



Commonwealth Foundation

Annual Work Plan and Budget 2018-19

27 June 2018 version (DRAFT)

Contents Page

Introduction	3
Proposed Budget for 2018-19	4
Logic Model	9
Strategic Performance Framework	10
Participatory Governance and Gender	13
Commonwealth Writers	22
Grants Programme	29
Support Services:	
Leadership, Operations, Finance, Human Resources	36
Knowledge, Learning and Communications	48
Definition of Terms	59
Annexes	60

Introduction

The Commonwealth Foundation's Strategic Plan 2017-21 is guided by a set of frameworks and sub-strategies. The centre-piece of the Strategic Plan is a Logic Model that constitutes the single theory of change for the period of 2017-21. This is the Plan's highest-level framework. As set out in the Strategic Plan, the Logic Model will be accompanied by a Strategic Performance Framework, which links the outcomes to indicators at the short term and intermediate outcomes, the levels at which contributions may be evaluable.

At the Foundation's planning conference in April 2018, a participatory process was facilitated with all staff involved in identifying indicators for both short term and intermediate outcomes. The Foundation improved on the process of developing indicators for the current Strategic Plan (2017-2021) by building the Performance Framework from each of the programmes and consolidating it into a Strategic Performance Framework. The process helped to further define the specific contributions that the Foundation could make to strengthening civic voice and resulted in the development of a Programme Performance Framework and a Risk Register for each of the following:

- 1 Participatory Governance and Gender
- 2 Commonwealth Writers
- 3 Grants Programme
- 4 Support Services with includes the four support areas and Knowledge, Learning and Communication

The annual planning was undertaken with the view of outlining projects for the duration of the strategy period. The activity-based budgeting however was confined to cover the year of the strategy period: 2018-19. This approach to planning is consistent with the Foundation's commitment to results-based management.

Proposed Budget for 2018/2019

Outcome performance budget

The Budget for 2018/2019 is presented as **Annex 1** and the proposed membership contributions are detailed in **Annex 2**. The budget proposed for 2018/2019 was prepared using a prudent balanced budget approach.

The introduction of performance-based budgeting has resulted in a more integrated approach to allocating resources across the organisation, with activity-based budgeting undertaken by management and staff as part of its annual planning and budgeting cycle. The Foundation's resources are allocated to project activities, the grants programme, and to management and support costs. The allocation of resources is based on expected outcomes and outputs and the financial, human and material commitments required to achieve these outputs.

The Foundation's budget was based on the principle that at least 80% of resources will be directed to the programmes, including grants and not more than 20% to organisational management and support costs.

Income

Membership Contributions

At the Board of Governors and Executive Committee meetings in June 2017, the Director-General reported that for the previous four years the Foundation's annual budget was based on Zero Nominal Growth (ZNG) and had asked Member States to consider to easing that requirement for 2018/2019, and enable the Foundation to develop budgets on a Zero Rated Growth basis (ZRG) which would allow for a modest increase in the Foundation's budget per inflation as indicated by the UK's GDP deflator index for that particular year. Hence, the schedule of assessed contributions for 2018/2019 at Annex 2 has been produced on a Zero Rated Growth (ZRG) basis at 2.5% increase. This means that there is across the board inflation based increase on the previous year's budget.

For 2018/2019, the Foundation will be invoicing member states for the amount of £3,182,986, which is consistent with the agreed scale of assessed contributions. The total amount of £3,182,986 includes a voluntary contribution of £12,414 from Gibraltar as an associate member. For 2018/19, the Foundation's income from member states is increased by £7,688 due to the new member, Government of Vanuatu, joining the Foundation in January 2018. Based on recent experience, the organisation expects to receive 92% of member income in the current year and is planning on the basis of a 90% plus 5% contingency. Combined this amounts to £3,023,837.

The reason for preparing the budget income from member governments at 90% with a 5% contingency is that the Foundation has made significant progress in strengthening and mobilizing civil society so that citizens are better able to participate in and contribute to the development of policies that promote effective, responsive and accountable governance for a peaceful and equitable society. This has resulted in strong demand for programmes and grants. The collection of unpaid subscriptions from member governments has also improved. This has had a positive impact on the cash flow and reserves (which previously needed to be protected against deficits in annual budgets).

Other Income

Additional income (£29,550) is derived from: bank interest income, fees and contributions from partners for the 2018/2019 Commonwealth Diplomats Induction Programme, and sundry income from other sources (such as sale of publications and other miscellaneous income).

Counterpart Funding from Partner Organisations

This is the projected counterpart funding for the following:

- £16,000 for 'adda' - a new online platform for international writing. As in the previous year, the Foundation will be expecting sponsorship from KfW Stiftung, which is intended to go towards 2018/19 *adda* costs for the editing and translation of stories and publication online.

Internal Tax

The internal tax estimated for 2018/2019 is £145,839. This income is related to the tax deductions on staff salaries and emoluments. All Foundation staff members are taxed as per any UK citizen, but that tax is collected and then is made as a contribution from the host government back to the Foundation. This is why it is classified as income.

The proposed internal tax bands and rates to be applied to staff salaries in 2018/2019 have been endorsed by the Auditors and are presented at **Annex 3**.

Expenditure

Programmes

Participatory Governance & Gender (PGG) - In the new strategy period 2017-2021 this programme will feature capacity development and include the integration of gender and its intersectionality in all areas of the Foundation's work. The PGG programme will contribute to the short-term outcome of strengthened civic voice. To give less heard voices a say in the decisions that affect their lives, the capacity development programme of the Commonwealth Foundation will focus on strengthening civic voice, promoting constructive engagement in policy processes at sub-national, national or regional levels, enhancing capacities and to address gender disparities. It will also facilitate and promote south to south learning, learning by doing, access to platforms by voices in the margins and a myriad of capacity development methodologies that are responsive.

The total budget allocation for the Participatory Governance & Gender Programme is £350,000. This will cover the expenditure for all the project activities in 2018/2019.

Commonwealth Writers (CW) - The aim of Commonwealth Writers is to increase public dialogue through creative expression. Creative expression will continue to be at the heart of all the work undertaken by Commonwealth Writers. In the new strategy period 2017-2021, Commonwealth Writers will contribute to strengthening civic voice and to shaping public discourse by less heard voices. The focus will be on less heard voices particularly in support of writers and storytellers in areas where there is little or no cultural infrastructure for the amplification of these voices. Commonwealth Writers focus on less heard voices and emerging writers and storytellers will also reflect the voices of women and other groups in the margins.

The total budget allocation for the 2018/2019 Commonwealth Writers Programme is £234,400. This will cover all the project activities under the three main output areas: Craft Development for Prose; Advancing less heard voices: Digital Platforms; Advancing less heard voices: Publications.

Grants Programme - For the new strategy period 2017-2021, the Grants Programme will continue to provide grants to civic voice collectives in eligible Commonwealth Foundation member countries. It will be delivered in close collaboration with the Commonwealth Writers (CW), Participatory Governance & Gender (PGG) and Knowledge Learning & Communications (KLC) Programmes for enhanced impact.

The total budget allocation for the Grants Programme for 2018/2019 is £1,000,000. This is in line with the Foundation's aspiration to keep the grants programme budget at £1 million. In response to requests from Governors to improve grants outreach, £50,000 of this budget has been ring-fenced to enable documentation of results, site visits to projects and annual learning workshop to provide new grant partners with the tools to monitor, review, evaluate and learn from their projects will be delivered.

Knowledge, Learning & Communications (KLC) - This is a discrete area of work under Support Services which will take a more central role in the Commonwealth Foundation's programming. It will be integrated in the overall architecture of the organization and support each of the programme area to improve its impact.

Since the beginning of the new strategy period, the knowledge learning and communications programme is becoming increasingly coherent and integrated into the Foundation's programme and will continue towards this aim in 2018-21.

The areas around which learning and communications will be captured and harnessed are: (1) Knowledge from projects and programme implementation; and (2) Enhancing internal learning practices and analysis.

The total budget allocation for Knowledge Learning & Communications for 2018/2019 is £167,746. This will cover all the expenditure for the project activities.

Partnerships and Strategic Development

The 2018/2019 budget allocation for Partnerships and Strategic Development is £24,500. This includes costs for Directorate partnerships engagement initiatives and the top-up of funds for the Mid-Term Evaluation of the new Strategy 2017-2021.

