or people with disabilities) are women. The Foundation funded Carers International to connect nearly 150 carers groups with each other and established new groups in three districts where there was a demand. They have successfully raised the profile of carers' needs and translated this into policy recommendations. To support carers, the project has signposted access to more than 5,000 state schemes as well as facilities such as family counselling and district health programmes.

The International Community of Women Living with HIV in East Africa (ICWEA) works with populations that are marginalised and least heard. Funding from the Foundation enabled them to form a coalition of organisations working at the local level in Uganda to support each other and engage with district authorities that deliver health and other social services and have resulted in institutionalising participatory budgeting with the inclusion of women with HIV and AIDS in the process. This has resulted in the establishment of treatment centres that meet the particular needs of women living with HIV. It has also started a discussion on vocational training that will help improve the women's livelihood choices.

The Foundation has also supported regional governance processes in Southern and East Africa. Long term support to the Southern African Alliance for Youth Employment (SAAYE) has seen the Foundation provide training (for example on mainstreaming gender equality) and enable peer to peer support between national chapters of the alliance. The development of advocacy planning at the national and regional level has also been supported. This resulted in SAAYE engaging with policy makers this year at the annual Southern African Development Community (SADC) summit on a regional youth employment strategy. This was the first meaningful engagement of its kind. When surveyed afterwards young people said they felt an improved sense of agency having participated in this initiative. The project has also challenged SADC as a regional institution to demonstrate that it is responsive to inputs from disaffected stakeholders.

One of the markers of a responsive institution in a participatory governance system is the extent to which it is accountable to the stakeholders that it serves. The experience of development to date has largely seen those stakeholders with the most to gain from policies aimed at redistribution and equality being the least involved in processes that hold implementing institutions to account. The Foundation's strengthening of the East African Sub-Regional Support Initiative for the Advancement of Women has resulted in the establishment of the East Africa Community Gender Alliance. This network of gender equality champions has adapted tools first developed in Southern

¹ The Commonwealth Foundation's 2017-2021 Strategy commits to two Intermediate Outcomes: Civic Voices are more Effective in Holding Institutions to Account and have Enhanced Involvement in Policy Processes; and Public Discourse is Shaped by Less-Heard Narratives

Africa to monitor policy commitments at the national and regional level. The “Gender Barometer” is being used to help gauge progress, which in turn is seen as a catalyst for dialogue between state institutions and less heard civic voices.

In addressing development challenges, the Foundation looks for the intersections with gender equality so that decision making “leaves no one behind.” Climate change presents one such challenge - particularly for the Commonwealth’s 31 small states. The global effort on climate change has not effectively incorporated women’s voice or a gender equality perspective. This was recognised at COP23² when the first ever Gender Action Plan was adopted. The Foundation responded by convening civic voices from each Commonwealth Caribbean country and from diverse sectors to map the differentiated ways in which climate change is affecting communities in the region. The Foundation relayed key messages from this discussion to the floor at COP24 in Poland this year. UNDP SGP GEF³ in Barbados, has partnered in this project, which has also drawn on inputs from the University of the West Indies Institute for Gender and Development Studies at Mona, Jamaica. Demand is such that a follow up discussion to outline the implications for policy and practice will take place before the year end.

The Foundation’s approach to capacity development understands that all stakeholders have a voice but that some are less heard - particularly in spaces where policies are shaped and made. The Foundation uses its inter-governmental status to support less heard civic voices to access spaces in multilateral processes. Having convened gender equality advocates to identify priorities in West Africa, the Foundation took a delegation from that meeting to attend the CSW63⁴. This also saw collaboration with colleagues at the Commonwealth Secretariat, with access given to the Annual Consultation of Commonwealth Women’s Machineries. This experience helped civil society colleagues understand the international policy framework and make connections to advocacy opportunities at the district, national and regional levels. It also provided a catalyst for civil society preparations for the forthcoming Commonwealth Women’s Affairs Ministerial Meeting to be held in Kenya (September 2019).

Strengthening civic voices to influence public discourse

Societal discourse determines the norms and parameters for policy making. Through Commonwealth Writers, the Foundation amplifies less heard voices and provides spaces in the public sphere for the narratives to influence prevailing discourse. The Foundation has fully integrated the Commonwealth Short Story Prize (CSSP) into its work. The Prize regularly attracts more than 5,000 entries every year. As part of its commitment to improving the craft of storytelling the Foundation has run workshops with writers in the Caribbean and Southern Africa who came close to making the CSSP short list. In the Caribbean this resulted in two of the workshop participants making the regional shortlist this year, with one going on to become the regional winner.

The medium through which stories are told also determines those that get heard. While it is acknowledged that English is a dominant language in the Commonwealth, the CSSP is now open to entries in nine other Commonwealth languages. Translation will be a focus for the Foundation’s work in the coming year. The scope of countries that send entries to the prize continues to increase and this year more than half the entries were from women as were more than 70% of the shortlisted writers. The developmental effect of the Prize is clear. The 2018 CSSP Pacific regional winner Jenny Bennet-Tuionetoa said “The Commonwealth Short Story Prize has taught me that no matter how small and isolated our islands are, our voices matter and we deserve to be heard.”

² The 23rd meeting of the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change held in Bonn, November 2017

³ United Nations Development Programme, Small Grants Programme, Global Environment Facility

⁴ The 63rd meeting of the United Nations Commission on the Status of Women held in New York, March 2019

In addition to the CSSP, the Foundation has established an online platform for less heard narratives. In Hindi and Bengali *adda* is the word for a meeting place where stories are told. Through *adda* (see www.addastories.org) the Foundation publishes commissioned stories and commentaries that provide new insights often from minority communities. *adda*'s on-line readership has increased by 37% over the course the year. In addition to online platforms the Foundation brings writers together with advocates from social movements for Commonwealth Writers' Conversations. This year eight such events have taken place - each of them aiming to interrogate issues that shape people's lives.

A Commonwealth Fit for Purpose

During the year support services made progress in the following areas:

The Foundation took this moment at the strategy's mid-point to conduct an externally facilitated review of progress over the period since the last substantive evaluation of its work, which was published in September 2016. Some of the findings are trailed in the Lessons Learned section of this report. The Mid-Term Review (MTR) was designed for utility and provided an opportunity to review the current strategy and make any necessary adjustments. It was also conceived as a means of shaping the planning and implementation of the remaining two years (2019-21) of the strategy. A new Director-General of the Commonwealth Foundation will take up her position in July 2019 and the MTR will contribute to her induction and agenda going forward.

The Commonwealth as an institution has an important convening role. The Foundation makes use of this by bringing civic voices together so they can learn from each other. This year for the first time the Foundation brought together principals from grant projects who had been working in a similar field. The Health Learning Exchange convened eight grantees from Africa and Asia to share their experiences of engaging with health systems and policy processes. The learning was highly valued by participants and is being documented for publication. Those grantees were able to engage with the Civil Society Policy Forum on Health, which was also funded by the Foundation.

As a custodian of public funds, the Foundation prioritises fiscal accountability. This responsibility is met through the production of externally audited financial statements. The Foundation's current auditor is Saffery Champness. They are invited to undertake field work for the audit within two months of the June year end and produce an opinion that complies with international financial reporting standards. The report is signed on behalf of the Foundation by the Director-General. In 2018 The Foundation met its target of having the process completed within four months of the end of the financial year in question (2017/2018). The audit report has been published on the Foundation's website.

The current strategic plan commits to mainstreaming gender equality in all aspects of the Foundation's work. To enable this the Foundation has recognised the need for external inputs to help develop the capacity of staff as they design, deliver and report on their work. A Gender Working Group has been established and it has helped to identify specific needs (e.g. awareness of concepts and how these can be applied). Terms of reference for an adviser have been developed and these have formed the basis of a call for proposals from consultants. The Foundation features a discussion, or update on progress, on increasing the awareness of gender equality at each of its tri-annual staff conferences. The annual staff survey showed that 68% of staff felt more confident in applying gender mainstreaming in their work than before.

An important target for the Foundation is to increase its digital and non-digital reach in the interests of raising the organisation's visibility. With the final quarter of the year remaining, the Foundation is set to exceed its target of 10% year-on-year social media growth on Facebook, with

9.9% growth as of March 2019. It is likely to achieve its target of 10% growth on Twitter, which in March stood at stands at 6.7%.

At the Foundation the need for efficiency is interpreted as an imperative to place emphasis on programme expenditure while making efforts to drive down administrative costs. At the beginning of the strategic plan period the Board asked that the Foundation fix the ratio of programme to administrative costs at 80:20. This target has been met in every year since that target was set and this year the organisation was able to report that the ratio was 83.40: 16.60. This was verified in the annual audit report.

The Foundation maintains a diverse staff profile as illustrated in the following table:

Ethnicity	No	%	Nationality	No.	%	Gender	No.	%
Asian	2	11	British	8	42	Female	14	74
Black	3	16	Dual	5	26	Male	5	26
Mixed	6	32	Other	6	32			
White	8	41						
Total	19			19			19	

LESSONS LEARNED

Capacity development and effective partnerships

The Foundation continues to learn lessons about navigating the complexities of capacity development. It has therefore nuanced its operational guidance in a number of ways including: undertaking organisational assessments when working with new partners; developing learning agenda and agreeing on capacity development objectives and methodologies with partners in advance; and taking an adaptive approach that builds on local agendas and ideas and focusses on identifying the assets partners bring as well as their needs.

