

Evaluation as a Lever for Change

Enabling Sustainable Development
in the Commonwealth

Evaluation and Learning Week
29th April – 2nd May 2019



The Commonwealth

LEARNING REPORT

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Foreword

The Commonwealth is fast transforming into a smart association. It is a network of countries, organisations and 2.4 billion people, which thrives on caring and sharing – and above all learning from each other. Learning and adaptation keep the association vibrant in an increasingly complex and interconnected world. In the Commonwealth, we plan, deliver and adapt. We have established a continuous cycle of feedback – structured, semi-structured and unstructured. In the past three years, we have intentionally focused on evidence-based learning. We have established a Monitoring, Evaluation, and Learning (MEL) system and Fund to advance this agenda. It goes without saying that MEL has also contributed to making the organisational systems and practices more transparent.

With this inaugural Evaluation and Learning Week, we took our commitment to monitoring evaluation and learning a step further. We created a space to institutionalise learning, and make it more inclusive and systematic. The week allowed for internal and external stakeholders to come together and reflect collectively. It was a great gathering of eminent representatives from member states, colleagues from across the Secretariat, Commonwealth organisations, practitioners, academics and international experts. It generated an honest and open dialogue resulting in rich exchanges of expertise and experience. Throughout the week, we reviewed our progress towards impact, showcased and shared good practices, and collected new ideas to improve upon our work. An extended thanks goes to Evelyn Pedersen, Head of Evaluation and Learning and Purvi Kanzaria, Evaluation Officer, who conceived, planned and coordinated the week with the support of other team members.

Focus on MEL makes the Commonwealth Secretariat a transparent, accountable and vibrant organisation. Learning, improving and adapting are now becoming institutional practices. The evaluative evidence is contributing to making informed choices and decisions. Newly embedded MEL practices have not only improved our impact but have also made us more inclusive and credible. I truly appreciate the joined-up approach taken by the team. We have embarked upon a virtuous journey. I am confident that we shall continue with this path to excellence.

Nabeel Goheer
Assistant Secretary-General

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Photo: Day 1 Evaluation and Learning Week.

"We know that reflection and dialogue are drivers of change and innovation. We know too that this reflection and discussion requires space, time, honesty and courage. If we are not honest with each other we are not really going to improve what we are currently delivering."

Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth Secretariat

"Be Honest. Be Courageous."

The Commonwealth Secretariat's inaugural Evaluation and Learning Week took place in London this year from April 29th to May 2nd. The event was designed to give an opportunity to learn from, and build on, progress in strengthening the Secretariat's internal monitoring, evaluation and learning systems and capabilities with a view to improving the support it gives to promote sustainable development in the Commonwealth.

Experts were able to engage with the Secretariat's programme staff and management on the Secretariat's internal system processes. In addition, it also afforded the space for Commonwealth partners, member states and organisations to reflect on the Commonwealth's role in supporting the global and national agenda of its members.

The Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth Secretariat, opened the event with a keynote address. She was clear in her absolute commitment to embed evidence-based learning across the Secretariat. There is increasing evidence that the learning capability of organisations is essential to their relevance and central to learning and impact, she said. Learning organisations survive and succeed in an exceedingly complex world, where continuous learning is fundamental. Be honest. Be courageous. Absolutely share what is not working as this is central to fulfilling the ambition to becoming a learning organisation..

'The demand for evidence is being driven from the top of the organisation. Member countries would not commit funds without evidence to demonstrate that there are meaningful positive results'.

Ellison Greenslade, High Commissioner of the Bahamas and Chair of the Executive Committee of the Governing Board

Dr Arjoon Suddhoo, the new Deputy Secretary General of the Commonwealth Secretariat, stressed the importance of social innovation as a driver of change. Everything has to be about evaluation and learning, he said. These are the critical to understanding if any change has been made.

This report shares the event's key learnings. An outcome statement and proposed action plan is also available.

Driven by a Vision for Change and a Commitment to Change

Key Message

The Secretary-General of the Commonwealth, Senior Management of the Commonwealth Secretariat, the Board of Governors and staff of the Commonwealth Secretariat commit to take forward change at all levels in the organisation, and that such change is informed by evidence. For evaluative evidence to inform learning, it has to be driven by the vision and commitment to change. The consistent demand and utilisation of evaluative evidence will further inspire the development of a culture for evaluative thinking and learning.

No	Recommendation	Proposed Action(s)
1.	1.1 Senior Management of the Commonwealth Sec consistently demand evaluative evidence to inform their decision making and learning	Provision of information for decision making needs to be appropriate, timely and accessible format M&E actions are approved based in part on the clarity of the intended use and needs of decision maker
	1.2 Create and foster opportunities for evaluative thinking in the programme design and management cycle and ensure a balance between implementation, MEL and reporting	Establish MEL partners through partnership with credible institutions. Time evaluation actions to inform programme design and decision making. Implement a bi-annual budget cycle with indicative out years



Photo: (From Left to right) Deputy Secretary-General Arjoon Suddhoo, Secretary-General – Patricia Scotland, Assistant Secretary-General - Nabeel Goheer

Leadership plays a critical role in improving demand for evaluative evidence. Evelyn Pedersen, Head of Evaluation at the Commonwealth Secretariat, explained that for evaluative evidence to inform learning, it has to be driven by the vision for change and commitment to change. That commitment, led by senior leadership, translates into demand for clear evidence for the change.

The Secretariat has been on a journey to transform how it engages with evaluative evidence and how it learns. Through this learning week, the Secretariat has opened itself to learn, share and be open to criticism as part of its own learning journey.

Commitment to change

Ms Pedersen said the Secretariat now has the building blocks for an effective monitoring, evaluation and learning system in place, and has reached a new reflective stage: to ensure that there is effective demand for evaluative evidence.

Demand for evaluative evidence is driven by a commitment to change, while recognising that change takes time. Central to this commitment to change is to ask key questions: What is changing? What is driving change? How are we contributing to change? Can we confidently assert that we have contributed to change?