Support Services

Governance costs

The budget allocation for the 2018/2019 year is £10,000. This is comprised of costs related to the servicing of the Board, Executive Committee and Grants Committee Meetings, Foundation's Chair and Civil Society Advisory Governors costs for attendance at the meetings and the Diplomats Induction Programme. This budget figure has been capped at a lower figure after taking into account the reduced number of Board and Executive Committee meetings and the proposed carry-over of previous year's unspent funds to the governance designated reserve for the 2018/19 expenditure.

Support Services Costs (core operation and administrative costs)

The budget allocation for 2018/2019 is £177,731. The bulk of this cost relates to the Foundation's contribution towards the maintenance of Marlborough House, utilities, services (including IT costs), consumables and rates (total £88,555).

The support services budget also includes costs such as the leased photocopier/printers including consumables and charges at an annual cost (£14,750), professional fees including the annual audit, legal and other professional fees (£29,400) and insurance for office contents (£12,500). The balance (£32,526) amounts to the general administration expenditure of the Foundation.

The Foundation has managed to reduce its support services operational costs including support staff costs such as governance and organisational management support costs slightly from 17.46 % of overall expenditure in 2017/2018 to 16.64% in 2018/2019.

Staff Costs and Other Staff Related Costs

Staff costs and Allowances

As in past years, salary increases are based on the UK GDP Deflator Index. The GDP Deflator Index for 2018/2019 is 2.5%. This is in effect a cost of living rise. This year the overall budget has been based on a Zero Rated Growth basis but within this, provision has been made for a cost of living increase to staff. This has been done based on the desire expressed by the Board to protect staff salaries.

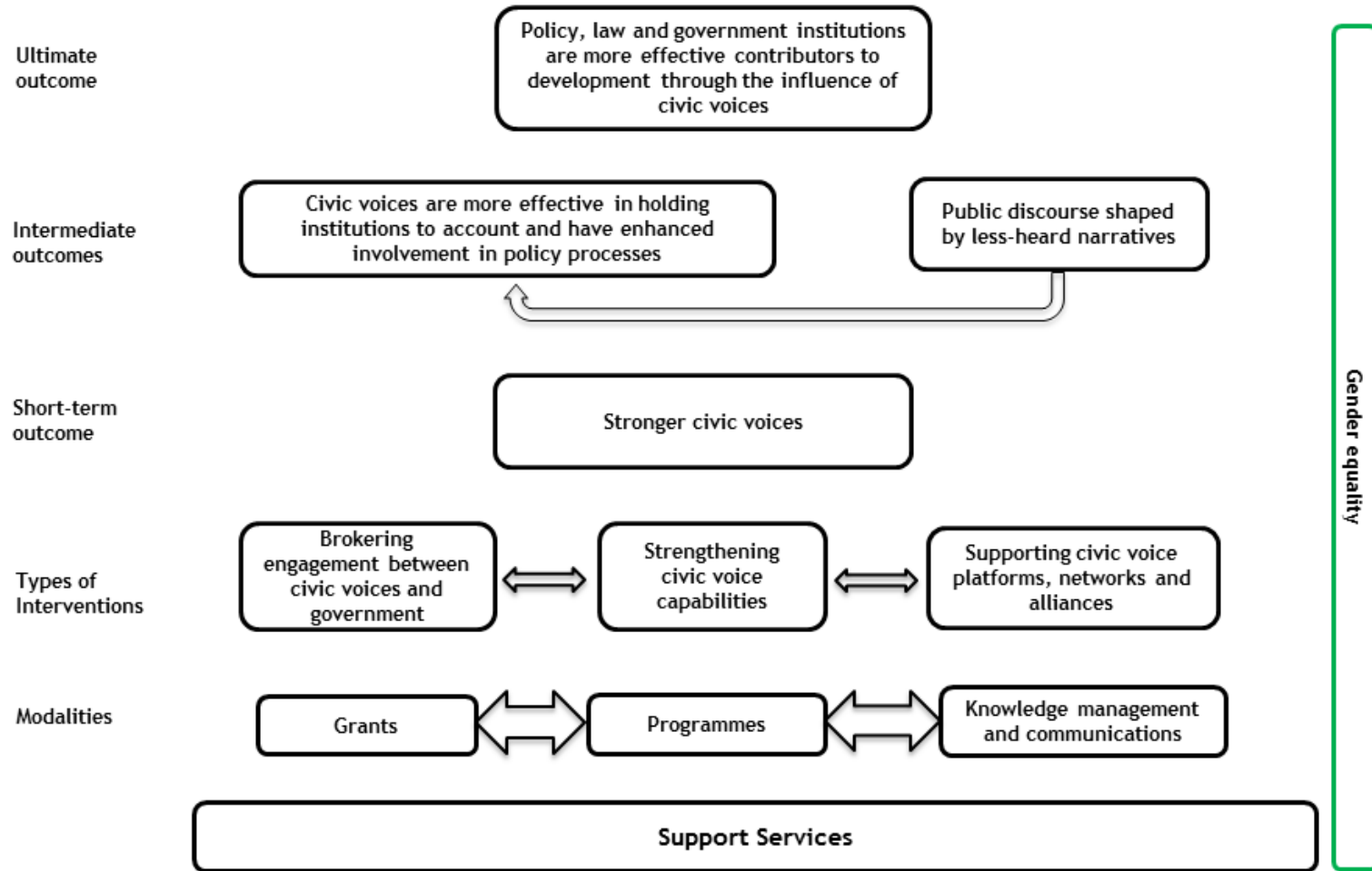
The total staff budget for 2018/2019 is £1,176,089 (£903,462 for programmes and grants staff and £272,627 for support services staff). The amount includes all staff salaries (including group bonus pay), Directorates' allowances, employer's national insurance and gratuity.

The staff costs have been distributed accordingly as a percentage to programmes including grants (28.10%) and support services staff excluding other staff related costs (8.48%). A portion of the Director General, Deputy Director General and other support staff salary costs is allocated to programmes and grants under staff costs. This reflects the amount of time to be spent by the respective staff on the implementation of the programmes and grants.

Other Staff Related Costs

The budget allocation for 2018/2019 is £74,760. This is comprised of costs related to staff group life and income protection insurance, staff health benefits, staff training and learning and development, staff welfare, retired employees' supplementary pension and temporary staff.

Commonwealth Foundation 2017-2021 Logic Model



Strategic Performance Framework

Strategic Performance Framework				
Ultimate Outcome	Policy, law and government institutions are more effective contributors to development through the influence of civic voices			
Intermediate Outcome(s)	Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes			
Indicators (plus baselines and targets where/when appropriate)	IOi1: # of civic voice collectives supported by the Commonwealth Foundation who effectively communicate policy priorities to government including recommendations to address gender disparities and discrimination	IOi2: # of civic voice collectives supported by the Commonwealth Foundation who are effectively monitoring government action and using the information to influence it.	IOi3:# of civic voice collectives supported by the Commonwealth Foundation who effectively engage with legislators to shape legislation.	IOi4: # of civic voice collectives supported by the Commonwealth Foundation who effectively use evidence in holding institutions to account and in their involvement in policy processes

Programme Performance Framework

Short term Outcome	Stronger civic voices		
Indicators (plus baselines and targets where/when appropriate)	<p>STOi1: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity in one or more of the following:</p> <ul style="list-style-type: none"> a) collective decision-making in response to the communities they represent including women b) forming robust movements, networks, alliances with other civic voice collectives and partner institutions c) monitoring government performance in implementation of SDGs and gender commitments d) constructively engaging with policy makers in policy development e) mainstreaming gender equality and power analysis in their work f) managing knowledge for greater effectiveness 	<p>STOi2: # of policy spaces, or platforms with potential to amplify voices and influence public discourse, to which civic voices supported by the Commonwealth Foundation have meaningful access</p>	<p>STOi3: # of civic voice collectives who make significant improvements to their approaches to participatory governance as a result of learning from Commonwealth Foundation facilitated exchanges and collaborations with other groups and institutions</p>

ANNUAL WORKPLAN

Intermediate Outcome(s)	Public discourse shaped by less-heard narratives		
Indicators (plus baselines and targets where/when appropriate)	IOi5: # of instances of mainstream media or other influencers amplifying less heard voices and their narratives that have been supported by the Commonwealth Foundation (among which # that challenge gender disparities and discrimination)	IOi6:# of instances of social and political movements reflecting narratives of less heard voices that have been supported by the Commonwealth Foundation (among which # that challenge gender disparities and discrimination)	
Short term Outcome	Stronger civic voices		
Indicators (plus baselines and targets where/when appropriate)	STOi4:# of less heard voices supported by the Commonwealth Foundation who have enhanced capacity to tell stories	STOi5:# published /disseminated stories, supported by the Commonwealth Foundation, which reflect less-heard voices including those of women	STOi6: # of less heard voices supported by the Commonwealth Foundation who are amplified through access to platforms with potential to influence public discourse

Participatory Governance & Gender

For the strategy period of 2017-2021, one of the main programmes of the Foundation is Participatory Governance and Gender. This will feature the capacity development programming of the Foundation and the integration of gender in all areas of work, which includes gender and its intersectionality.