Intersectionality of exclusion

The Foundation's experience this year confirmed the importance of considering the multiple layers of marginalisation and discrimination that can impact on people's access to opportunities and rights. The "intersectionality" of gender, class, disability, ethnicity, age and other identities needs to be better understood in order to strengthen inclusion. The Foundation will therefore strengthen its application of intersectional analysis to its work with partners. To assist in this, it has developed guidance which outlines the principles and practicalities of approaches to intersectionality.

Integrating gender equality

The Foundation's leadership and staff are committed to integrating gender equality in all its work but acknowledges that progress could have been greater. To contribute to the acceleration of the integration, the KLC and Grants teams are undertaking longitudinal studies of the integration of gender intersectionality in a number of grant partner organisations to help determine what works, where are the challenges and where our support has made a difference.

Some grant projects require focused technical input to help them mainstream gender into their projects. The Foundation has provided this support during the annual learning workshop for new grants partners but recognises that ongoing support may be needed to ensure that this is properly embedded into project implementation. The Foundation will work with a gender advisor can provide further support to select grants partners across the duration of the project.

Collaboration with the Commonwealth Secretariat

The Foundation has reinforced its understanding that collaboration with the Commonwealth Secretariat through joint planning and organisation of civil society forums/round tables in the wings of Ministerial Meetings can be critical to ensuring better access for civic voices to Commonwealth spaces, engaging directly with government representatives and policy makers, and contributing to Ministerial communiques.

Ensuring local ownership

Even in an increasingly networked world, there is no substitute for in-person meetings, profile-raising events, and the opportunity for Foundation staff to benefit from local knowledge and ensure that there is strong local ownership. The 2018 Commonwealth Short Story Prize announcement was held in Cyprus to improve contact with writers there. Research indicated that Cypriot writers felt isolated and lacking professional opportunities. There was a consequent 200% increase in the number of entries for the 2019 Prize, resulting in two Cypriot stories reaching the shortlist for the first time.

Monitoring, evaluation and learning

Joint missions, involving staff from different teams, have been introduced among other things to ensure a more holistic approach to monitoring and learning. Monitoring and learning is now part of the organisation's lexicon but there remain inconsistencies in understanding and appreciation of how learning can be optimised to improve the work of the Foundation. This was confirmed by the Mid-Term Review. To address this challenge, a learning advisor will be contracted next year to help the Foundation further develop its learning strategy.

The project management system has been strongly embedded in organisational working practice. However, project monitoring plans and consistency in the capture of evidence still requires clearer articulation, practice and resourcing. The Mid-Term Review has identified the need to improve staff skills in monitoring and assessment, and this will be addressed in next year through structured training.

Harnessing the media

Visibility of the Foundation and the work of its partners has improved significantly over this year at a national level and via social media. Visibility beyond the national and into the global public sphere is below target and needs a different approach, which must be strategized in the new year. Improved national visibility has been a direct result of improved integration of communication planning within teams and a partnership with a communications agency to improve output.

Improving the Grants application and assessment process

The Foundation has acknowledged the need for a more streamlined grants application and assessment process incorporating greater technical expertise from governance specialists. By engaging consultants based across the Commonwealth the process will be improved and adapted, assuring the quality of the selection and reducing the length of the process.

Simplifying Grants reporting

Some grants partners have said they find the periodic reports on their projects onerous; and the Grants team have noticed that compliance varies widely. Currently grants partners are requested to provide narrative and financial reports as well as a report against indicators in their performance framework. The Foundation has decided to merge the narrative and performance framework report. In addition, the Foundation will work with the grants partners to select key indicators to report against across the projects, rather than expecting them to report against every indicator in the frameworks.

Project management

It has been two years since the Foundation adopted a project management tool to help all staff in designing, budgeting, implementing and monitoring projects. It took time for all staff to use the tool effectively and to own the process. Progress has been slow but it has gained momentum this year by integrating the project management process in the annual work planning workshop with the Theories of Change used as the starting point for designing new project or re-designing on-going project that require adjustments.

Performance-based budgeting

Budget reviews have been conducted by the Foundation but there is a need to strengthen this practice. The Foundation has seen the value of sustained and regular (quarterly) budget monitoring as a key part of performance-based fiscal management. This will be strengthened and better integrated in project management.

Results Report

PROGRAMMES - supporting civic voices to share their stories, learn and act together and influence the institutions that shape people's lives.	
STRATEGIC INDICATORS	RESULTS
Short Term Outcome: Stronger civic voices	
Civic voice collectives have strengthened capacity to constructively engage with policy makers in policy development and peace processes ⁵	<p><i>Women living with HIV and AIDS</i> The grant to the International Community of Women Living with HIV in East Africa (ICWEA) enabled them to support the formation of 14 district coalitions of women living with HIV and AIDS in Uganda. Training was provided based on a well-planned capacity assessment exercise; this training gave the women the skills and confidence to develop well-structured advocacy plans and to engage with policy makers and decision makers - at district and to a lesser extent at national level. Tangible results of this engagement at district level include: the establishment of a Multi Drug Resistant centre in Gulu, the setting up of additional ART (Anti-retroviral therapy) centres in Kasese, and commitments in various districts to allocate funds for income generating activities for women living with HIV and AIDS.</p> <p><i>Inclusion of older people in policy processes</i> The grant to Help Age strengthened the capacity of older people in South Africa to engage with local government at district level. Nearly 50 representatives from member civil society organisations of the South Africa Age Network participated in training on advocacy and campaigning in the six project districts: Amatole and Alfred Nzo districts in Eastern Cape province, Amajuba district in KwaZulu Natal province, Tshwane district in Gauteng province, and Waterberg and Mopani districts in Limpopo province.</p> <p><i>Farm worker housing policy</i> The grant to Ethical Trading Initiative facilitated discussions among stakeholders around issues of concern to farm workers and farmers in South Africa's Western Cape with the objective of reaching a common understanding, developing a joint position and agreeing next steps with regard to housing on and off farms. Stakeholders developed a policy paper on housing, entitled "Fixing farm worker housing," for the attention of the provincial government with an analysis of the challenges faced by workers and key asks. The policy paper identified the following challenges and barriers to progress: 1) Barriers to property ownership and recorded rights; 2) Tenure insecurity; 3) Absence of alternative housing off-farm; 4) Absence of uniform housing standards, inspection and compliance monitoring; 5) Unregulated on-farm hostels resulting in sub-standards of living; and 6) Inadequate access to services.</p> <p><i>Advocacy for youth employment</i> The Foundation supported the participation of the Southern African Alliance for Youth Employment (SAAYE) at the 14th SADC Civil Society Forum (CSF) in Namibia in August 2018. The Forum provides a space in</p>

⁵ New dimension to the indicator, introduced during the year.

	<p>the wings of the annual SADC Heads of Government meeting where civil society organisations discuss key priorities and recommendations. This year, representatives from the SADC Secretariat attended the Forum for the first time to discuss avenues for civic voice collectives to constructively engage with SADC. SAAYE's participation in the CSF raised awareness of the importance of the inclusion of young people in policy processes. SAAYE members capitalised on the opportunity to convene a side event around youth unemployment in the region. An external evaluation found that the Foundation's support to SAAYE representatives had increased their knowledge of youth policy, capacity for advocacy and a greater sense of agency, which is required to constructively engage with policy.</p> <p><i>Women in peace processes</i></p> <p>The Foundation's Participatory Governance and Gender programme, in collaboration its cultural initiative, Commonwealth Writers, brought together a wide variety of women's voices in Cyprus, Nicosia, including activists, teachers, writers, and film-makers, to offer them a platform to share diverse and less heard narratives on how to work towards a gender transformative peace. The women are currently organising themselves with support of the Foundation into a broader coalition that will engage Cypriot women both in and outside Nicosia to organise and develop their capacity to collectively engage with the peace process through alternative and inclusive approaches. Cypriot women also actively participated in a global dialogue on women and peace, organised by the Foundation in Belfast in May 2019, which enabled women from across the Commonwealth and beyond to learn from each other by sharing successes and how they navigated the challenges encountered. The dialogue also provided a platform to collectively strategize on engaging with multilateral and Commonwealth policy processes, thus linking national to multi-lateral engagements. This project built on the initial dialogue on women and peace at the Commonwealth People's Forum 2018 in London. It was part of the new civic voice initiatives in 2017-18 which has now been designed as a full project.</p> <p><i>Freedom of expression</i></p> <p>The grant to Pen International provided opportunities for PEN Centres in Ghana, Kenya, Malawi, South Africa and Zambia to participate in national, regional and international advocacy forums; and as a result, to advocate for policy change in the areas of freedom of expression, cultural and linguistic rights, and education. It also contributed to improving the national PEN Centres' understanding of international human rights mechanisms and how to engage with them.</p>
Civic voice collectives have strengthened capacity to monitor government performance in implementation of gender commitments	<p><i>Monitoring gender commitments</i></p> <p>Foundation support to the Eastern African Sub-Regional Support Initiative for the Advancement of Women (EASSI) enabled the training of 18 gender champions from three countries, leading to the creation of the East Africa Community Gender Alliance and knowledge sharing platform. This focuses on the use of the Gender Barometer, a tool which facilitates the use of data for constructive civic engagement in monitoring government action and advocating change. The Foundation supported EASSI to extend this work to other African regions. The Foundation collaborated with the West African Civil Society Institute (WACSI) to organise a regional</p>