Where there is clarity of what needs to change, there is evidently always a clarity in the vision. What is our vision? What is the change that the Commonwealth unites towards? What is the Commonwealth working towards? What draws the Commonwealth family and what keeps them going? Why does the Commonwealth exist?

Culture takes a long time to develop, however, how can increased demand transform organisation culture on utilizing evaluative evidence?

Evelyn Pedersen

Head of Evaluation at the Commonwealth Secretariat

The demand to provide concrete evaluative evidence to allow leadership effectively communicate the change the organisation is making comes from a visionary leadership in a consistent and systematic way. Evaluative evidence that does not inform decision making does not inspire data collection. Results reports, monitoring and evaluation reports that are purely for accountability measures will never have the commitment of the implementing team to collect data and provide robust reports.

Deploying Evidence to Inform Decisions and Maximise Impact

Key Message

The Commonwealth Secretariat recognises the need for the formulation and implementation of its Strategic Plans to account for national priorities and to be aligned to the SDGs. A consolidated programme design that takes into consideration the engagement of stakeholders (member states and development partners) is necessary for the understanding and ownership of change.

No	Recommendation	Proposed Action(s)
2.	2.1 Provide for adequate time and resource needs to be allocated for programme design, stakeholder engagement, collection of monitoring and evaluation evidence and for reflection.	Include quality stakeholder engagement and country contextual analysis as an appraisal criteria within the project approval process

Using evaluation as an effective lever for positive change requires systems that are responsive to evidence. Drawing on the experience of national, intergovernmental and international organisations, central concepts were explored and learning shared on how systems can be strengthened to harness monitoring and evaluation evidence.

Delegates heard how the Asia Development Bank (ADB) has strengthened systems to make better use of monitoring and evaluative evidence. The ADB is the first multilateral bank to track the links between organizational priorities and the SDGs.

ADB prioritises development projects that improve lives in a sustainable way. Therefore, there is a focus on results management and on capacity building

in the countries that ADB works with. The starting point however, is designing good projects This means projects that are owned by the people that they are meant for.

Work towards evidenced informed decision-making by thinking what decisions need to be made, then work backwards to see what data needs to be collected.

Tiina Pasanen,
Research Fellow, Overseas Development Institute



Photo: (left to right) Independent consultant & Peer Reviewer – Garry Wiseman, Research Fellow at Overseas Development Institute – Tiina Pasanen, Peer Reviewer – Lennise Baptiste, Results Management Specialist – Shaista Hussain, Head of Evaluation and Learning at the Commonwealth Secretariat – Evelyn Pedersen

The Evaluation and Learning Week considered steps towards strengthening systems to improve the use of monitoring and evaluative evidence, and raised a number of unresolved issues.

- Mapping organizational priorities to the SDGs. Lessons from ADB demonstrate organisational level results framework, aligned to the SDGs, trickles down to country level and then to the project level.
- Links between regional and national planning: Links between regional and national planning: There was agreement that these links are critical. What takes place at the national level should be in line with what is set out in the plan and may cover the full spectrum of support.
- Connecting the planning, budgeting and commitment of partners. The response outlined how the best results are achieved by moving beyond annual budgeting processes, which are too short-term.
- Co-production of evaluations would increase ownership of evaluations and engage 53 countries in this process. Co-production of evaluations is highly complex and partner-led evaluation requires more time and resources. This approach works best with long-term programmes, which have time for learning.

Deepening Engagement and Impact in Member States

Key Message

The Commonwealth Secretariat's contribution and impact in each member country is deepened through: holistic country assessments; linkages with national development plans and country priorities towards the achievement of the SDGs; recognition and engagement with national coordination units and other existing partners. Country cooperation mechanisms could facilitate deeper problem analysis, contextualisation and prioritisation of the Commonwealth Secretariat's strategic plan at the country level. It would also facilitate working more closely with Commonwealth Organisations on prioritised areas and a joined up approach on programme delivery in each member state for a more impactful Commonwealth.

No	Recommendation	Proposed Action(s)
3.	3.1 Establish a country partnership framework agreement with beneficiary member states	Establish an approach to engage with member states on the development of country partnership framework agreements
	3.2 Internal functional reforms should consider point of contacts for country and regional coordination and re-establish well positioned Primary Contact Points in member states.	Establish an internal team that focusses and facilitates analysis, consolidation and reporting at country and regional level.

Country cooperation frameworks can be a mechanism for deepening engagements and impact in member states. A key question is whether such frameworks offer a sustainable approach for the Commonwealth Secretariat to explore.

In light of recent Commonwealth Secretariat evaluation findings, one of the critical areas for the Commonwealth secretariat to explore further is whether they are engaging in a Member country in the right way. This is a core challenge for the Secretariat to unpack.



Setting boundaries

Fundamental issues, recommendations and learnings were explored as to how the Commonwealth Secretariat can most effectively engage in member countries. Key questions included what is the Secretariat distinctively brings to countries who are already working with many other organisations? Part of the challenge is to put some boundaries around the scope of what the Secretariat offers.

Discussions drew on the experience of an expert from the Commonwealth Fund for Technical Cooperation (CFTC), based on a placement in Grenada from 2012 to 2016. Learnings from this placement included:

- Provision of technical expertise can be instrumental in effecting change: One Secretariat expert can make a huge difference.
- There must be political support and buy-in.
- Experts must be independent and not be compromised politically.
- Outputs and outcomes need to be measured more effectively by the Secretariat.
- Because of the non-political agenda of the Secretariat, it is seen as a trusted partner.

Any Secretariat strategy at national level must have the commitment of governments to the associated outcomes and indicators, as well as the ability to measure the progress around these outcomes.

Recognition and engagement

The Secretariat's contribution and impact in each member country is deepened through holistic country assessments; linkages with national development plans and country priorities towards the achievement of the SDGs; recognition and engagement with national coordination units and other existing partners.

Country cooperation mechanisms could facilitate deeper problem analysis, contextualisation and prioritisation of the Secretariat's strategic plan at the country level. It would also facilitate working more closely with Commonwealth organisations on prioritised areas and a joined-up approach on programme delivery in each member state for a more impactful Commonwealth.