The new strategy's short term outcome is strengthened civic voice. To give less heard voices a say in the decisions that affect their lives, the capacity-development programme of the Commonwealth Foundation will focus on strengthening civic voice, promoting constructive engagement in policy processes, enhancing capacities to address gender disparities, and foster learning. This approach recognises that to offer less heard voices appropriate platforms and opportunities to engage in policy reform and advocacy, overlapping and interdependent systems of discrimination have to be confronted. Therefore, intersectionality of gender and power analysis are key principles of the capacity development approach for this strategic period, which seeks to strengthen inclusion and gender analysis.

Goetz and Jenkins (2002, 2005) suggest that voice matters for three connected reasons. First, voice has intrinsic value - it is good for people to have the freedom to express their beliefs and preferences. Second, voice is an essential building block for accountability. Third, the exercise of voice, and the conversations that result, play an important role in enabling communities to arrive collectively at the standards - the values, norms of justice and morality - against which the actions of power-holders will be accounted for. Additionally, voice matters because if people do not speak up, there is little or no chance that their opinions and views would be reflected in government priorities and policies.

Capacity development of civic voice within an open system approach recognises the linkages of various aspects of the system. The various interconnected dimensions include an understanding and recognition by the individual that they have rights, and the state has an obligation to meet those rights. Acknowledgement of the capacity of people to come together with a shared agenda, commitment to strengthen capacity to engage in policy arenas from which they had previously been excluded, and support the access to and analysis of relevant information.

A stronger voice will have little impact if the governance institutions, including government, are not responsive and accountable. Capacity development will enable civic voice collectives to engage with government, participate in policy processes and promote accountability. Where the civic voice collectives are prepared, the Foundation will broker and facilitate engagement where there are opportunities and the Foundation's support is needed. The facilitation process will entail opportunities for both civic voice and governance institutions to reflect, learn, and enhance degree and level of inclusion by applying gender lenses.

The exercise of voice is not necessarily straightforward. The way in which it is expressed is likely to vary depending on context, specifically on existing capacities for voice to engage. Such capacities include the personal capacities of those seeking to exercise voice - their awareness of the issues and their degree of empowerment - as well as the institutional capacities and the enabling environment, including the socio-cultural environment, policy, legal and regulatory frameworks, and accepted notions of citizenship and rights (Gloppen et al 2003).

For 2018-21, the Participatory Governance and Gender (PGG) programme will be more consolidated maintaining its focus on strengthening civic voices to hold governments into account, to engage constructively in policy processes at sub-national, national or regional levels and to address gender disparities. Gender will be integrated more strongly exploring carefully power imbalances generated between power holders and voices in the margins and amplifying the voices of women and indigenous and local communities, with particular consideration for small states and small island developing states.

The PGG programme will also facilitate and promote south-to-south learning, learning by doing, access to platforms by voices in the margins and a myriad of capacity development methodologies that are responsive.

With the framework of an open system model for capacity development, PGG will focus on the following areas:

- a) Galvanising the voices of women and local communities to engage in Climate Change policy processes: This area is the result of inputs from key stakeholders in the Caribbean convened to discuss the intersection of gender and climate change. This was in line with one of the outcomes of the 23rd Conference of Parties (COP) of the annual UN Framework Convention on Climate Change (UNFCCC) which adopted the first ever Gender Action Plan (GAP). This recommended a stronger participation of marginalised women, including indigenous and local communities, as a major step towards shaping more resilient and effective climate change policies for the future. This programme will enhance civic voice capacity to constructively engage in policy processes on climate change, both sub-nationally, nationally and regionally. It will also foster learning between the Caribbean and the Pacific experience.
- b) Amplifying women's voices, a Pan-African Approach: Building on the lessons from the support of the Foundation in Southern and East Africa in strengthening civic voices to effectively monitor gender commitments by governments implementation of gender policies and protocols and the mainstreaming of gender in the implementation of the SDGs, the Foundation will include West Africa beginning this year. This area of work will have a strong emphasis on accountability and enable evidence-based advocacy, through the promotion and use of the gender barometer, which was started in Southern Africa replicated in Eastern Africa. These projects will entail enhancing the capacity of civic voice collectives to address the intersectionality of gender in the spectrum of policy processes. This area of work will sustain partnerships with Gender Links for Southern Africa, EASSI for East Africa and WACSI for West Africa.
- c) Strengthening gender in SDG localisation in Central Africa. This project will support localisation of the SDG and the ensuring that gender is integrated in the process. This will be undertaken through capacity development in local governance, which will include enhancing capacities of civic voices to engage in local planning, budgeting, advocacy and monitoring of government commitments in terms of local plans and its implementation and how these processes contribute to the national development plans and processes. In the process, this area of work would also provide access to platforms for engagement and advocacy at sub-national and national level that would contribute to amplifying civic voices at the local level in the implementation of the SDGs. This area of work would involve partnerships with organisations to promote development effectiveness and ensure that there is no duplication of work

- d) Supporting regional and national alliances / networks: For the period 2018-19, the Foundation will continue to contribute in strengthening of the Southern African Alliance for Youth Employment (SAAYE) to participate and constructively engage in policy processes, both nationally and regionally.
- e) Constructive Engagement in Multilateral spaces: The Foundation will facilitate access and amplify voices in the Commonwealth and beyond, by supporting civic voice participation and inclusion in policy processes.
- f) Civic Voice Initiatives on Peace and Trade: The Foundation will focus on exploring alternative narratives on peace building by fostering intergenerational dialogues on women and peace and inclusion of civic voices in trade policy processes in the pacific. This work will offer capacity development support for voices in the margins in different regions of the Commonwealth.

Programme Budget Allocation

£350,000

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

Short term Outcome	Stronger Civic Voices			
Indicators (plus baselines and targets where/when appropriate)	STOi1: # of instances where civic voice collectives supported by the Commonwealth Foundation have strengthened capacity to monitor government performance in implementation of SDGs and gender commitments	STOi2: # of instances where of civic voice collectives supported by the Commonwealth Foundation have strengthened capacity to constructively engage with policy makers in policy development	STOi3: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to mainstream gender equality and integrate power analysis in their work	STOi4: # of policy spaces, or platforms with potential to amplify voices and influence public discourse, to which civic voices supported by the Commonwealth Foundation have meaningful access
Baselines	1	2	1	3
Targets 2018/2021	4	6	6	7
Data Sources	Media and other public records of interaction, Observations by Commonwealth Foundation staff or other stakeholders, reports.	Participation and Transparency Tool (PATT) Observations by Commonwealth Foundation staff or other stakeholders Surveys of CV collectives and policy makers	Personal evaluations, organisational self-assessments, interviews, reports.	Media and other public records of interaction, partner reports Observations by Commonwealth Foundation staff or other stakeholders

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

Project Title	Output	Project Budget
Galvanising the voices of women and local communities to engage in Climate Change policy processes Understanding the intersection between gender and climate change in the Caribbean (Caribbean)	Output 1, 3 and 4	£60,000
Working towards SDG localisation in Sierra Leone by strengthening the women's movement & developing an inclusive gender agenda (West Africa)	Output 1, 3 and 4	£60,000

ANNUAL WORKPLAN

Amplifying women's on African Feminism (West Africa)	Outputs 1	£60,000
Constructive Engagement in Multilateral and International Spaces (Pan-Commonwealth)	Output 3	£59,703
Supporting Regional and National Alliances	Output 1-4	£60,297
Civic New Voice Initiatives (Asia and Europe)	Output 1, 3 and 4	£50,000
Intern		8,500
Security Advisor		4,500
Total Budget		£ 350,000

Programme Risk Analysis					
KEY		Probability			
		Highly Unlikely 1	Unlikely 2	Likely 3	Highly Likely 4
Impact	High 4	4	8	12	16
	Medium 3	3	6	9	12
	Low 2	2	4	6	8
	Very Low 1	1	2	3	4
Nature of Risk		Rating of Probability and Impact (see Key above)	Preventative Measures	Action if risk realised	
Risk 1 Challenges in the environment, which affect civic voices' engagement. (Organisational, Political, Global level)		8	Creating contingency measures with partners to anticipate and mitigate the possible challenges	Ongoing support to partners on developing contingency plans.	
Risk 2		6	Establishing contractual obligations to prevent organisational loss.	Review projects prioritising key deliverable for implementation using an adaptive management approach.	