	<p>dialogue (see below: <i>Women's movements in West Africa</i>) to share knowledge and lessons learnt by EASSI and Gender Links in their implementation of the Gender Barometer in East and Southern Africa. This demonstrated to West African partners how they could use data systematically and effectively to engage governments in dialogue and improve accountability processes for gender commitments.</p>
<p>Civic voice collectives have strengthened capacity to mainstream gender equality and integrate power analysis in their work</p>	<p><i>Women's movements in West Africa</i></p> <p>In Accra, Ghana in July 2018, the Foundation supported a Pan-African conversation between women from East, Southern and West Africa to openly discuss key issues affecting women's movements in West Africa and beyond and identify strategies for networking and collaboration. They concluded that divisions in class and age pose challenges to forming a robust women's movement. The meeting facilitated collaboration on developing road maps to strengthen national women's movements in five West African countries. The intergenerational conversation also brought a new focus to the women's way of thinking about gender and power. In Ghana, for example, the conversation highlighted the importance of a more inclusive approach integrating women from all social classes and ages. Sharing examples of women who stood up to unequal power were at the heart of the discussions on how to define and construct a West African feminist narrative that is accessible to a broader audience and can influence public discourse more effectively. By bringing in a broader range of civic voices, such as ex-ministers, writers, and NGO representatives, and inviting them as women, rather than as representatives of their respective institutions, the dialogue strengthened problem solving between these groups. A representative from the Caribbean Community and Common Market (CARICOM) was also invited to share experiences and learn. Partners in the conversation are currently co-creating the design of projects with the Foundation, to strengthen their collective voice to address gender inequality in West Africa with a particular focus on inclusion of less heard voices, by taking into account issues of multiple layers of discrimination.</p> <p><i>Gender and climate change</i></p> <p>In June 2018⁶, the Foundation convened an exploratory discussion on the intersection between gender and climate change in Bridgetown, Barbados, in partnership with the Global Environment Fund (GEF) Small Grants Programme, and facilitated by the University of the West Indies Institute of Gender and Development Studies (IGDS) at Mona, Jamaica. The discussion led the groups to recognise that men's and women's differing experiences - and other differentiations such as in age, class, race and disability - determine levels of vulnerability to climate change. It was also recognised that there was a need for engagement with policy makers over different vulnerabilities to climate change to shape a regional agenda; a message that the Foundation subsequently took to the CARICOM Secretariat in Georgetown. This year, the Foundation has partnered with the IGDS to design and make available a gender analysis tool to enable civic voices to integrate gender intersectionality in their work. The Foundation in collaboration with GEF Small Grants Programme has been able to broker funding support to cover the direct costs of the forthcoming second gender and climate change conversation in Jamaica and to explore potential to access the GEF grants.</p>

⁶ Not included in last year's annual report

<p>Civic voice collectives have strengthened capacity to form robust movements, networks, alliances with other civic voice collectives and partners</p>	<p><i>Carers' associations</i> The grant to Carers Worldwide supported the formation of 148 carers' groups in India which provided a platform for peer support and sharing for example on alternative care, microfinance activities and facilitated access to existing government schemes. The project also formally established and registered three district level carers associations registered with local authorities as independent NGOs in each of the three project areas. The carers associations made progress in raising awareness and were able to access government entitlements and schemes for their members; carers have accessed a total of 5,055 government entitlements, benefiting 90% of carers involved in the project. Linkages with services like Childline, family counselling centres, district medical health programmes, and spinal cord rehabilitation were also made.</p> <p><i>Women's network and land rights</i> The grant to Akina Mama wa Afrika supported the establishment of the "Women's Land Network", with chapters in Malawi and Zambia, to promote women's land rights. It also enhanced knowledge and skills on feminist research, collective advocacy and movement building.</p>
<p>Civic voices have meaningful access to policy spaces and platforms with potential to amplify voices and influence public discourse.</p>	<p><i>Action for HIV-related global advocacy</i> The grant to the International Community of Women Living with HIV in East Africa enabled women living with HIV and AIDS to coordinate action for commemorative days (World AIDS Day, International Women's Day, World Tuberculosis Day) at district level, along with coalition activity at national level. The women also gained experience in preparing for media activities, such as radio programmes, which followed the advocacy forums during the emblematic days.</p> <p><i>Sustainable blue economy</i> In November 2018, the Commonwealth Foundation supported a delegation of civic voices from the Caribbean to participate in the first global conference on the sustainable blue economy in Kenya. The delegation comprised of representatives from the Caribbean Natural Resources Institute (CANARI), the University of West Indies Institute of Gender and Development Studies, the Caribbean Network of Fisherfolk Organizations and the Windward Islands Farmers Association. CANARI organized a side event on 'Local blue enterprises: SIDS inclusive economic development through community-led conservation and social enterprises' which served as a platform for amplifying the civic voices from the Caribbean in a global forum enabling south-south exchange and learning. The delegates' reflections on the blue economy were published in various regional and national media channels raising awareness about the implications for the indigenous and local communities in Caribbean Small Island Developing States.</p> <p><i>Commission on the Status of Women</i> Five participants from the West Africa women's movement conversation (see above) were invited to attend the 63rd session of the Commission on the Status of Women in New York, enabling them to access a global platform, expand their networks and gain a better understanding of the linkages between global gender equality policy frameworks and their work at national and regional levels through exposure. Access to the CSW63 (2019), its many side events and active networking also provided</p>

	<p>them with new ideas on how to strengthen national programme implementation and broaden support for influencing national policy agendas, such as the development of CSO National Alternative Reports for the Beijing+25 Review. It also provided delegates with opportunities to feed into global tools and interventions such as the development of the instrument on Preventing Sexual Violence and Exploitations (PSEA) with DAC/OECD. Furthermore, delegates attended the Annual Consultation of Commonwealth National Women's Machineries in collaboration with the Commonwealth Secretariat to discuss the implementation of the critical areas of the Beijing Declaration and Platform for Action, contribute towards the strategic positioning for Beijing +25 in 2020.</p> <p><i>Commonwealth Civil Society Policy Forum (CCSPF)</i> Continuing its engagement in Commonwealth spaces, the Foundation provided technical assistance for the design and delivery of the Commonwealth Civil Society Policy Forum (CCSPF) in the wings of the Commonwealth Health Ministers Meeting (CHMM) to examine the Universal Health Coverage in light of the leave no-one behind agenda.</p> <p>Ahead of the 12th Commonwealth Women's Affairs Ministers Meeting (12WAMM) that will take place in September 2019, the Foundation presented its plans during the Annual Consultation of Commonwealth National Women's Machineries in New York. A concept note has been formally shared outlining the proposed Civil Society Roundtable on Gender Equality and Women's Empowerment for Sustainable Development: From Commitment to Action. The Foundation is closely liaising with the Kenyan State Department for Gender Affairs, Ministry of Public Service, Youth and Gender Affairs on the proposed design of the roundtable and the inclusion of civic voices in the deliberations at the Ministerial meeting including the meeting of senior officials to draft the Ministers' policy statement.</p>
Civic voice collectives make significant improvements to their approaches to participatory governance as a result of learning from exchanges and collaborations with other groups and institutions	<p><i>Health rights</i> Nine civic voice collectives working in 10 different countries from five Commonwealth regions were brought together in May 2019 in a learning exchange on health rights and governance accountability processes. Good practices and lessons from partners' knowledge of health issues and civil society engagement processes were shared, harvested and documented. Learning from the workshop is being used to strengthen on-going projects.</p> <p><i>Developing capacity for monitoring, evaluation and learning, and gender mainstreaming</i> The annual monitoring, evaluation and learning (MEL) workshop for the 2018 cohort of grant partners included a greater emphasis on providing and sharing a range of M&E tools that project managers may find useful. A compendium of MEL tools with case studies, was developed and shared with grantees. This is an organic document which will continue to be built to include other successful techniques drawn from programme projects. The workshop also included a session on strengthening gender mainstreaming in grant projects.</p>

	<p><i>Commonwealth Foundation knowledge hub</i></p> <p>The online knowledge hub was improved as a platform for sharing knowledge and learning as part of the revamped Commonwealth Foundation website. This platform provides a more user-friendly space for sharing knowledge products, blogs and strategic documents. For example, the grant partner Africa Platform for Social Protection (APSP)'s Advocacy Toolkit is available to others on the platform. It has been downloaded 129 times from the site since November 2018.</p>
Civic voice collectives have strengthened capacity to communicate messages	<p><i>Developing communications capacity</i></p> <p>Over the year, 12 grant partners were invited to profile the results of their projects through blogs in the Foundation's online newsletter, which were subsequently promoted through by the Foundation through social media. The co-creation of the blogs with partners involved collaboration and support in the structuring and editing of their content. The Foundation's social media and mailing list activity (respectively with 5,700 and 6,240 followers/members) provides platforms for partners to communicate the achievements and lessons from their work. Projects have successfully employed several effective communications techniques in their advocacy and engagement such as: use of testimonies and music jingles (Jamaica Environment Trust); impactful infographics with content drawn from monitoring (Gender Links); relationship building with the media (Third World Network).</p>
Less heard voices have enhanced capacity to tell stories	<p><i>Writer craft development</i></p> <p>Participants who attended the Gratiaen Trust and Commonwealth Short Story Prize (CSSP) craft development workshops in the Caribbean and Southern Africa, now have enhanced capacity to tell their stories. This is evidenced through the number of participants not only entering the CSSP but also their success in reaching the long and shortlists. Nine out of the 12 Caribbean workshop participants submitted entries to the Prize, six of whom were longlisted, two of whom were shortlisted and one went through to become the regional winner. Eight out of ten Southern Africa workshop participants entered the Prize, three of whom were longlisted.</p> <p><i>Digital platform for craft development</i></p> <p>Adda, CW's online magazine for fiction, non-fiction and poetry, is a unique platform for discussion and engagement, and also provides opportunities for craft development. Through a series of detailed feedback sessions and edits the writers enhance their capacity to tell stories. As one writer expressed it: "The craft development process for writers of non-fiction, recognises the uniqueness and validity of each cultural experience, practices, approach, and language".</p> <p><i>Peer recognition</i></p> <p>Gaiutra Bahadur was commissioned by Commonwealth Writers to write "Tales of the Sea", for the <i>We Mark Your Memory</i> Anthology. Once published it was subsequently reviewed by peers and Gaiutra was awarded a US\$12,000 Fellowship from the New Jersey State Council on the Arts. The Fellowship was awarded to support her continuing development and creative output as a writer.</p>