Getting the Message Across Loud and Clear

Key Message

Visibility of the Commonwealth should shift from being event driven to being impact and results informed. Joined up evidence of impact from the entire Commonwealth will provide a more holistic and impactful image of the Commonwealth and its contribution to National Development Plans and SDGs.

No	Recommendation	Proposed Action(s)
4.	4.1 The Commonwealth Secretariat should work closely with Commonwealth organisations to build a stronger, more visible and impactful evaluative evidence of the Commonwealth contribution to national development plans and SDGs.	Establish a collaboration between Commonwealth Secretariat and Commonwealth organisations around the Commonwealth brand in the area of evaluations.

The Commonwealth Secretariat has a good story to tell, and evaluative evidence can be harnessed to deliver a positive message while lifting the Secretariat’s national and global visibility.

There was some concern that the purpose of evaluations is not primarily to tell the story of how well a programme has done by lifting evaluation findings for marketing. While marketing and promoting requires sophisticated intelligence and understanding of the right messages, this can push back on evaluative thinking.

Learning organisation

Acknowledging this danger, it was suggested that there are niche opportunities the Secretariat could explore in communicating evaluation findings. This includes a focus on a particular target stakeholder from a project and engaging with those stakeholders about what is being learnt through the project through tailored and relevant communications. By taking this approach the Secretariat begins to be viewed as a learning organization, and organization that wants to cooperate and be open.



"It is just as important to learn from mistakes as well as the successes."

Garry Wiseman,
independent consultant and peer reviewer

Insights into how the Secretariat is externally perceived were provided by Dan Keel, Head of Media Relations for the Secretariat; Kaisha Ince, independent consultant; and Dr Lennise Baptiste, peer reviewer. Their analysis shows that the Secretariat gets the highest media ratings during key events. This leads people to think of the Commonwealth as an 'event organisation.'

Development partner

They put forward a number of suggestions that could help the Secretariat gain recognition for its role as a relevant development partner. They included:

- Develop strategic communications to reach key audiences between major events.
- Leverage engagement at the government level to disseminate human interest stories.
- Create a narrative that brings to life positive change created by major events.
- Ensure that stories offered to the media are supported by robust evidence and data.

A key conclusion from the discussion is that the Secretariat should work closely with Commonwealth organisations to build a stronger, more visible and impactful evaluative evidence of the Commonwealth. Establish a collaboration between the Secretariat and Commonwealth organisations around the Commonwealth brand in the area of evaluations.

Harnessing Evidence to Reinforce Trust

Key Message

The Commonwealth Secretariat as an organisation recognises that its value to the global community is enhanced by the degree of trust in its results. Improving credibility in those results is a function of the robustness of the methodologies in collecting evidence as well as in interpreting those results.

No	Recommendation	Proposed Action(s)
5.	5.1 Each Commonwealth Secretariat programme should have a TOC that is informed by the Secretariat’s Strategic Plan, national development plans and SDGs, with participation from member state and Commonwealth Organisations.	To incorporate the TOC approach into the new strategic planning process to be communicated to the Board of Governors
5.	5.2 Align the evaluation policy and strategy with updated practices in evaluation and recognise the organisations political values and principles	Review the use of OECD – DAC criteria and establish Commonwealth Secretariat evaluation standards

The Commonwealth Secretariat recognises that its value to the global community is enhanced by the degree of trust in its results. Improving credibility in those results is a function of the robustness of the way evidence is collected as the way it is interpreted.

Our Week of Learning considered which approaches, methodologies and tools can be deployed to harness evidence to raise the organisation’s credibility in a way that is both rigorous and cost-effective.

Collective imagining

The discussion centred on the potential of the Theory of Change, the work of collective imagining. Imagine what the situation and the outcome will look like in 10 years’ time, then unpack what all the component parts are, including social, cultural, economic, political in achieving that particular outcome.

“You have your vision, now start walking backwards. Then you realize there are a whole load of other people you have to involve.”



Photo: Jane Massy

Part of the reason there is a lack of delivery of results is because there is a general trend to start with solutions to problems we do not understand. It is imperative to understand the particular context, build collective understanding of how we want to bring that change about through a Theory of Change before any project planning takes place. A robust, researched Theory of Change enables organizations to be more credible, reach their outcomes and obtain greater value from their work

Breaking down silos

This approach would require the Secretariat to start to break down the silos it works in and to view the cohesive intervention at a country level. This implies a significant change in the way the Secretariat currently works.

Two key issues emerged from the discussion:

1. A Theory of Change is best developed at a programme or portfolio level. The project's results can highlight whether the assumptions you made in your Theory of Change were clear and accurate. You can take your portfolio of projects and look at the learning, to see what you did/ did not understand when you were developing your Theory of Change.
2. Look at credibility of data from two points of view: credibility in terms of the collection and whether in fact it has been collected correctly, and credibility in terms of how it is interpreted and then what conclusions you reach in terms of a consequence.

A Systematic Approach to Organisational Learning

Key Message

The Commonwealth Secretariat has to be more intentional and strategic about learning through embracing practices that support learning. Individuals have to be empowered and incentivised.

No	Recommendation	Proposed Action(s)
6.	6.1 Establish formal and informal mechanisms to transform the Commonwealth Secretariat into a learning organisation	Provide for a learning strategy that creates safe spaces for unlearning, knowledge sharing & concrete opportunities for multi-disciplinary collaboration; supports the link between individual and organisational learning and performance.

Thriving, sustainable organisations are also learning organisations. They adopt learning strategies empower individuals to learn and to share their learnings, and support the link between individual and organisation learning and performance.

The Commonwealth Secretariat recognises that it must become more intentional and strategic about learning by embracing practices that support learning. Our Evaluation and Learning Week considered what steps are need to foster a learning culture.