ANNUAL WORKPLAN

Exchange rate fluctuation affecting negatively project delivery.			
Risk 3 Shift in partners focus and directions.	6	Continual reflection in course of delivering activities and assessments at the Foundation's midterm review.	Set priorities and be responsive to the changes of partners.

Commonwealth Writers

Rationale and Approach, including Priorities, Gender Equality and Learning

In 2012, the Commonwealth Foundation started its cultural initiative, Commonwealth Writers, with the aim to increase public dialogue through creative expression. In particular, Commonwealth Writers through 2012 - 2017 supported unique contributions to public discourse by the creative sectors with focus on less heard voices. In the strategy period of 2017-2021, Commonwealth Writers will contribute to strengthening civic voice and to shaping public discourse by less heard voices. 'Jurgen Habermas' theories on communicative action and the public sphere, argues that increasing democratisation and reducing the barriers to participation in the public sphere can open the door to social action, this theory underpins Commonwealth Writers. Creative expression will continue to be at the heart of Commonwealth Writers. The focus will be on less heard voices particularly in support of writers and storytellers in areas where there is little or no cultural infrastructure for the amplification of these voices.

There will be three main areas in the work of Commonwealth Writers for this period: Short Story Prize, Craft Development and Platforms and Spaces:

1) The Short Story Prize is free to enter and has global reach across five continents. The Prize seeks out talented writers and encourages entries from both new and emerging voices. Stories often come from countries with little or no publishing infrastructure and from places that are marked by geographical, geopolitical or economic isolation. The Prize brings them to the attention of an international audience. Emphasis is placed on reaching less heard voices outside the publishing, academic and other established networks, particularly in countries where stories are rarely given a global platform. The Prize has grown in its brand and has increasingly attracted thousands of entries each year.

Five winning writers from the Commonwealth regions of Africa, Asia, Canada/Europe, the Caribbean and the Pacific are selected by an international judging panel and the overall winner is awarded for the best piece of unpublished short fiction (2,000 - 5,000 words) in English. Short stories translated from other languages are eligible as well as entries in the original language of: Bengali, Kiswahili, Portuguese and Samoan. In 2018 the Prize opened up to include entries in Malay, Mandarin and Tamil.

2) Craft Development is dedicated to developing the craft of storytellers, enabling them to tell their stories more effectively. The creative genre for craft development in the new strategy for 2017-21 has expanded to include the written word, oral tradition and performance and visual arts (films and photography). The approach and methodology for craft development includes online one to one mentoring, workshops, technical coaching and editing. Craft development will also have a more direct connection to Short Story Prize with mentoring to be offered to writers who have entered the Prize. This area of work will also feature narratives of less heard voices tackling issues that are difficult and often not able to be discussed in the mainstream.

3) One key feature of Commonwealth Writers is connecting storytellers to platforms and spaces that it creates and manages and others that may be external. Platforms are an important facet of storytelling as they offer ways in which the voices and narratives are amplified. Platforms that the Foundation manages include publications such as anthologies, its online platform for gathering stories called “adda” and Commonwealth Writers Conversation. External spaces and platforms on the other hand may come in the form of film and book festivals, mainstream and digital media platforms, colloquiums and conferences and social and political movements and campaigns.

The focus of Commonwealth Writers on less heard and emerging writers and storytellers will reflect the voices of women and other groups in the margins. Feminist narratives challenging gender disparities and discrimination feature in the programming for the new strategy period. Different forms of creative expression, a range of platforms to tell stories and featured translations from other languages allow for a more inclusive programme. Commonwealth Writers will integrate a more robust learning and communications framework, harvesting lessons learned and using mainstream and digital media to communicate its messages.

Programme Budget Allocation

£234,400:

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

Programme Performance Framework			
Short term Outcome	Stronger Civic Voices		
Indicators	# of less heard narratives supported by the Commonwealth Foundation who have enhanced capacity to tell stories	# published/disseminated stories, supported by the Commonwealth Foundation, which strongly reflect the voices of women and other marginalised groups, including feminist narratives	# of less heard narratives supported by the Commonwealth Foundation who are amplified through access to platforms with potential to influence public discourse
Baselines	In CW's craft development survey 100 writers and other storytellers responded that CW had enhanced their capacity (very beneficial - 36; beneficial - 45; somewhat beneficial - 19)	Total of 44 published/disseminated stories strongly reflect the voices of women and other marginalised groups: 11 stories from 4 anthologies; 1 further Prize winning story; 12 stories from <i>adda</i> ; and 20 blogs	3 instances: <ul style="list-style-type: none"> - Safe House panel discussion, Doughty Street Chambers - Isaac Otidi Amuke's nonfiction piece on CWS website, 'Facing the Mediterranean' won a CNN African Journalist award - 2016 Short Story Prize winner Parashar Kulkarni spoke on BBC World TV about his story 'Cow and Company'
Targets 2017/21	120 more than the baseline	65 more than the baseline	5 more than the baseline
Data Sources	Surveys of voices Monitoring of platforms, publications, exhibitions	Monitoring of platforms, publications, exhibitions	Monitoring of platforms, publications, exhibitions

		Related to STO indicators
Output 1	Craft development of less heard voices in various forms of creative expression	1
	The projects contributing to Output 1 are focused on craft development and will include one-to-one mentoring, workshops, technical coaching and editing in various forms of creative expression including, film, photography, performance, translation, poetry and prose. The variety of forms will allow for greater inclusion. Particular attention and effort will be made to widening the global landscape so that less heard voices have the skills to tell less heard stories.	
Output 2	Narratives of less heard voices advanced	2 and 3
	The projects contributing to Output 2 are focused on continuing support and advancing the narratives of less heard voices that may or may not have surfaced through the craft development projects, particularly in areas where there is little or no cultural infrastructure for the global amplification of their stories. Commonwealth Writers will amplify the narratives, working with partners and appropriate platforms that have the potential to influence public discourse, such as, online and printed publications, social and mainstream media and public discussions. Particular focus will be given to inclusion and challenging gender disparities and discrimination.	
Output 3	Commonwealth Foundation and partner platforms and temporary spaces for less-heard voices created and managed and facilitated	2 and 3
	The projects contributing to Output 3 will amplify less heard voices by developing and managing permanent platforms and temporary spaces. Platforms that the Foundation manages include publications such as anthologies, its online platform for gathering stories called <i>adda</i> and Commonwealth Writers Conversation. External spaces and platforms on the other hand may come in the form of film and literary festivals, mainstream and digital media platforms, colloquiums and conferences and social and political movements and campaigns.	

Projects		Project Budget
2018 Commonwealth Short Story Prize	2,3	£ 60,500
Craft Development for Prose	1	£ 68,400
Advancing less-heard voices: Digital Platforms	2,3	£ 37,600
Advancing less-heard voices: Publications	2,3	£ 48,400
Intern -		£ 15,000
Security Advisor		£ 4,500
Total Budget		£234,400

Programme Risk Analysis

KEY		Probability			
		Highly Unlikely 1	Unlikely 2	Likely 3	Highly Likely 4
Impact	High 4	4	8	12	16
	Medium 3	3	6	9	12
	Low 2	2	4	6	8
	Very Low 1	1	2	3	4
Nature of Risk		Rating of Probability and Impact (see Key above)	Preventative Measures		Action if risk realised
Risk 1 Key Partners remove and/or reduce support and engagement.		16	Select appropriate strategic partners. Regular communication and coordination meetings, sharing of information and anticipating problems.		Rebuild trust and relationship with partner through dialogue. Reconstruct the project with remaining partners
Risk 2 Instability of online space such as technical obsolescence and hacking Reputational risk due to 'trolls'/ inaccurate information.		9	Make sure there is appropriate online security. Staff member employed to oversee and monitor online space. Regularly back up content.		Re-launch using 'backup' of website. Redesign to tackle technical obsolescence. Be in regular communication with ongoing digital media technical consultants.
Nature of Risk		Rating of Probability and Impact (see Key above)	Preventative Measures		Action if risk realised
Risk 3 Cultural misunderstanding between writers and partners		6	Solid research on local cultural context. Plan based on that research. Ensure local partners lead in the design and delivery and own the results. Advocate for co-creation of content Regular communication		Create a space for dialogue to discuss grievances. Re-design with partners the project if needed to respond to needs.