	<p><i>Developmental effect of the CSSP</i></p> <p>Jenny Bennett-Tuionetoa, 2018 Commonwealth Short Story Pacific regional winner from Samoa, blogged about how being a regional winner of the CSSP developed her confidence and transformed her worldview: 'The Commonwealth Short Story Prize has taught me that no matter how small and isolated our islands are, our voices matter and we deserve to be heard'. She also talked about how the CSSP provided a platform for her advocacy for LGBTQIA rights.</p>
Published/disseminated stories strongly reflect less-heard voices including those of women and other marginalised groups.	<p><i>Women's voices in the Prize</i></p> <p>The CSSP reaches more Commonwealth countries and includes more languages than any other writing prize. Submissions were up in 2019 from 2018. Entries were received from 50 countries. A total of 54% of entries were from women, this rose to 65% on the longlist, 71% on the shortlist and 100% of the regional winners - of which one story is in translation.</p> <p><i>Inclusive stories on adda</i></p> <p>The <i>adda</i> commissioning process intentionally includes the voices of marginalised groups. To date, 13 women, seven men and one non-binary writer have been published this year. Pieces such as 'The Gender-nonconforming Spirit' (on gender and trans identity in Nigeria), 'The Lines on the Small Hands' (on South-Asian beauticians in Houston) and 'Rhianna Aunty' (on class, gender and religion intersections in Pakistan) are representative examples.</p>
Less heard voices are amplified through access to platforms with potential to influence public discourse	<p><i>Amplification of CSSP voices</i></p> <p>Ingrid Persaud, who was awarded the 2017 CSSP for 'Sweet Sop', won the 2018 BBC National Short Story Award with Cambridge University with the same piece. She was connected with Luke Neima, her editor, through Commonwealth Writer's partnership with Granta. Oyinkan Braithwaite, shortlisted for the 2016 CSSP, was identified as one of the Guardian's 2019 debut novelists to watch. Oyinkan secured her agent through the visibility of the Prize; as Oyinkan put it: 'The Commonwealth Short Story Prize is very much a part of my journey here. Clare Alexander came across my short story whilst mentoring on the Prize and she is now my agent'. The five 2018 Prize regional winners' stories were published on Granta and were read by 25,000 people in the first six months of publication. The overall winner, Kevin Jared Hosein, also had his story published on Culture Trip.</p> <p><i>Amplification of other writers' voices</i></p> <p>Other storytellers supported by Commonwealth Writers have had their narratives shared and amplified through external platforms. Richie Maitland, supported through the CSSP Craft Development programme, subsequently published a story in Pree, the online Caribbean magazine. This is an example of the linkage between developing the skills of less-heard voices and their narratives achieving broad reach. Yvonne Singh's 'The Forgotten World', commissioned for and published on adda, had a shortened version published in The Guardian Long Read, which trended on Twitter at the end of April 2019. Karlo Mila's 'Poem for the Commonwealth', commissioned by CW for delivery at the Commonwealth People's Forum and published on adda, was used to close the BBC's coverage of Commonwealth Day Service TV broadcast.</p>

	<p><i>Commonwealth Writers Conversations</i></p> <p>Commonwealth Writers Conversations are curated platforms designed and managed as part of Foundation missions. They are intended to amplify the voices of writers that have already engaged with the Foundation, as well as other local writers, artists and activists. The Conversations are positioned and promoted to influence public discourse. There have been eight conversations in seven countries this year, generating considerable media attention.</p> <p><i>Reach of online platform</i></p> <p>Commonwealth Writer's digital platforms have seen an increase in reach and engagement with audiences. Readership of <i>adda</i> has increased by 37% on the previous year. During the last week of the 2019 Prize submission window, the Commonwealth Writers website received its lifetime-high weekly traffic. A new Commonwealth Writers Instagram account, launched to reach new demographics, and other investments in social media have resulted in 5,500 new followers since the start of the year. Twitter and Facebook engagement also reached a lifetime high during the 2018 CSSP winners' announcement.</p> <p><i>Civic voices at COP 24</i></p> <p>The Foundation deliver a statement during the high-level political segment of the 24th Session of the Conference of Parties (COP 24) of the annual United Nations Framework Convention on Climate Change (UNFCCC). Drawing on the Commonwealth People's Forum (CPF) dialogues in 2015 and 2018, the Foundation harnessed this multilateral platform to amplify civic voices' insights on climate change from the Caribbean and the Pacific. The statement referred to the Foundation's exploratory work on the intersection between gender and climate change in the Caribbean (see above) and the insights of civic voices from the Pacific Islands</p>
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Intermediate Outcome: Civic voices are more effective in holding institutions to account, and have enhanced involvement in policy processes	
Civic voice collectives are effectively communicating policy priorities to government including recommendations to address gender disparities and discrimination	<p><i>EAC Gender Policy</i> The regular engagement of the Eastern African Sub-Regional Support Initiative for the Advancement of Women (EASSI) with East African Community (EAC) Representatives and the technical support it provided to the formulation of the draft EAC Gender Policy led to the policy being launched by the EAC Secretariat. The adoption of the policy is a pre-requisite for making the East African Gender Equality and Development Act a legally binding instrument. The absence of a Gender Policy has hitherto held up the passing of the Act. With the support of the Foundation, EASSI continued to engage with government officials and in other ways advocate progress with the Act. Women's groups supported by EASSI have called on Ministers to raise the Act with Presidents of member states.</p> <p><i>Responsive governance for carers</i> The grant to Carers Worldwide helped to strengthen the collective voice of carers to lobby with policy makers, leading to commitments from government officials in India to help assist carers' access government schemes. Most significantly, carer groups were successfully linked to state level livelihood schemes. In addition, 14 carers groups were able to access the National Rural Livelihood Mission (NRLM), the Ministry of Rural Development's poverty reduction programme funded by the World Bank.</p> <p><i>The Global Fund to Fight AIDS, Tuberculosis and Malaria</i> The grant to International Community of Women Living with HIV in East Africa enabled them to negotiate for a more appropriate budget allocation in the Global Fund to Fight AIDS, Tuberculosis and Malaria scheme in Uganda. Ten women living with HIV and AIDS were part of the concept note writing team and successfully pushed for the inclusion of a budget specifically for strengthening of community systems.</p> <p><i>Age-friendly courts system</i> As a result of the Help Age grant project, the Department of Justice in South Africa committed to creating an age-friendly courts system and producing a training manual for court clerks on how to support older people in court processes.</p>
Civic voice collectives are effectively monitoring government action, using the information to influence it and shape legislation	<p><i>Rights of persons with disabilities</i> In April 2019 the Shanta Memorial Rehabilitation Trust (SMRC) engaged with the Committee for the Rights of Disabled people (CRPD) in Geneva to present an alternative report drawing on research and evidence collected over two years on India's commitments to Article 6 of the UN Convention on the Rights of Persons with Disabilities (UNCRPD). This activity was at the centre of a Foundation grant project. The CRPD is an independent body that monitors the implementation of the UNCRPD and Article 6 regarding women with disabilities. SMRC's experience will help to shape a Foundation-supported learning exchange on women and</p>