Critical reflection

The discussion heard how the Commonwealth of Learning has embedded monitoring, evaluation and learning (MEL). It has fostered a culture in which monitoring and evaluation is not only about proving but also improving. Staff at all levels are involved and the agenda is driven by the senior leadership. Critical reflection is an underlying theme in translating lessons into lessons learned. The Commonwealth of Learning has a tracking matrix to capture recommendations from evaluations, proposed actions, responsibilities and progress. These are updated regularly in consultation with programme staff.



"Start with a positive impulse and shift the emphasis from failure to innovation. Start an innovation fund to test new concepts."

Jonas Mikkelsen
SOAS University

Key concepts and points of learning were provided through presentations by Bridget Dillon, from DfID; Venkataraman Balaji, from the Commonwealth of Learning; Jonas Mikkelsen, of SOAS University; and Yinka Bandele, from the Secretariat.

Sharing evidence

Central to ensuring you are transforming lessons into lessons learnt is knowledge brokerage. Timing and the process of knowledge brokerage is critical. Evidence needs to be shared with key decision makers at the optimal point of when they are ready to absorb it and in a format that they can use it.

Know how to present your evidence to those that you are targeting. For example, in Vietnam learning is through videos and song and in Canada it is slides. Socialize knowledge by providing fora to get people face to face and allow them to interact. In DfID there are buzz sessions where staff can bring an evaluation issue, give a short overview then colleagues collectively provide feedback.

A key conclusion is for the Secretariat to establish formal and informal mechanisms to foster a learning organisation. This should include a learning strategy that creates safe spaces for unlearning, knowledge sharing and opportunities for multi-disciplinary collaboration.

Evaluations, Learning and the SDGs

The Commonwealth Secretariat is committed to leveraging its convening powers and consensus building actions to drive the 2030 SDG agenda. As the organization strives to improve the support it gives to its member states to meet their SDGs, it is recognised that evaluations can play a critical role in fostering a greater understanding of what works, in what context and for whom. This knowledge and learning can strengthen our coherence internally and globally with respect to supporting our members' national ambitions on SDGs.

Driven by an accountability to demonstrate SDG results, there is a high expectation for system wide evaluations to understand what works and what does not work, and why. The Commonwealth's role in responding to the SDGs and how it can be evaluated, is pivotal.

The SDGs are the first time that global, applicable commitments to shift development to sustainability have been made that are applicable to all countries in the world as well as local governments, civil society and the private sector. There is a set of objectives, with clear indicators that can be quantified, and with a deadline that needs to be reached by 2030.

These topics were explored through the discussions and presentations from Miguel Jimenez Pont, from the United Nations Evaluation Group; Garry Wiseman, independent consultant and peer reviewer; Stefano D'Enrico, from the International Institute for Environment and Development; and Steven Malby and Jeff Ardron from the Commonwealth Secretariat.

"The SDGs are a universal framework, which have different implications for different countries."

Stefano D'Enrico

International Institute for Environment and Development

Mr Jimenez Pont stressed that the SDGs are an ecosystem, which means there cannot be the silo mentality when it comes to evaluating the SDGs. The interlinkages between the different parts of the SDGs are so important so there is a need for an evaluation that focuses on how the system flows. The United Nations recognizes that meeting the SDGs is linked closely to efficiency. Improving the UN system is essential in meeting the SDGs. Efficiency of development, technical assistance and meeting the SDGs is intimately related.



Photo: (from Left to right) Vice Chair United Nations Evaluations Group – Miguel Jimenez Pont, Assistant Secretary-General - Nabeel Goheer, High Commissioner of Bahamas to the UK – Ellison E. Greenslade, Secretary-General – Patricia Scotland.

Level of inequality

Mr Wiseman highlighted that while MDG implementation was able to point to significant improvements globally in addressing the numbers of people living below the poverty line, it is also showed an increasing level of inequality. As a consequence, the 2030 Agenda places particular importance on applying a human rights-based approach to development. This requires specific attention is paid to those considered most vulnerable in the community to ensure no one is left behind.

“Goals and solutions are diverse, holistic, transnational and can unfold in non-linear ways”.

Garry Wiseman
Independent Consultant and Peer Reviewer



Photo above: (from Left to right) Secretary-General – Patricia Scotland, Assistant Secretary-General - Nabeel Goheer, High Commissioner of Bahamas to the UK – Ellison E. Greenslade.

In her closing remarks, the Secretary General highlighted that she and the leadership remain committed to redoubling efforts to ensure that the Commonwealth Secretariat becomes a learning organization.

She highlighted the focus she has put on partnership, and how the Commonwealth has aligned the strategic and delivery plan to the five Ps of the SDGs. She recognized the evaluation challenges and reaffirmed the key recommendations from the inaugural Evaluation as a Lever Change week.

The Secretary-General of the Commonwealth, Senior Management of the Commonwealth Secretariat, the Board of Governors and staff of the Commonwealth Secretariat made a commitment to take forward change at all levels in the organisation, and that such change is informed by evidence. For evaluative evidence to inform learning, it has to be driven by the vision and commitment to change. The consistent demand and use of evaluative evidence will further inspire the development of a culture for evaluative thinking and learning.

“We are all swimming in the same ocean and we are all swimming in the same direction.”

Rt Hon Patricia Scotland QC
Secretary-General of the Commonwealth Secretariat



Photo: High Commissioner of Bahamas to the UK – Ellison E. Greenslade



Photo: High Commissioner of Papua New Guinea to the UK – Winnie Kiap

Annex 1: Outcome Statement

The inaugural Commonwealth Evaluation and Learning Week convened in London on 28 April – 2 May 2019 brought together; representatives from member countries, Monitoring, Evaluation and Learning experts and Commonwealth Staff. Discussions focused on maximising the effectiveness of the Commonwealth Secretariat’s monitoring, evaluation and learning system and ensuring that lessons learned are translated into organisational improvements. The event also aimed to engage the Secretariat further in generating value and results for its member countries in the context of the Sustainable Development Goals; highlighting the transformative role evaluations can play in this regard.