Grants Programme

Rationale and Approach, including Priorities, Gender Equality and Learning

The Commonwealth Foundation's grant making strengthens civic voices at regional, national and sub national level across the Commonwealth, extending beyond the work delivered through the other main programmes of the Foundation: Participatory Governance and Gender; and Commonwealth Writers.

For the strategy period 2017-2021, the Grants Programme will continue to provide grants to civic voice collectives in eligible Commonwealth Foundation member countries. It will be delivered in close collaboration with the Participatory Governance and Gender, Commonwealth Writers, and Knowledge, Communications and Learning (KLC) programmes for enhanced impact. Specifically, the Grants Programme will be implemented as follows:

An annual call for grant applications to support the strategic aims of the Foundation will be launched. The call will encourage applications for projects with a gender focus. Eligible applications will be reviewed by the Foundation staff with shortlisted applications to be endorsed by the Foundation's International Review Committee (IRC) to the Grants Committee for approval. The IRC is chaired by the Deputy Director and composed of the Grants Team, Programme Managers and an external Technical Advisor. The Commonwealth Foundation's Grants Committee will review endorsed applications and approve successful ones accordingly.

An annual learning workshop to provide new grant partners with the tools to monitor, review, evaluate and learn from their projects will be delivered. Each project will develop appropriate performance frameworks and gender indicators for their projects during the workshop. Ongoing support from the grants team will be provided for the duration of the project, and a platform to share monitoring and evaluation tools will also be developed.

Project visits will take place to organisations to validate results, spot potential problems in project delivery and develop mitigation strategies. The visits will also help to identify projects where there is a potential for good communication stories.

Learning emanating from ongoing monitoring and assessment will be harvested and shared with key stakeholders through appropriate events and communication tools. A knowledge-sharing platform will be developed to further strengthen knowledge sharing amongst grants partners.

Continuous improvement is a consistent feature of the Grants Programme. The management of the Foundation's grant-making is continually assessed and enhancements are captured in the Grants Handbook.

<p>Programme Budget Allocation</p> <p>£1,000,000 (£50,000 of this budget allocation will be dedicated to project visits, outreach and learning)</p>
--

Programme Performance Framework		
Intermediate Outcome(s)	Civic voices have enhanced involvement in policy processes and are more effective in holding institutions to account Public discourse more reflective of less-heard voices	
Indicators	% of all grants approved that (including those with a gender focus) have successfully contributed to the intermediate outcome	% of all grants approved the report improved gender mainstreaming in their projects
Baselines	83% of all projects completed and appraised by 30 June 2017 (23 in total, of which 4 have a gender focus)	Zero per cent of projects completed and appraised have reported increased mainstreaming gender in their projects
Targets 2017/ 2021	90% completed and appraised have successfully contributed to the intermediate outcome	70% of all grants completed and appraised report increased gender mainstreaming in their projects
Data Sources	Completed grant appraisals	

ANNUAL WORK PLAN 2018-2019

Short term Outcome	Stronger Civic Voices	
Indicators	% of all grants approved (including those with a gender focus) that have successfully contributed to the short term outcome	% of all grants approved the report improved gender mainstreaming in their projects
Baselines	83% of all projects completed and appraised by 30 June 2017 (23 in total, of which 4 have a gender focus)	Zero per cent of projects completed and appraised have reported increased mainstreaming gender in their projects
Targets 2017/2021	90% of all grants approved completed and appraised have successfully contributed to the short term outcome	70% of all grants completed and appraised report improved gender mainstreaming in their projects
Data Sources	Completed grant appraisals	
Programme Area Outputs		
Output 1	Grants awarded in line with Commonwealth Foundation Strategic Outcomes	
	The projects under Output 1 will focus on the implementation of the grants call and the management of the ongoing grants portfolio. The outreach strategy will be revised, and outreach to underserved regions will build on previous outreach activities. The Foundation will also work towards leveraging support for the grants programme through new partnerships.	
Output 2	Grant partners equipped with tools to monitor, review, assess, evaluate and learn from projects	

	<p>The project under Output 2 will support grant partners to monitor, assess, evaluate and learn from projects specifically through the monitoring and evaluation workshop and ongoing monitoring support. The workshop will also feature strengthening gender integration in the projects, Grant partners requiring specific monitoring support will be identified at the workshop and ongoing support will be adapted to needs. The Projects visits criteria will be updated to reflect learning from the implementation of the 2017-18 annual plan, and visits to projects will be conducted to selected projects based on this criteria. The knowledge-sharing platform will be further developed to supplement the workshop and strengthen learning amongst grants partners.</p>	
<p>Output 3</p>	<p>Learning from the grants programme shared internally and externally</p>	
	<p>Learning emanating from the projects will be identified and harvested through project documents and project visits. This information will be shared with key internal and external stakeholders. Robust linkage and collaboration with the KLC PGG and Commonwealth Writers teams will support the delivery of this output. Harvesting, analysis, documentation, dissemination and application of knowledge from grant projects would be promoted in lessons learning and south-to-south collaboration and through communications, which would be in keeping with the learning strategy of the Foundation. In doing so, the Foundation’s Grants Programme would be able to contribute knowledge to the governance sector.</p>	

Project Title	Output	Project Budget
Grant Portfolio Management	1	£950,000
Monitoring and assessment of grants projects	2	£30,000
Grants programme outreach	2	£20,000
Learning from grants		
Total Programme Area Budget		£1,000,000

Programme Risk Analysis

KEY		Probability			
		Highly Unlikely	Unlikely	Likely	Highly Likely
Impact	High				
	Medium				
	Low				
	Very Low				

Nature of Risk	Rating of Probability and Impact (see Key above)	Preventative Measures	Action if risk realised
Risk 1 Not enough good quality applications for grants received across all regions		Outreach to regions with a traditionally low number of applications Good quality communications on grants programme shared with potential applicants	Special grants calls for under-represented regions
Risk 2 Grantee does not successfully achieve project outcomes		Robust assessment and appraisal of applications Clear grant agreements Effective grant management	Project funding terminated

		<p>Communications with grant partner at the onset when issue relating to achieving outcomes is identified Validation visits</p>	
<p>Risk 3 Enabling environment is not conducive to successful delivery of project</p>		<p>Robust assessment and appraisal of enabling environment at grant application stage</p>	<p>Project reassessed and revised Project funding terminated</p>

Support Services: Leadership, Operations, Finance, Human Resources

Rationale and Approach, including Priorities, Gender Equality and Learning

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

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

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

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

1. Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance.
2. Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming
3. Commonwealth Foundation brand strengthened with gender equality a prominent feature
4. Commonwealth Foundation optimally resourced and resources used efficiently with gender equality in mind

Support services operate within established rules, policies and conventions, which will be reviewed periodically to ensure that they are contributing to the Foundation's mission on gender equality (e.g. male and female staff must enjoy equal access to professional development opportunities). This process of regular review will also contribute to organisational learning and continuous improvement.

Support Services Budget Allocation

£177,731

Programme Performance Framework				
Support Service Outcome(s)	A Commonwealth Foundation Fit for Purpose			
Indicators	Oi1: Commonwealth Foundation has clear strategic purpose and direction, behaves according to its values and is fully accountable for its performance	Oi2: Commonwealth Foundation staff continuously learn, and perform well with increased understanding of gender mainstreaming	Oi3: Commonwealth Foundation brand strengthened with gender equality a prominent feature	Oi4: Commonwealth Foundation optimally resourced and resources used efficiently with gender equality in mind

ANNUAL WORK PLAN 2018-2019

<p>Baselines</p>	<p>External evaluation of Commonwealth Foundation in 2016 was positive</p> <p>Strategic Plan 2017-2021 approved without reservation by Board of Governors December 2016</p> <p>Annual audit report produced in accordance with international finance standards and made public</p> <p>Foundation has diverse staff profile</p>	<p>April 2017 staff survey found that 92.4% found that Foundation provides a learning environment</p> <p>Gender audit report June 2018 provides baseline data Foundation has in place three annual staff conferences for planning, review and reporting</p> <p>Foundation has in place three annual staff conferences for planning, review and reporting</p> <p>Annual Board meetings and sub committees) functioning with Civil Society Advisory Governors</p>	<p>End of strategy magazine documented and disseminated key impacts</p> <p>First Foundation promotional video produced</p> <p>May 2016: 3,215 Twitter followers 3,270 Facebook likes</p>	<p>In May 2017 ratio of Programme to Non-Programme expenditure 82:18</p> <p>£408,821 of grant resources allocated to gender equality initiatives in 2017 90% of annual contributions from member states received within the invoiced year</p> <p>90% of annual contributions from member states received within the invoiced year</p> <p>May 2017: £23,000 received in extra budgetary support</p> <p>May 2017 Staff turnover 21%</p>
-------------------------	--	---	--	---