	<p>disability rights with projects and civil society collectives in FY 2019-20, the culmination of their grant project.</p> <p><i>Gender responsive policies in political parties</i> The grant to the Institution for Education in Democracy enabled them to work with civil society to promote gender equality in political governance in Kenya and support the enhancement and institutionalisation of gender responsive policies in political parties. The Institution worked with civil society to develop a Gender Audit and Compliance Toolkit to audit political parties' compliance with the gender requirements prescribed under the law. The project partners made recommendations on the political parties' adherence to the Constitution and the Political Parties Act which have been reflected in the Political Parties (Amendment) Bill 2016 and the Electoral Laws (Amendment) Bill 2016.</p> <p><i>Participatory budgeting</i> As a result of the grant project led by the International Community of Women Living with HIV in East Africa, district and sub-county authorities in Uganda are increasingly compliant with the requirement by government to institutionalise engagement with CSOs on budgeting processes. For example, CSOs are now getting more fore-warning of upcoming budget conferences, whereas previously they would have been notified at the last moment.</p>
Intermediate Outcome: Public discourse shaped by less-heard narratives	
Mainstream media, social and political movements and other influencers are amplifying and championing less heard voices and their narratives. Among them are voices challenging gender disparities and discrimination.	<p><i>Highlighting air pollution</i> Following the production of the Foundation's first 'Commonwealth Voices' podcast featuring the Jamaica Environment Trust project, press promotion in that country resulted in an article in the Jamaican Gleaner, a daily broadsheet. The article featured the problems of air pollution faced by community members living in the area surrounding the Kingston Riverton dump. The project entailed research, policy advocacy and communications involving affected communities.</p> <p><i>Countering abuse of older people</i> The grant project Help Age supported the delivery in 2017 of the Age Demands Action campaigns that reached a total of 1,632 young people. As a result of that campaign, officials from the South African Social Services Authority committed to following up cases where older people's grants were being taken away by younger family members. Awareness raising around Alzheimer's and other related conditions with young people was understood to have contributed to a decrease in levels of violence against older women in the Eastern Cape.</p> <p><i>Writers voices amplified</i> Commonwealth Writers Conversations and the storytellers for whom they have provided platforms, have featured in mainstream media, including; The Quint (an Indian digital media outlet with a readership of 8.8 million), The Island (a Sri Lankan newspaper with a 70,000 circulation) and CapeTalk (a South African radio station). The 2018 CSSP saw regional winners' voices and stories being amplified through widespread mainstream media coverage: there</p>

	<p>were over 70 pieces of coverage, including high profile interviews in The Guardian and on BBC Radio 4 and the BBC World Service. The “So Many Islands” anthology continues to attract mainstream media. A review in the Times Literary Supplement discussed the narratives in the collection specifically in terms of its focus on less-heard and marginalised groups.</p> <p><i>Short films make waves</i> The Commonwealth Shorts: Pacific Voices film project continued to create waves, with films and filmmakers being picked up by external global platforms and used as part of social campaigns to amplify narratives. The films were selected by the Papua New Guinea (PNG) Human Rights Festival; and from those screenings, UN Women showed the films in dialogues on human rights with youth in PNG. One of the filmmakers, Katherine Reki, had an article about her work published in Paradise Magazine, the in-flight magazine on Air Niugini.</p> <p><i>Amplifying adda voices</i> With targeted investment in communication, voices and narratives published on adda are being picked up and championed by media and social media influencers. Sukhada Tatke’s ‘Lines on the Little Hands’ was included in the Scroll weekly reading list, shared by the Poetry Translation Centre, CityLab’s newsletter, and tweeted by India Express journalist Sowmiya Ashok. Carey Baraka’s ‘The Parkroad Boys’ was shared with cricket journalists who championed and reshared the piece. It was also tweeted by several significant Kenyan influencers: Samira Sawlani (56,000 followers) and Ory Okollah Mwangi (381,000 followers). Emeka Nwankwo’s ‘The Gender-nonconforming Spirit’ was shared by LGBT History Month (54,000 followers). The Guardian newspaper in the UK reprinted Yvonne Singh’s article ‘The Forgotten World: How Scotland Erased Guyana from Its Past.’ It was commented on by the British parliamentarian David Lammy (of Guyanese descent) and received coverage on Twitter.</p> <p><i>Highlighting the disproportionate effects of climate change on women</i> Mainstream media covered the theme of the Foundation Director General’s speech at COP24 focusing on the disproportionate impact on women from climate change. In the case of Channel 5 Belize, the gender intersectional arguments of his speech were specifically referenced.</p> <p><i>Alternative Narratives on Peace</i> Mainstream media covered women’s perspectives on peace and security in May 2019. BBC Radio Northern Ireland featured interviews of three participants of the women and peace dialogue. Radio YNP, a youth-led on line radio station of YouthAction Northern Ireland featured the dialogue and two women in their peace programme.</p>
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SUPPORT SERVICES - CONTRIBUTING TO A COMMONWEALTH FOUNDATION FIT FOR PURPOSE	
<p>Support services at the Commonwealth Foundation comprises the following functions: Leadership, Operations, Finance, Human Resources (comprising discrete, individual staff leads); as well as Knowledge, Learning and Communications (being delivered through a team). These functions support the organisation's programmes and work towards the outcome: "A Commonwealth Foundation Fit for Purpose."</p> <p>This section of the annual report focusses on the Leadership, Operations, Finance, Human Resources functions. The contribution that each of these functions makes to the Support Services outcome is:</p> <ul style="list-style-type: none"> • 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 <p>These functions combine to contribute to four Support Services Outcome Indicators</p> <ul style="list-style-type: none"> • Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance • Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming • Commonwealth Foundation brand strengthened with gender equality a prominent feature • Commonwealth Foundation optimally resourced and resources used efficiently with gender equality in mind 	
STRATEGIC INDICATORS	RESULTS
Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance	<p>The Commonwealth Foundation places a high degree of emphasis on learning and adaptive management. In this vein the Foundation designed and commissioned a review as it approached the mid-point of the current strategic plan period. The review served three complementary purposes: learning; accountability and external knowledge sharing. An external facilitator was retained to work with staff to undertake the review. This approach highlighted a desire for the review to be a useful tool in planning for the remainder of the strategic plan period through to 2021. The draft of the final report was made available to all staff for use at the Foundation's annual planning exercise in early April 2019. The results of the review will be presented to the Board at its meeting in June 2019.</p> <p>As a custodian of public funds the Foundation prioritises fiscal accountability. This responsibility is met through the production of externally audited financial statements. The Foundation's current auditor is Saffery Champness. They are invited to undertake field</p>

	<p>work for the audit within two months of the June year end and produce an opinion that complies with international financial reporting standards. The report is signed on behalf of the Foundation by the Director General. In 2018 The Foundation met its target of having the process completed within four months of the end of the financial year in question (2017/2018).</p> <p>Diversity is one of the Foundation's four core values. The organisation monitors the ethnic diversity and gender of its staff contingent to provide assurance that this value is reflected in the workforce. At 1 April 2019 the Foundation reported a staff gender profile of 74% female and 26% male. It should be noted that only the positions of Director-General and Deputy Director-General are recruited internationally, while all other staff members are locally engaged.</p>
Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming	<p>The Foundation has an established system in place for Performance Review and Development (PRD). This mechanism is kept under review so that it continues to serve the needs of the organisation and that staff have the capacity to deliver the strategic plan. The process encourages staff to identify training and learning needs and this year all colleagues completed the annual PRD. Training and learning opportunities are met through external providers or in-house. The annual staff survey showed that 72% of staff were satisfied with in-house training during the year.</p> <p>The current strategic plan commits to mainstreaming gender equality and its intersectionality in all aspects of the Foundation's work. To enable this the Foundation has recognised the need for external inputs to help develop the capacity of staff as they design, deliver and report on their work. A Gender Working Group has been established and it has helped to identify specific needs (e.g. awareness of concepts and how these can be applied). Terms of reference for an adviser have been developed and these have formed the basis of a call for proposals from consultants. The Foundation features a discussion, or update on progress, on increasing the awareness of gender equality at each of its tri-annual staff conferences. The annual staff survey showed that 68% of staff felt more confident in applying gender mainstreaming in their work than before.</p>

<p>Commonwealth Foundation brand strengthened with gender equality a prominent feature</p>	<p>The Foundation enhances perceptions of its work and the organisation itself by placing emphasis on the quality of its work and seeking opportunities to raise the profile of its programmes. This is achieved principally by harvesting content from its programmes and delivering these to audiences through both digital and non-digital platforms. One way this is achieved is through a set of annual publications, both print and electronic, that include an emphasis on gender equality. Since July 2018, the Foundation produced sixteen first-person blogs, of which eleven were written by women and six focussed explicitly on the issue of gender equality. Seven Commonwealth Insights were also produced, all of which made reference to the intersectionality of gender and one focussed on women negotiating peace processes.</p> <p>An important objective for the Foundation is to increase its digital and non-digital reach in the interests of raising the organisation's visibility. At the time of reporting, with the final quarter of the year remaining, the Foundation is set to exceed its target of 10% year on year social media growth on Facebook, with 9.9% growth as of March 2019. It is likely to achieve its target of 10% growth on Twitter, which currently stands at 6.7%. Over the year, the Foundation has gained an average of 430 subscribers per month to its online newsletter.</p> <p>The Foundation's website was substantially revamped and relaunched in September 2018. During the reporting period, there have been 50,755 more users than the same period in the previous strategic year - a 40% increase.</p> <p>As an international organisation, it is important that media of regional and global scope report on the Foundation. Since July 2018, the Foundation has seen coverage across at least 20 channels - print, radio, television and online news - mainly concentrated in the Caribbean and the Pacific - where there is a need to raise the Foundation's profile.</p>
<p>Commonwealth Foundation optimally resourced and resources used efficiently with gender equality in mind.</p>	<p>The Foundation's income is derived primarily from contributions from its member states. The organisation is focussed on demonstrating that it is spending this income effectively and this is assured through the adoption of results-based management.</p> <p>For the Foundation the need for efficiency is interpreted as an imperative to place emphasis on programme expenditure while making efforts to drive down administrative costs. At the beginning of the strategic plan period the Board asked that the Foundation fix the ratio of programme to administrative costs at 80:20. This target has been met in every year since that target was set and this year the organisation was able to report that the ratio was 83.35 : 16.64. This was verified in the annual audit report.</p> <p>The Foundation is structured to deliver the strategic plan. The expected net staff turnover for an organisation the size of the Foundation is 15%. In 2016 this figure was 16% and 2017 it was 22%. For 2018 the figure is 0%.</p>