Participants agreed on the importance of the following:

1. The Secretary-General of the Commonwealth, Senior Management of the Commonwealth Secretariat, the Board of Governors and staff of the Commonwealth Secretariat commit to take forward change at all levels in the organisation, and that such change is informed by evidence. For evaluative evidence to inform learning, it has to be driven by the vision and commitment to change. The consistent demand and utilisation of evaluative evidence will further inspire the development of a culture for evaluative thinking and learning.
2. The Commonwealth Secretariat recognises the need for the formulation and implementation of its Strategic Plans to account for national priorities and to be aligned to the SDGs. A consolidated programme design that takes into consideration the engagement of stakeholders (member states and development partners) is necessary for the understanding and ownership of change.
3. The Commonwealth Secretariat’s contribution and impact in each member country is deepened through: holistic country assessments; linkages with national development plans and country priorities towards the achievement of the SDGs; recognition and engagement with national coordination units and other existing partners. Country cooperation mechanisms could facilitate deeper problem analysis, contextualisation and prioritisation of the Commonwealth Secretariat’s strategic plan at the country level. It would also facilitate working more closely with Commonwealth Organisations on prioritised areas and a joined up approach on programme delivery in each member state for a more impactful Commonwealth.
4. The Commonwealth Secretariat as an organisation recognises that its value to the global community is enhanced by the degree of trust in its results. Improving credibility in those results is a function of the robustness of the methodologies in collecting evidence as well as in interpreting those results.
5. Visibility of the Commonwealth should shift from being event driven to being impact and results informed. Joined up evidence of impact from the entire Commonwealth will provide a more holistic and impactful image of the Commonwealth and its contribution to National Development Plans and SDGs.
6. The Commonwealth Secretariat needs to be more intentional and strategic about learning through embracing practices that support learning. Individuals and teams are empowered and incentivised to continuously learn and reflect learning into practice.

Recommendations

- 1.1 Senior Management of the Commonwealth Secretariat consistently demand evaluative evidence to inform their decision making and learning.
- 1.2 The Commonwealth Secretariat create and foster opportunities for evaluative thinking in the programme design and management cycle, and ensure a balance between implementation, MEL and reporting.

2.1 The Commonwealth Secretariat provide for adequate time and resources to be allocated for programme design, stakeholder engagement, collection of monitoring and evaluation evidence and for reflection.

3.1 The Commonwealth Secretariat consider the establishment of country partnership framework agreements with beneficiary member states.

3.2 Internal functional reforms consider point of contacts for country and regional coordination and re-establish well positioned Primary Contact Points in member states.

4.1 Each Commonwealth Secretariat programme has a Theory of Change that is informed by the Secretariat's Strategic Plan, national development plans and SDGs, with participation from member states and Commonwealth Organisations.

4.2 The Commonwealth Secretariat aligns its evaluation policy and strategy with updated practices in evaluation, and recognise the organisation's political values and principles.

5.1 The Commonwealth Secretariat works closely with Commonwealth Organisations to build stronger, more visible and impactful evaluative evidence of the Commonwealth contribution to national development plans and SDGs.

6.1 The Commonwealth Secretariat establishes formal and informal mechanisms to transform itself into a learning organisation.

Annex 2: Programme

Overview

Learning, improvement and accountability are at the heart of monitoring and evaluating projects, programmes and portfolio of the Commonwealth. The Secretariat has made good progress in establishing and implementing processes towards strengthening the monitoring, learning and evaluation system. Deliberate efforts are being made to ensure that evidence from monitoring and evaluation guide decision making and learning at all levels. The Strategy, Portfolio and Partnerships Division has targeted organisational performance in recent years, reporting on, and highlighting significant progress, challenges and lessons drawn from its programme, country and thematic evaluations. This organisational knowledge base informs reflection and learning to improve programme delivery and strategic results.

The Evaluation and Learning Seminar is one mechanism that allows for in-depth engagement with evaluation findings and recommendations in a forward looking approach. The seminar provides the opportunity for experts to engage with programme staff and management on the Secretariat's internal system processes. In addition, it also affords the space for Commonwealth partners, member states and organisations to reflect on the Commonwealth's role in support the global and national agenda of its members.

The Commonwealth Secretariat is hosting its inaugural Evaluation and Learning Week during April 29th – May 2nd, 2019 to learn from, and build on, progress in strengthening its internal MEL systems and capacities with a view to supporting and enabling sustainable development in the Commonwealth.

Purpose of the Evaluation and Learning Week

The Evaluation and Learning Week is the first of its kind that the Commonwealth Secretariat is holding. The primary focus of the week is to enhance the utility of the Secretariat's monitoring, evaluation and learning system through translating lessons into improvements. A secondary purpose is to engage the Secretariat more deeply in generating value and results for its member states in the context of the Sustainable Development Goals, recognising and highlighting the transformative role evaluations can play in this regard.

Specifically, the programme is intended to:

- Showcase institutional good practices in the Commonwealth's monitoring and evaluation systems and identify learning and adaption opportunities
- Share and encourage staff and stakeholders' engagement with the Secretariat's evaluation evidence and learning;
- Highlight and allow staff as well as stakeholders to interact with and interrogate the Secretariat's monitoring, evaluation and learning systems, processes and products;
- Enable staff to engage with monitoring, evaluation and learning experts and stakeholders to share lessons in responding to monitoring and evaluation issues, challenges and opportunities;
- Challenge the Secretariat to learn and adopt more innovative approaches in line with international trends to respond more effectively to member states' needs.

The programme provides for key speakers, panellists and round table discussions to share knowledge and experiences and collectively problem solve.

Outcomes of the Learning Week

1. Establishment of an internal Evaluation and Learning Group – including terms of reference and work plan if applicable;

2. Research Plan – high level identification of longer term evaluations that may need to be commissioned to address the questions raised;
3. Management Resolution Statement – affirming and highlighting commitments and decisions taken.

Themes

Improving Demand for Evaluative Evidence

Strong monitoring, evaluation and learning systems are dependent on demand for evidence by programme implementers and by decision makers. Programme implementers require on-going evidence to inform and improve programme delivery strategies as much as managers and planners require evidence for more effective decision making. However, programme implementation and decision making can often continue even where there is weak or no evidence on what works, why, where and for whom. This theme highlights the centrality of evidence, the pitfalls that could be avoided and the confidence and trust that can be developed between the various users.