ANNUAL WORK PLAN 2018-2019

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

Programme Area Outputs		Related indicators
Output 1	Strategic direction, thought and values leadership, and accountability to the Board of Governors and other strategic stakeholders	All Programme Outputs and Support Services Outcome Indicators 1, 2, 3 and 4
Output 2	Internal processes and infrastructure continuously improved	All Programme Outputs and Support Services Outcome Indicator 2
Output 3	Effective on-going support to staff through leadership and other services	All Programme Outputs and Support Services Outcome Indicators 2 and 4
Output 4	Strategic partnership building for resources, and programme strengthening	All Programme Outputs and Support Services Outcome Indicator 4
Output 5	Commonwealth Foundation promoted to key audiences	All Programme Outputs, Support Services Output 4 and Support Services Outcome indicators 3
Output 6	Commonwealth Foundation Board of Governors and sub committees supported to function effectively	Support Services Outcome indicators 1, 2, 3 and 4

Output	Activities	Support Service Area	Means of Verification
Output 1 (Oi1, Oi2, Oi3 and Oi4) Strategic direction, thought and values leadership, and accountability to the Board of Governors and other strategic stakeholders	Reviewing and designing programmes through internal meetings and technical sessions including brown bag lunches	Leadership	Project proposals
	Providing leadership at three annual staff conferences	Leadership	Conference agendas
	Continuing development of learning tools, strategies, frameworks and reference materials	Team	Strategic documents
	Sharing results and lessons learned from programmes	Team	Mission reports

ANNUAL WORKPLAN

	Scheduling of regular meetings of Governors	Operations	Board Minutes
	Supporting Grants Manager in Grants Committee and related processes with Governors	Team	Grants Committee minutes
	Provide leadership to Mid Review of Strategic Plan	Leadership	Report of Mid Term Review
	Provide leadership to newly established gender working group	Leadership	Terms of Reference for Gender Working Group
Output 2 (Oi2) Internal processes and infrastructure continuously improved	Identifying need for new policies and procedures and initiate action	HR	New internal policies in staff handbook
	Reviewing and applying travel and security systems	Team	New consolidated travel and security policy in place
	Reviewing and applying human resource policies	HR	Current staff handbook Performance Review and Development system
	Recruiting staff for new strategy	HR	New organisation chart
	Supporting monthly payroll	HR	Payroll
	Monitoring diversity, sick leave and holidays	HR	Report to Directors
	Conducting annual health and safety audit	Team	Report to Directors
	Training for staff on SAGE and finance procedures	Finance	Budget codes information sheet

ANNUAL WORKPLAN

	Reviewing financial performance on quarterly basis with department representatives	Finance	Management accounts
	Preparing annual reports and audited accounts in a timely fashion	Finance	Audit report
	Maintaining a productive workplace environment in conjunction with Commonwealth Secretariat	Operations	Correspondence with Commonwealth Secretariat support staff
	Documenting operational procedures	Operations	Operations Manual
Output 3 (Oi2 & Oi4) Effective on-going support to staff through leadership and other services	Convening regular meetings for managers and staff	Leadership	Meeting agendas
	Providing open ended human resource guidance and support including one to one meetings with staff as requested	HR	Not applicable as these may take place on a confidential basis
	Retaining security adviser for support to staff at headquarters and in the field	Leadership	Contract with security adviser
	Reviewing staff benefits (e.g. healthcare) balancing welfare with budget	HR	Group health insurance policy
	Managing induction (to include finance and gender components) and probation	HR	File notes
Output 4 (Oi4)	Directors visit government counterparts in capitals	Leadership	Mission reports

ANNUAL WORKPLAN

Strategic partnership building for resources, and programme strengthening	Directors visit foundations and organisations with similar missions	Leadership	Mission reports
	Building relationships with Commonwealth member states not yet in membership of the Foundation	Leadership	Correspondence with Fiji, Singapore The Gambia and Samoa
	Supporting Commonwealth initiatives that contribute to the Foundation’s programme	Team	Commonwealth of Learning Pan Commonwealth Forum
	Developing proposals for extra-budgetary resources	Team	Concept notes
	Invoicing all members on a quarterly basis for with additional follow up on serious arrears	Finance/ Operations	Correspondence
Output 5 (Oi3) Commonwealth Foundation promoted to key audiences	Producing articles, tweets and making presentations on the Foundation’s work	Leadership	Foundation website
	Undertaking regular meetings with High Commissioners	Leadership	Director’s diary
	Project planning for each Board of Governors and Executive Committee meeting (including saving dates, room bookings, agendas, distribution of papers)	Operations	Meeting agendas
Output 6 (Oi1, Oi2, Oi3 & Oi4) Commonwealth Foundation Board of Governors and sub committees supported to function effectively	Implementing logistical arrangements for each meeting (including production of minutes)	Operations	Meeting minutes

ANNUAL WORKPLAN

Project Title	Output	Project Budget
Continuity Planning and Senior Recruitment		To be charged to reserve
Mid Term Evaluation		Partnerships and Strategic development

Programme Risk Analysis					
KEY		Probability			
		Highly Unlikely	Unlikely	Likely	Highly Likely
Impact	High				
	Medium				
	Low				
	Very Low				
Nature of Risk	Rating of Probability and Impact (see Key above)	Preventative Measures		Action if risk realised	
1. Members annual contributions not received in a timely fashion		Budget on basis of receiving less than 100% of invoiced income		Draw on reserves	
2. Risk of financial exposure		Low risk asset management strategy		Pursue arrears to rebuild reserves	
3. Budget underspend		Accurate and realistic activity budget planning		Transfer funds to high demand areas, e.g. grants	
4. Overspend budget erodes Board confidence		Accurate and realistic activity budget planning		Draw on reserves	

ANNUAL WORKPLAN

Nature of Risk	Rating of Probability and Impact (see Key above)	Preventative Measures	Action if risk realised
5. Long term absence or loss of finance manager		Staff training, cover for key financial activities, recruitment of financial assistant	Use staff cover and/or interim recruit
6. Loss of data through IT problems		Monitor online activity. Ensure diverse systems and maximise back up	Use back-up systems to restore data
7. Ill -judged engagement of partners leads to damaged reputation of Commonwealth and Foundation		Due diligence research by programme teams on existing and prospective partners	Immediate withdrawal, litigation if appropriate, defensive PR action
8. Risk of Litigation		Secure the best professional advice	Defend Foundation's interests through arbitration or legal process
9. Low Morale of organisation leads to reduced productivity, high turnover of staff		Regular opportunity for staff feedback and dealing with issues arising	Identify explicit source of dissatisfaction and taking appropriate action Engage with managers and then staff via staff meetings to address concerns.
10. Staff on Foundation business (UK and overseas) experience health, safety or security problems		Foundation staff and associates observe and apply security policy and Standard Operating Procedures in staff handbook Security adviser retained Guidelines under constant review	Travel insurance emergency support engaged. Security advisor consulted, emergency response plan developed

ANNUAL WORKPLAN

Nature of Risk	Rating of Probability and Impact (see Key above)	Preventative Measures	Action if risk realised
11. Lack of clarity regarding Governors roles/responsibilities: lines become blurred between operations and oversight.		Sharing knowledge (results, case studies, good and fit practices) with the Board	Engage Board via Chair and Chair of Executive Committee to provide clarity
12. Disaffection with the Foundation by the Board		Rigour in rooting work in relevant development discourse and themes. Sharing knowledge (results, case studies, good and fit practices) with the Board	Communication with the Board members individually and collectively to demonstrate inputs of Foundation' work

Support Services: Knowledge, Learning & Communications

Rationale and Approach, including Priorities, Gender Equality and Learning

Learning and Communications is central in the Foundation's programme for the strategy period of 2017-21. It is integrated into the overall architecture and supports each programme area. Since the beginning of the strategy period in 2017-18, the knowledge learning and communications programme is becoming increasingly coherent and integrated into the Foundation's programme and will continue towards this aim in 2018-21.

The task for the learning and communications team is to capture and harness the diverse knowledge that is generated from the programmes to contribute to change in governance, while also evaluating programme effectiveness and ensuring that working practices constantly evolve for continuous improvement. Enhancing our learning will require systemic examination of our assumptions on how to create change from on-going project work and through intentionally designed research.