	<p>The Foundation invoices its member states for annual assessed contributions at regular intervals throughout the year. In practice there is a delay between invoicing and the receipt of funds and on average the Foundation will receive 90% of its invoiced contributions from member states in any given year and as at 1 April 2019 78% had been received for 2018/19. The late payment of contributions can result in member states accruing arrears. Over the past seven years £1.78 million has been recovered in arrears and £192,582 of that was collected this year (at 1 April 2019).</p> <p>Extra-budgetary resources (EBR) are sought for discrete projects that form part of the agreed workplan. Resources must come from sources that comply with guidelines approved by the Board. A modest annual target for EBR ensures that the Foundation places emphasis on spending the resources that it has effectively, rather than seeking additional funding. The annual target is £30,000 and this year £16,000 was secured from KfW Stiftung to augment the work of Commonwealth Writers in the field of translation.</p> <p>The Foundation's commitment to gender equality is demonstrated through a requirement in the organisation's management systems and its guidelines for grantees that projects consider and incorporate a gender equality dimension.</p>
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Financial Report

FINANCIAL REPORT FOR THE PERIOD TO 30 APRIL 2019 AND YEAR END FORECAST

Introduction

1 For 2018/19, the Commonwealth Foundation had an approved budget of £3,215,226. The biggest share of the budget £2,680,108 (83%) was allocated to direct programmes (including grants) plus related staff costs. The balance of £535,118 (17%) was allocated to the support services (eg. the core administrative costs plus other staff related costs).

The Financial Report for the period up to 30 April 2019 is provided at Annex 1.

Details of the 2018/2019 membership contributions to 30 April 2019 and the membership arrears receipts are provided in detail in Annex 2a and 2b. A list of arrears outstanding at the end of April 2019 is shown at Annex 2c.

Financial Report for the period ending 30 April 2019 (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 2018/2019. At the end of April 2019 the Foundation had received 78.37% of the projected income from assessed membership contributions. This is considerably lower than 90.44% received at the same point in 2017/18. Receipts up to 25 May 2019 are 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 (£9,769). This figure is comprised of bank interest (£2,260), income related to the Commonwealth Diplomats' Induction Programme (£6,500) which was shared between the three partners of the programme (Commonwealth Foundation, Commonwealth Secretariat and Commonwealth of Learning), and other sundry income (£1,009) such as the 50% of box office receipts from the Festival of Commonwealth Film. 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 received up to 30 April 2019 are as budgeted. The figure is comprised of £16,000 received from KfW Stiftung for the 'adda' project (an online platform for international writing) under the Commonwealth Writers programme. It is intended to go towards the costs for editing and translation of stories and publication online at addastories.org.

KfW Stiftung is a Foundation that aims to encourage pioneering ideas, create a diverse economy, and collaborate with partners in four major areas: responsible entrepreneurship, social commitment, environment and climates, arts and culture.

The Commonwealth Foundation has also successfully secured partnership funding of 25,000 Canadian Dollars (equivalent to approximately GBP14,270) from the Quebec Arts Council which is intended to go towards the costs of the 2019 Commonwealth Short Story Prize Winners' Announcement (such as travel, accommodation and subsistence for all the winners, translator and chair of the judges).

Quebec Arts Council is a public agency founded in 1994 by the Government of Quebec. It offers support and funding for art projects and literature. It also seeks to broaden the influence of Quebec culture in Canada and abroad, and supports the advanced training of writers and professional artists.

5 The Internal tax (£125,762) 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 £6,959) incurred up to 30 April 2019 totalled £169,541. 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
Galvanising the voices of women and local communities engage in climate change policy processes	1-4	£15,367
Working towards SDG localisation in Sierra Leone by Strengthening the women's movement and developing an inclusive gender agenda	2 & 4	£20,652
Amplifying Women's Voices on African Feminism	1,2 & 3	£17,852
Constructive engagement in multi-lateral and international spaces	2	£58,358
Supporting regional and national alliances and networks	1-4	£33,649
Civic Voice New Initiatives	2 & 4	£16,704

It is anticipated that most of the remaining budget funds will be committed by the end of the financial year as most of the project activities will take place in May and June 2019, such as (1) Dialogue on Women and Peace in Belfast and (2) Il Conversation in Jamaica 'Understanding the Intersection between Gender and Climate Change'.

6.2 Commonwealth Writers - The actual expenditure incurred up to 30 April 2019 was £139,687 (including internship £12,487) 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 and facilitated.

Project	Output	Expenditure
2019 Commonwealth Short Story Prize (CSSP)	2 & 3	£22,201
Craft Development	1	£28,858
Advancing less-heard voices through Digital Platforms	2 & 3	£10,909
Advancing less-heard voices through Non-Digital Platforms	2 & 3	£65,232

It is anticipated that the remaining funds for the Commonwealth Writers Programme for 2018/19 will be spent by the end of the financial year especially given the planned Short Story Prize Announcement in Canada in July.

6.3 Grants - As at 30 April 2019, the total amount committed for grants is £576,532 and expenditure of £29,862 for outreach programme and monitoring, evaluation, assessment and learning for grants.

It is anticipated that the balance of the grant-making budget (£373,468) will be fully committed 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 12 June 2019. If the full £373,468 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 2019/20.

6.4 Knowledge Learning & Communications (KLC) - The total expenditure of £66,038 (including internship £8,625) is related to Output 1 project: Enhancing internal infrastructure systems and training (£10,456); Output 2 project: Monitoring, evaluation, assessment and learning support to projects and programme teams. Collaborative learning programmes with selected projects including gender intersectionality (£15,298); Output 3 project: Knowledge, learning and communication exchanges (£23,277); and Output 4 project Outreach, engagement and communications on work of the Foundation (£8,382).

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 2019 totalled (£11,127). The expenditure is related to the costs for implementation of annual work planning, mid-year review and annual workplanning workshops and RBM Advisor costs. It is anticipated that the remaining funds will be spent by the end of the financial year for the Mid-Term Evaluation of the Strategic Plan 2017-2021.

7 Support Services Expenditure - The total expenditure incurred up to 30 April 2019 totalled (£58,913). This includes Governance (£9,104) and Core Operation costs (£49,809) 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 of the Commonwealth Diplomats Induction Programme. It is anticipated that there will be a small savings in the Governance budget by the end of the financial year. It is proposed that the savings be carried over and added to the current Governance designated reserve fund for expenditure in 2019/20 such as costs for the Civil Society Advisory Governors(CSAG) members and Foundation's Chair for attendance at the Board and Executive Meetings, catering, minute writers' fees and conference facilities for the meetings. The budget for 2019/20 will be reduced to take account of this savings.

8 Staff Costs & Other Staff Related Costs - The total expenditure incurred up to 30 April 2019 totalled £989,821 (£717,751 for programmes and grants staff, £213,026 for support services staff and £59,044 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 2a-2c)

9 The current position on payment of assessed contributions for the year is presented at Annex 2a. Receipts as of 25 May 2019 total £2,871,259 (£2,840,508 plus prepaid amount of £30,751) representing 90.21% of the projected income from assessed contributions in 2018/2019. This is lower than the same point the previous year (at 91.89%). A paper will be tabled at the meeting showing any further receipts.

10 Arrears payments received as of 25 May 2019 are detailed in Annex 2b. These total £264,361. It should be noted that Bahamas, Botswana, Ghana, Grenada and Lesotho and Nigeria have cleared all or part of their arrears. 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 25 May 2019 is included at Annex 2c. It is crucial that member governments endeavour to assist the Foundation in bringing about a successful reduction in these amounts, not just in terms of the material contribution, but as a statement of continuing support of the ideals of the Commonwealth as a whole and to fund work in support of civil society organisations within the Commonwealth.

General Reserve Fund

12 In July 2018, the Selection Committee approved the budgets for the recruitment of the Directorate. The costs were to be drawn from the General Reserve Fund. The total expenditure incurred to date totalled £28,955. This expenditure is related to the costs of the recruitment of the Director-General's post.

FINANCIAL STATEMENT OF AFFAIRS TO 30 APRIL 2019

The Financial Statement of Affairs at 30 April 2019 is presented at Annex 1.

1 Statement of Financial Position (Annex 1)

1.1 Current Assets

Debtors -£1,419,874

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 £1,102,506 (excl. those members withdrawn) is owed in serious arrears.

Cash at bank and in hand - £2,461,508

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

- Current, corporate accounts and cash in hand - £960.645
- Fixed deposit accounts - £1,500,863

The Foundation has invested £1,500,863 in two Fixed Deposit Accounts: Fixed Deposit 1 - £1,000,000 for a 12 month period maturing in July 2019 (interest rate at 0.8%); Fixed Deposit 2 - £500,863 for a 3 month period maturing in June 2019 (interest rate at 0.7%).