- Session 1: Improving Demand for Evaluative Evidence: Opportunities to engage with evaluation findings and lessons;
- Session 2: Strengthening Institutional Systems to Enhance Utilization of Monitoring and Evaluative Evidence: Lessons from National, Intergovernmental and International Organisations.

Lessons and Reflections from Country and Programme Evaluations

Recurring recommendations in evaluations in an organisation point to several factors, among others, that the organisation is not implementing and learning from evaluation findings and recommendations; or the evaluators are failing to effectively communicate to the organisation what needs to change; or there is no engagement with evaluation findings and recommendations as a means for learning and improvement.

- Session 3: Contextualisation, Review and Analysis Monitoring, Evaluation and Learning Systems in the Commonwealth
- Session 4: Country Cooperation Mechanism as an option for achieving coherence, Deepening Engagements and Impact in Member States;
- Session 5: Impact Advocacy and Strategic Communications: Outcomes, Improving Organisational Visibility and Improving Engagement and Responsiveness to Evaluation Findings and Learnings
- Session 6: Improving robustness and credibility in our results: Which approaches, methodologies and tools are credible, useful, appropriate, cost effective and innovative?
- Session 7: Transforming Lessons into Lessons Learnt: A Systematic Approach to Organisational Learning;
- Session 8: Rethinking and Repositioning Monitoring and Evaluation in the Commonwealth: Creative Ways to Increase Commonwealth Secretariat's Response to Member States.

Evaluations and the SDGs

How is the Commonwealth Secretariat contributing to its member states achievement of their SDGs? Evaluations can play a critical role in fostering a greater understanding of what works, in what context and for whom. This knowledge and learning can be utilised to strengthen our coherence internally and globally with respect to supporting our members' national ambitions on SDGs.

- Session 9: Evaluations, Learning and the SDGs
 - At the Global Level – How are we using our comparative advantage in consensus building to rally support for the 2030 priorities of our members?

- At the Country level - How are our program designs and delivery encouraging adoption of SDGs at the country level? Are we aligning our programming to take account of these? (this is a coherence question we will also address in our leanings from evaluations)
- Given the weight of the Secretariat's mandate in the achievement of SDG 16 - How are we seeking to understand our effectiveness? Specifically, given the need to bridge the Democracy and Governance Performance Data Gaps in monitoring SDG 16, how can we respond?
- What are we learning about the causal interplay between democracy and development objectives – the pillars of our mandate. How are we to improve our planning and programming in order to deliver in a joined-up, coherent manner?

Format of the Learning Week

External participation of experts will be based on technical input in the various sessions identified. The Evaluation and Learning Team will ensure that all the sessions have a balanced level of contribution from experts, the Secretariat's technical advisors and member states.

Day One – Open Staff and Experts: An inward looking day starting with key note speaker and panel discussion with a team of experts, followed by an interactive session on the contextualisation, review and analysis of Commonwealth Secretariat monitoring, evaluation and learning system.

Day Two and Three – Experts and A Core Group of Programme Staff: Panel Discussions followed by round table discussions and action planning on key thematic areas lessons and reflection from country and programme evaluations. Sessions will be chaired by members of the Secretariat's Senior Management Committee.

Day Four – Open to Staff, Experts, High Commissions and Commonwealth Organisations: Forward and outward looking session will also feature a Digital and Poster Exhibit on the programmes and results of the Secretariat; Key note speaker and panel discussion with team of experts.

Participants

Participation in the Evaluation and Learning Week will be by invitation targeted at the following stakeholders:

- **Commonwealth Secretariat Staff** – All staff will be welcome to join the sessions, however, a representative core team nominated from across the programme Divisions/Directorates will participate in the two full-day discussions on lessons from country and programme evaluations.
- **Monitoring, Evaluation and Learning Experts** – Member states will be encouraged to nominate experts. A representative number from the Commonwealth four regions will participate sharing their individual and institutional experiences and expertise. The experts will be available to the Secretariat staff during digital and poster exhibits to interrogate on special issues and also comment on the Secretariat's systems.
- **Commonwealth Secretariat's Evaluation Peer Reviewers** – A select number of Country and Programme Evaluation Peer Reviewers will share their perspectives on current studies and areas for improvement.
- **High Commissions** – An open invitation will be sent out to all High Commissions to participate on the first and last sessions of the evaluation and learning week.
- **Commonwealth Organisations** - Monitoring, evaluation and learning experts and officials from a select number of Commonwealth Organisations will be invited to participate, learn and share their experience during the week. A key focus will be with institutions where there is already a strong collaboration with the Secretariat in programme implementation.

Improving Demand for Evaluative Evidence

DAY ONE

Monday 29th April 2019, 10.00am – 4.30pm; 10-11 Carlton House Terrace

Time	Session	Facilitator / Speaker
10.00 – 10.30	Arrival, Registration and Refreshments	
10.30 – 10.40	Welcome and Opening Remarks	Dr Nabeel Goheer Assistant Secretary General (ASG)
10.40 – 11.00	Secretary General's Remarks	Secretary General Rt. Hon. Patricia Scotland QC
11.00 – 11.30	Cultivating a culture of evaluative thinking and learning and Improving Demand for Evaluative Evidence	Ms Evelyn Pedersen Head of Evaluation & Learning, Commonwealth Secretariat
11.30 – 12.00	Coffee Break	
12.00 – 13.00	Panel Discussion Strengthening Systems to Enhance utilization of monitoring and evaluative evidence: Lessons from National, Intergovernmental and International Organisations	Chair: Dr Lennise Baptiste, Peer Reviewer Panellists: Dr Nabeel Goheer Assistant Secretary General Ms Shaista Hussain, ADB Ms Tiina Pasanen, ODI Mr Garry Wiseman, Independent Consultant & Peer Reviewer
13.00 – 14.00	Lunch	
14.00 – 14.10	Introduction to the Commonwealth Secretariat Monitoring, Evaluation and Learning System and Opening of Poster Session	Ms Katherine Marshall-Kissoon Commonwealth Secretariat
14.10 – 15.00	Digital & Poster Exhibit Contextualisation, Review and Analysis of Commonwealth Secretariat Monitoring, Evaluation and Learning System	Commonwealth Secretariat & Various
15.00 – 15.30	Coffee Break	
15.30 – 16.30	Plenary Session Analysis and Feedback on the Commonwealth Secretariat's Monitoring, Evaluation and Learning System	Dr Lennise Baptiste Peer Reviewer