The areas around which learning and communications will be captured and harnessed include:

1. Knowledge from **projects and programme implementation** on the following towards achieving the short and intermediate outcomes:
 - a) Enhancing effectiveness of civic voice involvement in policy processes
 - b) Improving less-heard civic-voice narratives in public discourse
 - c) Integrating gender and power imbalance analysis and approaches.
2. Enhancing **internal learning practices and analysis** around:
 - a) Integrating contextual knowledge to inform project design and adaptation
 - b) Monitoring, assessment and evaluative learning to improve programme impact

Different forms of communication are used to share the results of our programme and internal learning. In turn, communications continue to be an important element in raising the visibility and credibility of the Foundation and the work of its partners. Communications is an important programme element in the amplification and representation of less-heard narratives in public discourse and decision-making spaces. The integration of gender is captured in contextual knowledge and in evaluative learning from projects and programme implementation.

Programme Support Budget Allocation

£167,746

Programme Performance Framework		
Intermediate Outcome 1	Civic voices are more effective in holding institutions to account and have enhanced involvement in policy processes	
Indicators	IOi1:# of civic voice collectives supported by the Commonwealth Foundation who effectively use evidence in holding institutions to account and in their involvement in policy processes	IOi2:# of civic voice collectives supported by the Commonwealth Foundation who effectively communicate policy priorities to government
Baselines	0	3 = CPF participants and CHPA - on LGBTI, Transformative Education and Health
Targets 2017/2021	3 - Analysis of 3 civic voice collectives effectively using evidence to hold institutions to account including the role and integration of women's voices and their involvement in policy processes	- 5 knowledge products developed and disseminated to communicate policy priorities to government, including at least two with a gender focus - Published research study on participatory governance in the Commonwealth before end of strategy period
Data Sources	Direct observations, blogs, research evidence report or brief, press release with disaggregated gender information Interviews	Policy briefs/communiqués produced by civic voice collectives Evaluation and methodology on effective communication approaches produced collaboratively and including gender analysis Surveys of CV collectives

ANNUAL WORKPLAN

Intermediate Outcome 2	Public discourse shaped by less-heard narratives	
Indicators (plus baselines and targets where/when appropriate)	IOi3:# of instances of mainstream media or other influencers amplifying/ championing less heard voices and their narratives that have been supported by the Commonwealth Foundation	IOi4:# of instances of social and political movements reflecting narratives of less heard voices that have been supported by the Commonwealth Foundation
Baselines	No significant media mention	0
Targets 2017/2021	Three Annual media events/instances of mainstream media amplifying less heard voices and their narratives which include a gender lens or a gender focus 10 instances of press coverage at CPF 2018 and 2020	1 analysis of the effectiveness of social and/or political movements in influencing public discourse and its impact on less heard voices including women
Data Sources	Media profile and content monitoring First hand observation	Mapping Desk research results Learning from Commonwealth Writers

ANNUAL WORKPLAN

Short term Outcome	Stronger Civic Voices		
Indicators	STOi1: # of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to use learning and/or manage knowledge for greater effectiveness	STOi2:# of civic voice collectives supported by the Commonwealth Foundation who have strengthened capacity to communicate messages	STOi3:# of civic voice collectives who make significant improvements to their approaches to participatory governance as a result of learning from Commonwealth Foundation facilitated exchanges and collaborations with other groups and institutions
Baselines	No accurate baseline for this indicator	0	Grants workshop has improved project management approaches for over 40 organisations
Targets 2017/2021	Two embedded learning plans per year in grants and programme projects (8 total) - with a specific learning area in each on gender mainstreaming in programming.	Advocacy plans, communications plans and use of social media as part of projects supported by the Foundation	Annual south-south collaboration such as Grants workshop, learning exchange, etc. making participatory governance improvements in 3 civic voice collectives Pilot and launch digital platform for exchange of tools and approaches on participatory governance between civic voice collectives
Data Sources	Surveys of CV collectives on usefulness of the learning plan	Interviews Communication and advocacy plans Digital analytics	Evaluations and feedback surveys Analytics of participation on digital platforms

<p>Support Services Outcome (SSO)</p>	<p>Commonwealth Foundation fit for purpose</p>			
<p>Indicators</p>	<p>SSi1: % of staff reporting improved capacity for programme learning, communications and gender mainstreaming (contributing to Support Services Outcome indicator 2)</p>	<p>SSi2: # of significant improvements to internal processes and infrastructure for programme learning, communications, gender mainstreaming and collaborative working (contributing to Support Services Outcome indicator 2)</p>	<p>SSi3: Degree of integration of monitoring, assessment, learning and communications in programme planning and implementation (contributing to Support Services Outcome indicator 1-4)</p>	<p>SSi4: Degree of a) visibility and b) credibility of the Commonwealth Foundation with its stakeholders (contributing to Support Services Outcome indicator 3)</p>
<p>Baselines</p>	<p>No baseline on staff capacity for programme learning or/and communications</p> <p>% of staff with comms technology knowledge</p>	<p>G drive structure improved</p> <p>Social media promotion improved</p>	<p>No clear baseline for integration</p>	<p>Limited visibility and high credibility with direct stakeholder. (No accurate baseline been established for this indicator)</p> <p><i>3,215 twitter followers</i> <i>3,270 Facebook page likes</i></p>

ANNUAL WORKPLAN

<p>Targets 2017/2021</p>	<p>75% of staff reporting improved capacity for programme learning and communications</p> <p>50% of staff using in house training with comms technology</p> <p>Knowledge on integration of gender intersectionality approaches in the programme harvested</p>	<p>Four significant infrastructural improvements realised</p> <p>Four internal processes improved for communications and collaborative working</p> <p>Methodology for analysis of gender intersectionality in the programme integrated</p>	<p>75% of staff report improved integration of monitoring, assessment, learning and communications in programme planning and implementation</p>	<p>Regional Caucuses / Engagement with BOG on Foundation Learning</p> <p>20% increase in social media following and engagement</p> <p>2 instances of media institutions and 1 instance of reputed development organisation referencing or drawing on Foundation’s knowledge</p>
<p>Data Sources</p>	<p>Staff survey</p> <p>Publication</p>	<p>Internal Records</p>	<p>Staff survey</p> <p>Monitoring of platforms,</p>	<p>Stakeholder feedback</p> <p>Online analytics</p> <p>Publications or report demonstrating Foundation knowledge contribution</p>

Programme Area Outputs		Related STO indicators
Output 1	<p>Processes, infrastructure, systems and events to support monitoring, assessment and evaluation, internal learning and collaboration designed and implemented.</p> <p>The projects under Output 1 will enhance the culture of learning including the internal learning practices within the organisation and on-going support from the KLC team, staff training in KLC tools and techniques and lessons learning sessions within programme teams. Projects will also ensure that the systems and technological infrastructure are in place to facilitate the internal learning culture.</p>	Support Services Outcome Indicators: 1 (SSi:1)
Output 2	<p>Contextual and evaluative knowledge and learning from Grants, PGG and Commonwealth Writers harvested, curated and communicated.</p> <p>The projects under Output 2 will support integration of monitoring assessment and learning methodologies in programme areas and in projects. Output 2 includes the design and embedding of collaborative learning processes in selected ongoing projects. <i>Contextual knowledge</i> is harvested from mapping and validation visits, project implementation and its results and collaborative learning processes. It is documented and disseminated internally as part of results reporting to help build knowledge of the governance and policy change context in project countries/regions. Strategic learning questions including gender intersectionality and monitoring assessment and learning analysis tools will be used to harvest and communicate <i>evaluative learning</i>. This builds on and is linked to the results harvested from Grants, PGG and Commonwealth Writers.</p>	Short Term Outcomes Indicators: 1, 2 & 3 (STOi: 1, 2 & 3)
Output 3	<p>South to South knowledge, learning and communications exchange.</p> <p>The projects under Output 3 will support South-to-South learning between selected Foundation projects and partners from the Grants, PGG and Writers programmes. Learning exchanges will be guided by the themes and participatory governance areas of interest identified in the strategic learning questions. Projects include the Grants 2018 workshop, learning exchanges and the development of an online learning platform. Key results and learning from Output 3 components will be harvested and communicated.</p>	Short Term Outcomes Indicators: 1, 2 & 3 (STOi: 1, 2 & 3)
Output 4	<p>Support provided for engagement and communications around work of the Commonwealth Foundation and its partners.</p>	Support Services Outcome Indicator 4 (SSi:4)