1.2 Current Liabilities

Creditors: amounts falling due within one year - £1,647,298 (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 - £1,605,478

This is comprised of:

- General Fund - £1,203,813

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 - £401,665

The designated fund comprises the following elements:

- Special grants reserve c/f - £41,925 (Note: at the end of the financial year a top up of £58,075 will be transferred from general reserve to increase the fund to £100,000)
- Grants Programme - allocated expenditure £6,675 and balance £619
- Strategic Development activities c/f - £5,000
- Commonwealth People's Forum Fund - allocated expenditure £8,224 and balance remaining £253,104
- Governance activities - allocated expenditure £6,319 and balance remaining £12,958
- Programmes (PGG & CW) project activities - allocated expenditure £42,271 and balance remaining £13,570
- Knowledge Learning & Coms - allocated expenditure £7,519 and balance remaining £481
- Support Services - allocated expenditure £1,250 and balance remaining £1,750

3 Net Surplus/Loss to date - £635,478

This is the balancing figure for the net surplus/loss of Income over Expenditure for the financial year 2018/2019 to date.

2018/2019 FINANCIAL REPORT TO 30 APRIL 2019

	Total Year 2018/19 Budget (a) £	% of total year budget (b) %	Budget to 30-Apr-19 (c) £	Actual to 30-Apr-19 (d) £	Variance Budget v Actual to 30-Apr-19 (e) £	Revised Year End Forecast (f) £
INCOME						
Assessed contributions (90% receipts + 5% contingencies)	3,023,837	94%	2,801,958	2,494,608	307,350	2,974,921
Other income (bank interests, events & sundry income)	29,550	1%	10,675	9,769	906	19,324
Counterpart funding from Partner Organisations	16,000	0%	16,000	16,000	0	16,000
Internal tax	145,839	5%	127,570	125,762	1,808	145,839
TOTAL INCOME	£3,215,226	100%	£2,956,203	£2,646,139	£310,064	£3,156,084
	Total Year 2018/19 Budget (a) £	% of total year budget (b) %	Budget to 30-Apr-19 (c) £	Actual to 30-Apr-19 (d) £	Variance Budget v Actual to 30-Apr-19 (e) £	Revised Year End Forecast (f) £
EXPENDITURE						
PROGRAMMES						
Participatory Governance & Gender (PGG)	350,000	11%	177,436	169,541	7,895	350,000
Commonwealth Writers (CW)	234,400	7%	144,768	139,687	5,081	234,400
Grants Programme	1,000,000	31%	610,032	606,394	3,638	1,000,000
Knowledge Learning & Communications (KLC) for Programmes:	167,746	5%	68,850	66,038	2,812	167,746
- 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	24,500	1%	15,627	11,127	4,500	24,500
Sub-total Programmes	£1,776,646	55%	£1,016,713	£992,787	£23,926	£1,776,646
Programmes Staff Costs						
Programmes, Grants and Knowledge Learning Staff Costs	£903,462	28%	721,636	717,751	3,885	862,321
Sub-total Programmes Staff Costs	£903,462	28%	£721,636	£717,751	£3,885	£862,321
Total Programmes, Grants and Staff Costs	£2,680,108	83%	£1,738,349	£1,710,538	£27,811	£2,638,967
SUPPORT SERVICES						
Governance (incl Commonwealth Diplomats Induction Programme)	10,000	0%	10,000	9,104	896	10,000
Organisation and Management Support (core operation & admin costs)	177,731	6%	52,000	49,809	2,191	177,731
Sub-total Enabling Support	£187,731	6%	£62,000	£58,913	£3,087	£187,731
Support Services Staff Costs & Other Staff Related Costs						
Support Services Staff Costs (Management, Finance, HR & Operations)	272,627	8%	214,000	213,026	974	256,979
Other staff related costs	74,760	2%	61,560	59,044	2,516	74,760
Sub-total Support Services Staff Costs & Other Staff Related Costs	£347,387	11%	£275,560	£272,070	£3,490	£331,739
Total Support Services Staff Costs & Other Staff Related Costs	£535,118	17%	£337,560	£330,983	£6,577	£519,470
GRAND TOTAL EXPENDITURE (Programmes, Grants, KLC, Support Services, Staff Costs and Other Staff Related Costs)	£3,215,226	100%	£2,075,909	£2,041,521	£34,388	£3,158,437
NET SURPLUS/(DEFICIT) BALANCE {INCOME LESS EXPENDITURE}	£0		£880,294	£604,618	£275,676	-£2,353

COMMONWEALTH FOUNDATION2018/2019 Contribution Scale

(as @ 30 April 2019)

<u>MEMBER</u>		<u>Scale</u> £	<u>Prepaid</u> £	<u>Payments made</u> <u>the during year</u> £	<u>Monies</u> <u>Outstanding</u> £
Antigua & Barbuda	1	7,688		7,688.00	0.00
Australia	2	404,875		404,875.00	0.00
Bahamas	3	19,210			19,210.00
Bangladesh	4	23,063		23,063.00	0.00
Barbados	5	23,063			23,063.00
Belize	6	7,688			7,688.00
Botswana	7	15,375		15,375.00	0.00
Brunei Darussalam	8	30,750		30,750.00	0.00
Cameroon	9	23,063	23,063.00		0.00
Canada	10	681,625		681,625.00	0.00
Cyprus	11	26,650		26,650.00	0.00
Dominica	12	7,688			7,688.00
Ghana	13	30,750			30,750.00
Grenada	14	7,688			7,688.00
Guyana	15	7,688	7,688.00		0.00
India	16	128,125		128,125.00	0.00
Jamaica	17	23,063		23,063.00	0.00
Kenya	18	23,063		23,063.00	0.00
Kingdom of Eswatini (changed wef June 2018)	39	7,688			7,688.00
Kiribati	19	7,688			7,688.00
Lesotho	20	7,688		7,688.00	0.00
Malawi	21	7,688		7,688.00	0.00
Malaysia	22	44,075		44,075.00	0.00
Malta	23	23,063		23,063.00	0.00
Mauritius	24	15,375		15,375.00	0.00
Mozambique	25	7,688			7,688.00
Namibia	26	15,375			15,375.00
New Zealand	27	92,250		92,250.00	0.00
Nigeria	28	54,325			54,325.00
Pakistan	29	30,750			30,750.00
Papua New Guinea	30	15,375			15,375.00
Rwanda (new member joined 04/05/11)	31	7,688			7,688.00
St Lucia	32	7,688		7,688.00	0.00
St Vincent & the Grenadines	33	7,688			7,688.00
Seychelles	34	7,688		7,688.00	0.00
Sierra Leone	35	15,375			15,375.00
Solomon Islands	36	7,688			7,688.00
South Africa	37	115,825		115,825.00	0.00
Sri Lanka	38	23,063		23,063.00	0.00
Tonga	40	7,688			7,688.00
Trinidad & Tobago	41	30,750			30,750.00
Uganda	42	23,063			23,063.00
United Kingdom	43	1,050,113		742,763.00	307,350.00
United Republic of Tanzania	44	23,063			23,063.00
Vanuatu (new member joined January 2018)	45	7,688			7,688.00
Zambia	46	15,375			15,375.00
Total		£3,170,586	£30,751.00	£2,451,443.00	£688,392.00
Associate Members					
Gibraltar		12,414		12,414	0.00
GRAND TOTAL		£3,183,000	£30,751.00	£2,463,857.00 78.37 %	£688,392.00 21.63 %

COMMONWEALTH FOUNDATION
ARREARS CONTRIBUTION RECEIVED
BETWEEN 1 JULY 2018 TO 30 APRIL 2019

Country	2017/2018 £	2016/2017 £	2015/2016 £	2014/2015 £	2013/2014 £	2012/2013 £	Total £
Botswana	15,000.00	15,000.00	15,000.00	15,333.00	15,345.00	15,405.00	91,083.00
Ghana	25,952.92	30,000.00	30,000.00	546.00			86,498.92
Grenada	7,500.00						7,500.00
Lesotho	7,500.00						7,500.00
Total	£55,952.92	£45,000.00	£45,000.00	£15,879.00	£15,345.00	£15,405.00	£192,581.92

COMMONWEALTH FOUNDATION

Arrears Contributions Outstanding

(as at 30 April 2019)

Current members	2017/2018	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 £	Provision £	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Bahamas	18,741.00																												18,741.00
Belize	Y 7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,110.00
Dominica	Y 7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	-	6,059.00	13,689.00	Provision £26,390		Provision £25,030		Provision £29,875				-	-	-	-	-	-	-	-	190,809.00
Ghana	* 4,047.08	0.00	0.00	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,047.08
Grenada	Y 0.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Kiribati	7,500.00	2,343.10																											9,843.10
Mozambique	7,500.00	0.00	0.00	-6.00																									7,494.00
Nigeria	53,000.00	37.74				-	-	-	-																				53,037.74
Rwanda	7,500.00	7,500.00																											15,000.00
St Vincent & the Grenadines	Y 7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	193.50	7,994.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	97,954.40
Sierra Leone	Y 15,000.00	15,000.00	15,000.00	15,333.00	15,345.00	19,513.00	6,935.94	-	-	-	-	-																	102,126.94
Solomon Islands	Y 7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	-	756.00	-	-	-	-	-	Provision £26,549					-	-	-	-	-	-	-	117,071.00
Uganda	* 22,500.00	22,500.00	22,500.00	23,000.00	23,018.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	113,518.00
United Republic of Tanzania	Y 22,500.00	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	252,644.00
Vanuatu (joined January 2018)	7,500.00					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,500.00

Arrears due from members

195,788.08	107,380.84	97,500.00	99,662.00	99,746.00	95,511.00	92,935.94	75,058.00	73,406.00	29,175.50	14,809.90	13,689.00	Provision £26,390	Provision £25,030	Provision £56,424	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,102,506.26
							Provision	Provision	Provision	Provision	Provision																		