Lessons and Reflections from Country and Programme Evaluations

DAY TWO

Tuesday, 30th April 2019, 9.00am – 5.00pm; 10-11 Carlton House Terrace

Time	Session	Facilitator / Speaker
09.00 – 09.30	Arrival and Coffee	
09.30 – 11.00	Panel Discussion Country Cooperation Frameworks: A Mechanism for Deepening Engagements and Impact in Member States	Chair: Ms Katalaina Sapolu Director, Governance and Peace Directorate Panellists: Dr Lennise Baptiste, Peer Reviewer Kaisha Ince, Independent Consultant
11.00 – 11.30	Coffee Break	
11.30 – 13.00	Panel Discussion Programme Impact as the Pathway for Improving Organisational Visibility // Effective Communication of Evaluation Findings and Recommendations: An Approach to Reduction of Recurring Recommendations	Chair: Mr Daniel Keel Head of Media Relations Communications Panellists: Ms Kaisha Ince, Independent Consultant Dr Lennise Baptiste, Peer Reviewer
13.00 – 14.00	Lunch Break	
14.00 – 15.30	Panel Discussion Improving credibility in our results: Which approaches, methodologies and tools are credible, useful, appropriate, cost effective and innovative?	Chair: Dr Patrick Spaven Commonwealth Foundation Panellists: Mr Michael Moore Independent Consultant Ms Jane Massy Independent Consultant Rose Namara Peer Reviewer
15.30 – 16.00	Coffee Break	
16.00 – 16.30	Wrap-Up	Ms. Evelyn Pedersen Commonwealth Secretariat

Lessons and Reflections from Country and Programme Evaluations

DAY THREE

Wednesday, 1st May 2019, 9.00am – 4.30pm; 10-11 Carlton House Terrace

Time	Session	Facilitator / Speaker
09.00 – 09.30	Arrival and Coffee	
09.30 – 11.00	<p>Speaker & Panellist</p> <p>Transforming Lessons into Lessons Learnt: A Systematic Approach to Organisational Learning</p>	<p>Chair:</p> <p>Mr Paulo Kautoke Director of Trade, Oceans and National Resources Directorate</p> <p>Panellists:</p> <p>Dr Venkataraman Balaji Commonwealth of Learning</p> <p>Mr Jonas Mikkelsen, SOAS University</p> <p>Ms Yinka Bandele, Commonwealth Secretariat</p> <p>Ms Bridget Dillon, Department for International Development</p>
11.00 – 11.30	Coffee Break	
11.30 – 13.00	<p>Speaker & Roundtable</p> <p>Rethinking and Repositioning Monitoring and Evaluation in the Commonwealth: Creative Ways to Increase Commonwealth Secretariat's Response to Member States</p>	<p>Chair:</p> <p>Ms Diana Copper Commonwealth Secretariat</p> <p>Speaker:</p> <p>Ms Myn Garcia & Dr Patrick Spaven Commonwealth Foundation</p> <p>Contributions:</p> <p>Mr Richard Longhurst, Institute of Development Studies</p> <p>Ms Tiina Pasanen, ODI</p>
13.00 – 14.00	Lunch Break	
14.00 – 16.00	Action Planning	Dr Patrick Spaven Commonwealth Foundation
16.00 – 16.30	Coffee and Wrap Up	

Evaluation and the SDGs

Enabling Sustainable Development in the Commonwealth

DAY FOUR

Thursday, 2nd May 2019, 10.00am – 3.00pm; Marlborough House

Time	Session	Speaker
09.00 – 09:30	Arrival, Registration and Coffee	
09.30 – 09:45	Welcome	Nabeel Goheer Assistant Secretary General
09:45- 10:00	Opening Remarks	H.E. Mr Ellison Greenslade High Commissioner Bahamas High Commission
10:00 – 10:15	The Commonwealth as a Learning Organisation	Rt. Hon Patricia Scotland QC Secretary General Commonwealth Secretariat
10:15 – 10:30	Country Viewpoint	H.E Mrs. Winnie Kiap High Commissioner Papua New Guinea High Commission
10.30 – 11.00	Key Note Address: Evaluations, Learning and the SDGs	Mr Miguel Jiménez Pont Vice Chair, United Nations Evaluations Group
11.00 – 11:30	Coffee Break	
11.30 – 13.00	Panel Discussion Commonwealth Secretariat's role in responding to SDGs Consensus building and Coherence Commonwealth Secretariat actions on SDG 16 Commonwealth Secretariat actions on SDG 14	Panellists: Mr Garry Wiseman Independent Consultant & Peer Reviewer Mr Stefano D'Errico International Institute for Environment and Development Mr Steven Malby Commonwealth Secretariat Mr Jeff Ardron Commonwealth Secretariat
13.00 – 13.20	Reflection of Commonwealth Secretariat's Evaluation and Learning Week and Action Plan	Ms Evelyn Pedersen Head of Evaluation and Learning Commonwealth Secretariat

Time	Session	Speaker
13:20 – 13:30	Closing Remarks & Thanks	Dr Nabeel Goheer Assistant Secretary General Commonwealth Secretariat
13.30 – 15.00	Lunch and Poster Session Overview of the Commonwealth Secretariat Monitoring, Evaluation and Learning System	Commonwealth Secretariat