ANNUAL WORKPLAN

	<p>The projects under Output 4 involve the development of content - print, online, and all forms of media, to promote and improve public relations and visibility of the Foundation and its work. Opportunities for staff and partners to attend conferences and events to promote the Foundation’s work, improve links with other relevant organisations and other stakeholders will be sought and delivered.</p>	
--	--	--

Project Title	Output	Project Budget
1. Enhancing internal infrastructure systems and training	1	21,750
2a. Monitoring, evaluation, assessment and learning support to projects and programme teams	2	26,650
2b. Collaborative learning programmes with selected projects including gender intersectionality	2	22,440
3. Knowledge, learning and communications exchanges	3	71,006
4. Communications and engagement	4	25,900
Total Programme Area Budget		167,746

Programme Risk Analysis					
KEY		Probability			
		Highly Unlikely	Unlikely	Likely	Highly Likely
Impact	High				
	Medium				
	Low				
	Very Low				
Nature of Risk		Rating of Probability and Impact (see Key above)	Preventative Measures	Action if risk realised	
Risk 1 Civic voice partners reluctant to participate in learning processes or share knowledge			Take time and care in explaining and presenting the case to partners on why the learning programme is important to improving the impact of our work and overall project's change agenda. Undertake participatory process in designing to ensure ownership and	Re-calibrate KLC strategy Choose new partners to work with	

		that it meets projects as well as the Foundation’s programme needs.	
<p>Risk 2</p> <p>Foundation staff find it difficult to make the time/prioritise KLC activities within their work</p>		<p>Take time to involve staff in designing the learning and communications focus around their programme areas so that there is agreed purpose and interest in results.</p> <p>Consult frequently and provide support continuously/where needed</p> <p>Optimise planning and review cycles such as annual planning, implementation meeting and mid-year review for KLC priorities such as monitoring and assessment</p> <p>Give staff adequate lead in time for planning or training activities</p>	<p>Re-schedule activities</p> <p>Re-evaluate expectations of the KLC programme</p> <p>During internal planning sessions revise KLC programme so that it is more feasible</p>
<p>Risk 3</p> <p>KLC team unable to meet timely demands of programme</p>		<p>Keep close eye during team planning on the organisational calendar to determine periods of high volume activity. With that in mind, aim to spread out team activities during the year and pre-prepare (e.g. communication platforms, reporting templates) ahead of time</p>	<p>Reassess during mid-term review what has hasn’t worked and reassess expectations</p> <p>Improve time and activity management.</p> <p>Bring in additional support (intern, consultant) if budget allows or at additional cost</p>

ANNUAL WORKPLAN

<p>Risk 4</p> <p>Denial of service attack (DDoS) or website hacking</p>		<p>Ensure website remains updated and user passwords protected.</p> <p>Mitigate threat of attacks by undertaking quarterly security review with consultants to ensure the use of latest technology e.g. cloud content delivery networks to mitigate DDoS</p>	<p>Engage consultant for support.</p> <p>Reset all user passwords and logins.</p>
<p>Risk 5</p> <p>IT failure or lack of support from the ComSec team due to changes in the administration relationship between ComSec and the Foundation</p>		<p>Regularly back-up Foundation data and information outside of ComSec</p> <p>Maintain positive relationship with IT team at ComSec</p>	<p>External hard drive</p> <p>Find other external IT storage solution and support</p>

Definition of Terms

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

Annexes

		Annex 1
COMMONWEALTH FOUNDATION		
ANNUAL BUDGET PROPOSAL FOR 2018/2019		
Based on ZRG (zero rated growth) - 2.5% increase		
		Proposed budget 2018/2019
		(ZRG UK Deflator Index increase 2.5%)
A. INCOME	£	
Assessed contributions (based on 90% receipts + 5% contingencies)	3,023,837	
Other income (eg. bank interests & events & sundry income)	29,550	
Counterpart funding from Partner Organisations	16,000	
Internal tax	145,839	
Total income available	£3,215,226	
B. EXPENDITURE		% against total
Programmes		budget expenditure
Participatory Governance & Gender (PGG)	350,000	10.89%
Commonwealth Writers (CW)	234,400	7.29%
Grants Programme		
Grants	1,000,000	31.10%
Knowledge Learning & Communications (KLC)		
Knowledge Learning & Communications for Commonwealth Writers (CW) Programme		
Knowledge Learning & Communications for Participatory Governance & Gender (PGG) Programme		
Knowledge Learning & Communications for Grants Programme		
Knowledge Learning & Communications for General KLC		
Partnerships and Strategic Development	24,500	0.76%
Sub-total Programmes, Grants Programme and Knowledge Learning & Communications	£1,776,646	55.26%
Staff Costs		
Programmes (CW & PGG), Grants Programme and Knowledge Learning & Communications Staff Costs	903,462	28.10%
Sub-total Programmes, Grants Programme and Knowledge Learning & Communications Staff Costs	£903,462	28.10%
Total Programmes, Grants, Knowledge Learning & Communications and Staff Costs	£2,680,108	83.36%
Support Services		
Governance (incl Commonwealth Diplomats Induction Programme)	10,000	0.31%
Organisation and Management Support (core operation & admin costs)	177,731	5.53%
Sub-total Support Services	£187,731	5.84%
Staff Costs & Other Staff Related costs		
Support Services Staff Costs (Management, Finance, HR and Operations)	272,627	8.48%
Other staff related costs	74,760	2.33%
Sub-total Support Services Staff Costs & Other Staff Related Costs	£347,387	10.80%
Total Support Services Costs, Staff Costs & Other Staff Related Costs	£535,118	16.64%
TOTAL EXPENDITURE (Programmes, Grants, Knowledge Learning & Comms, Support Services & Staff Cost	£3,215,226	100%
NET SURPLUS/(DEFICIT) BALANCE (INCOME LESS EXPENDITURE A-B)	£3,215,226	100%

COMMONWEALTH FOUNDATION
PROPOSED CONTRIBUTION SCALES: FINANCIAL YEAR 2018/2019
(based on Zero Rated Growth - 2.5% increase UK GDP Deflator Index)

	Member Country	Contribution Rates	
		% Scale	(ZRG) - 2.5% increase
			UK GDP Deflator Index
		%	£
1	United Kingdom	32.80	1,050,113
2	Canada	21.29	681,625
3	Australia	12.65	404,875
4	India	4.00	128,125
5	South Africa	3.62	115,825
6	New Zealand	2.88	92,250
7	Nigeria	1.70	54,325
8	Malaysia	1.38	44,075
9	Pakistan	0.96	30,750
10	Trinidad & Tobago	0.96	30,750
11	Brunei Darussalam	0.96	30,750
12	Ghana	0.96	30,750
13	Cyprus	0.83	26,650
14	Sri Lanka	0.72	23,063
15	Kenya	0.72	23,063
16	Jamaica	0.72	23,063
17	Cameroon	0.72	23,063
18	United Republic of Tanzania	0.72	23,063
19	Uganda	0.72	23,063
20	Malta	0.72	23,063
21	Barbados	0.72	23,063
22	Bangladesh	0.72	23,063
23	Bahamas	0.60	19,210
24	Botswana	0.48	15,375
25	Mauritius	0.48	15,375
26	Namibia	0.48	15,375
27	Papua New Guinea	0.48	15,375
28	Zambia	0.48	15,375
29	Sierra Leone	0.48	15,375
30	Swaziland	0.24	7,688
31	Antigua & Barbuda	0.24	7,688
32	Seychelles	0.24	7,688
33	Malawi	0.24	7,688
34	St Lucia	0.24	7,688
35	Guyana	0.24	7,688
36	Lesotho	0.24	7,688
37	Mozambique	0.24	7,688
38	Belize	0.24	7,688
39	Dominica	0.24	7,688
40	Grenada	0.24	7,688
41	Kiribati	0.24	7,688
42	Rwanda	0.24	7,688
43	Solomon Islands	0.24	7,688
44	St Vincent & the Grenadines	0.24	7,688
45	Tonga	0.24	7,688
46	Vanuatu (joined wef 01/01/2018)	0.24	7,688
Total Members Contributions			£3,170,572
	Associate Member (Voluntary Contributions)		
	Gibraltar		£12,414
Total Contributions			£3,182,986

**COMMONWEALTH FOUNDATION
INTERNAL TAX RATES FOR 2018-2019
(w.e.f. 1 July 2018)**

New Rates 2018/2019

Rate of Tax	Bands (£)		
Nil	0	-	12,000
18%	12,000	-	13,900
20%	13,900	-	46,350
40%	46,350	-	150,000