* serious arrears 3-5 years

Y very serious arrears > 5 years

Members withdrawn	2017/2018	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)	Y				7,673.00	10,270.00	12,000.00	14,993.00	-	-	-	4,354.70	Provision £26,390		Provision £25,030		Provision £35,679												223,777.15
Maldives (13 October 2016)		Provision	Provision	Provision																									22,667.00

Total arrears due from withdrawn members

	Provision	Provision	Provision	Provision	Provision	Provision	Provision	Provision				4,354.70	Provision £26,390		Provision £25,030		Provision £35,679													
	£7,500.00	£7,500.00	£7,667.00	£7,673.00	£10,270.00	£12,000.00	£29,986.00	£0.00	£0.00	£0.00	£0.00	£18,043.70	Provision £52,780		Provision £50,060		Provision £92,103													£261,437.15
											Provision	Provision																		
GRAND TOTAL	£195,788.08	£114,880.84	£105,000.00	£107,329.00	£107,419.00	£105,781.00	£104,935.94	£105,044.00	£73,406.00	£29,175.50	£14,809.90	£18,043.70	Provision £52,780		Provision £50,060		Provision £92,103													£1,363,943.41

COMMONWEALTH FOUNDATION

2018/2019 Contribution Scale

(as @ 25 May 2019)

MEMBER		Scale £	Prepaid £	Payments made the during year £	Monies Outstanding £
Antigua & Barbuda	1	7,688		7,688.00	0.00
Australia	2	404,875		404,875.00	0.00
Bahamas	3	19,210		19,210.00	0.00
Bangladesh	4	23,063		23,063.00	0.00
Barbados	5	23,063			23,063.00
Belize	6	7,688			7,688.00
Botswana	7	15,375		15,375.00	0.00
Brunei Darussalam	8	30,750		30,750.00	0.00
Cameroon	9	23,063	23,063.00		0.00
Canada	10	681,625		681,625.00	0.00
Cyprus	11	26,650		26,650.00	0.00
Dominica	12	7,688			7,688.00
Ghana	13	30,750			30,750.00
Grenada	14	7,688			7,688.00
Guyana	15	7,688	7,688.00		0.00
India	16	128,125		128,125.00	0.00
Jamaica	17	23,063		23,063.00	0.00
Kenya	18	23,063		23,063.00	0.00
Kingdom of Eswatini (changed wef June 2018)	39	7,688			7,688.00
Kiribati	19	7,688			7,688.00
Lesotho	20	7,688		7,688.00	0.00
Malawi	21	7,688		7,688.00	0.00
Malaysia	22	44,075		44,075.00	0.00
Malta	23	23,063		23,063.00	0.00
Mauritius	24	15,375		15,375.00	0.00
Mozambique	25	7,688			7,688.00
Namibia	26	15,375			15,375.00
New Zealand	27	92,250		92,250.00	0.00
Nigeria	28	54,325		50,091.33	4,233.67
Pakistan	29	30,750			30,750.00
Papua New Guinea	30	15,375			15,375.00
Rwanda (new member joined 04/05/11)	31	7,688			7,688.00
St Lucia	32	7,688		7,688.00	0.00
St Vincent & the Grenadines	33	7,688			7,688.00
Seychelles	34	7,688		7,688.00	0.00
Sierra Leone	35	15,375			15,375.00
Solomon Islands	36	7,688			7,688.00
South Africa	37	115,825		115,825.00	0.00
Sri Lanka	38	23,063		23,063.00	0.00
Tonga	40	7,688			7,688.00
Trinidad & Tobago	41	30,750			30,750.00
Uganda	42	23,063			23,063.00
United Kingdom	43	1,050,113		1,050,113.00	0.00
United Republic of Tanzania	44	23,063			23,063.00
Vanuatu (new member joined January 2018)	45	7,688			7,688.00
Zambia	46	15,375			15,375.00
Total		£3,170,586	£30,751.00	£2,828,094.33	£311,740.67
Associate Members					
Gibraltar		12,414		12,414	0.00
GRAND TOTAL		£3,183,000	£30,751.00	£2,840,508.33 90.21 %	£311,740.67 9.79 %

COMMONWEALTH FOUNDATION
ARREARS CONTRIBUTION RECEIVED
BETWEEN 1 JULY 2018 TO 25 MAY 2019

Country	2017/2018 £	2016/2017 £	2015/2016 £	2014/2015 £	2013/2014 £	2012/2013 £	Total £
Bahamas	18,741.00						18,741.00
Botswana	15,000.00	15,000.00	15,000.00	15,333.00	15,345.00	15,405.00	91,083.00
Ghana	25,952.92	30,000.00	30,000.00	546.00			86,498.92
Grenada	7,500.00						7,500.00
Lesotho	7,500.00						7,500.00
Nigeria	53,000.00	37.74					53,037.74
Total	£127,693.92	£45,037.74	£45,000.00	£15,879.00	£15,345.00	£15,405.00	£264,360.66

COMMONWEALTH FOUNDATION

Arrears Contributions Outstanding

(as at 25 May 2019)

Current members		2017/2018	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 £	Provision £	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Belize	Y	7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,110.00
Dominica	Y	7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	-	6,059.00	13,689.00	Provision £26,390	Provision £25,030	Provision £29,875	-	-	-	-	-	-	-	-	-	-	-	-	-	190,809.00
Ghana	*	4,047.08	0.00	0.00	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,047.08
Grenada	Y	0.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	52,610.00
Kiribati		7,500.00	2,343.10																											9,843.10
Mozambique		7,500.00	0.00	0.00	-6.00																									7,494.00
Rwanda		7,500.00	7,500.00																											15,000.00
St Vincent & the Grenadines	Y	7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	193.50	7,994.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	97,954.40
Sierra Leone	Y	15,000.00	15,000.00	15,000.00	15,333.00	15,345.00	19,513.00	6,935.94	-	-	-	-	-					Total amount of arrears written off = £272,683											102,126.94	
Solomon Islands	Y	7,500.00	7,500.00	7,500.00	7,667.00	7,673.00	10,270.00	12,000.00	14,993.00	14,663.00	-	756.00	-	-	-	-	-	Provision £26,549	-	-	-	-	-	-	-	-	-	-	-	117,071.00
Uganda	*	22,500.00	22,500.00	22,500.00	23,000.00	23,018.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	113,518.00
United Republic of Tanzania	Y	22,500.00	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	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	252,644.00
Vanuatu (joined January 2018)		7,500.00					-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,500.00

Arrears due from members

124,047.08	107,343.10	97,500.00	99,662.00	99,746.00	95,511.00	92,935.94	75,058.00	73,406.00	29,175.50	14,809.90	13,689.00	Provision £26,390	Provision £25,030	Provision £56,424	-	-	-	-	-	-	-	-	-	-	-	-	-	1,030,727.52
							Provision	Provision	Provision	Provision	Provision																	

* serious arrears 3-5 years

Y very serious arrears > 5 years

Members withdrawn	2017/2018	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																					
Samoa (May 2011)					-	-	-	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 £25,030	Provision £35,679	Provision £87,387.45										223,777.15			
		Provision	Provision	Provision	Provision																								
Maldives (13 October 2016)		7,500.00	7,500.00	7,667.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	22,667.00

Total arrears due from
withdrawn members

	Provision	Provision	Provision	Provision	Provision	Provision	Provision					Provision £26,390	Provision £25,030	Provision £35,679	Provision £87,387.45	£261,437.15
	£7,500.00	£7,500.00	£7,667.00	7,673.00	10,270.00	12,000.00	£29,986.00	£0.00	£0.00	£0.00	4,354.70					
Provision											Provision					
£124,047.08	£114,843.10	£105,000.00	£107,329.00	£107,419.00	£105,781.00	£104,935.94	£105,044.00	£73,406.00	£29,175.50	£14,809.90	£18,043.70	Provision £52,780	Provision £50,060	Provision £92,103	Provision £87,387.45	1,292,164.67

						Annex 1	
COMMONWEALTH FOUNDATION							
STATEMENT OF FINANCIAL POSITION AT 30 APRIL 2019							
			£	£	£		
ASSETS							
Current Assets							
Debtors		1.1		1,419,874			
Cash and cash equivalents		1.1		2,461,508			
						3,881,382	
Non-current Assets							
Plant and equipment						6,872	
LIABILITIES							
Current Liabilities							
Creditors: amounts falling due within one year (Grants and other Accounts Payable)		1.2		1,647,298		(1,647,298)	
NET TOTAL ASSETS						2,240,956	
RESERVES							
General Fund		2				1,203,813	
<u>Designated Funds</u>		2					
- Special Grants Reserve Fund c/f			41,925				
- Grants Programme - allocated expenditure			6,675				
- balance remaining			619				
- Strategic Development activities c/f			5,000				
- Commonwealth People's Forum Fund - allocated expenditure			8,224				
- balance remaining			253,104				
- Governance activities - allocated expenditure			6,319				
- balance remaining			12,958				
- Programmes (PGG & CW) project activities - allocated expenditure			42,271				
- balance remaining			13,570				
- Knowledge Learning & Coms - allocated expenditure			7,519				
- balance remaining			481				
- Support Services activities - allocated expenditure			1,250				
- balance remaining			1,750			401,665	
TOTAL RESERVES						1,605,478	
Net Surplus/Loss to date (P&L Account)		3				635,478	
						2,240,956	