Annex 3: Participant List

Name	Role	Organisation
Accredited Organisation		
Ms Lucy Armstrong	Programmes Manager	Commonwealth Parliamentary Association
Ms Rachel Arnold	Senior Programme Officer	Association of Commonwealth Universities
Mr Terry Bamford	Board Member	Commonwealth Organisation for Social Work
Mr Will Bramwell	Evaluation Officer	Commonwealth Scholarship Commission in the UK
Mr Robert Curd	Project Manager	Institute of Civil Engineers
Ms Judith Diment	Chair of Polio Eradication Advocacy & Representative to Commonwealth	Rotary International
Ms Emma El-Garoushe	Senior Evaluation Adviser, Donor Accountability	International Planned Parenthood Federation
Mr Clive Harridge	Secretary-General and Trustee	Commonwealth Association of Planners
Ms Gary Klaukka	Head of Public Outreach and Acting Head of Programmes	Commonwealth Parliamentary Association
Haru Majengwa	Liaison Officer	Equal International / Commonwealth HIV & AIDS Action Group (CHAAG)
Ms Anja Nielsen	Policy Officer, International Relations	Council for Education in the Commonwealth (CEC)
Mr Leonard Obonyo	Senior Programme Officer - Global ICT Agenda Coordination and Cyber Security	Commonwealth Telecommunications Organisation (CTO)
Mr Peter Oborn	CAA Vice President	Commonwealth Association of Architects
Mr Ellen Shustik	SDG 8.7 programme lead	Commonwealth Human Rights Initiative (CHRI)
Dr Alison Taysum	Senior Lecturer, School of Education, University of Leicester	Commonwealth Council for Educational Administration and Management
Mr Dan Thatcher	Director of Programmes and Policy	Commonwealth Enterprise & Investment Council
Ms Kat Thorne	Executive Director	The Commonwealth Education Trust
Dr Balaji Venkataraman	Vice President	Commonwealth of Learning
Ms Brigid Watson	Secretary General	Commonwealth Lawyers Association
Mr Alex Wright	Senior Policy Officer	Association of Commonwealth Universities
Mr Arif Zaman	Executive Director	Commonwealth Businesswomen's Network (CBW)

Name	Role	Organisation
High Commissions		
Mr Wilfred Timothy Adderley	Second Secretary & Vice Consul	Bahamas High Commission
Ms Bridget Dillon	Head of Evaluation	Department for International Development, UK
HE Mr. Ellison Greenslade	High Commissioner	Bahamas High Commission
Mr Erastus N. Hailwa	Second Secretary	Namibia High Commission
Ms Duncan Howitt	Political Officer	Australia High Commission
Ms Claire James	Assistant Director	Australia Department of Foreign Affairs and Trade (DFAT)
Mr Marc Jürgens	Counsellor: Multilateral	South Africa High Commission
Mr. Wema Kibona	Financial Attache'	Tanzania High Commission
HE Mrs. Winnie Kiap	High Commissioner	Papua New Guinea High Commission
Ms Talaetau Lima-Tuatagaloa	Procurement Officer	Ministry of Finance, Samoa
Mr Marche A. Mackey	Third Secretary/Vice Consul	Bahamas High Commission
Ms Peggy McLennan	Minister Counsellor	Guyana High Commission
Ms Rosie Miller	Second Secretary, Multilateral	New Zealand High Commission London
Ms Temnotfo Nkambule	Counsellor	High Commission of the Kingdom of Eswatini
Mr Philip Parham	Commonwealth Envoy	Foreign and Commonwealth Office, UK
Mr Peter Riddelsdell	Monitoring and Evaluation Adviser, Commonwealth Unit and Multilateral Delivery Unit	Foreign and Commonwealth Office, UK
Mr Terry Romain	Principal Counsellor	Seychelles High Commission
Ms Angela St. Denis	Admin Secretary to High Commissioner	Saint Lucia High Commission
Peer Reviewers		
Dr Lennise JC Baptiste	Peer Reviewer	Independent Consultant, Peer Reviewer
Ms Debbie Hopkinson	Peer Reviewer	Independent Consultant, Peer Reviewer
Mr Jonas Mikkelsen	Peer Reviewer	SOAS University, Peer Reviewer
Mr Garry Wiseman	Peer Reviewer	Independent Consultant, Peer Reviewer
Resource Person / expert		
Mr Stefano D'Erriko	Head of Monitoring, Evaluation and Learning (MEL), Strategy and Learning Group	International Institute for Environment and Development
Ms Shaista Hussain	Results Management Specialist	Asian Development Bank
Ms Kaisha Ince	Independent Consultant	Caribbean Legal and Project Advisory Limited

Name	Role	Organisation
Mr Miguel Jimenez	Head Monitoring & Evaluation Unit, International Trade Centre	United Nations Evaluations Group
Ms Hipolina Joseph	Deputy Programme Manager, Strategic Management	CARICOM Secretariat
Mr Richard Longhurst	Research Associate	Institute of Development Studies
Ms Jane Massy	Governments & Institutions Service, International M&E Training & Development Consultant	SGS Ireland Ltd.
Mr Michael Moore	Independent Consultant	
Ms Tiina Pasanen	Research Fellow	Overseas Development Institute

Commonwealth Secretariat Staff

Name	Division	Organisation
Ms Joanne Allin	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Mr Jeff Ardron	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Michael Armstrong	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Yinka Bandelle	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Nicki Betz	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Rita Broni	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Rosemarie Cadogan	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Gloria Collins	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Diana Copper	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Heather Cover-Kus	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Gayle Gedala	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Dr Nabeel Goheer	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Bilkisu Ibrahim	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Shami Jabane	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Purvi Kanzaria	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Mr Paulo Kautoke	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Daniel Keel	Communications Division	Commonwealth Secretariat
Mr Roger Koranteng	Governance and Peace Directorate	Commonwealth Secretariat

Ms Malaika Laing-Grant	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Mr Steven Malby	Governance and Peace Directorate	Commonwealth Secretariat
Mr Albert Mariner	Governance and Peace Directorate	Commonwealth Secretariat
Ms Katherine Marshall-Kissoon	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Mr Peter Mills	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Catherine Muir	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Jennifer Namgyal	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Mr Obinna Nnewuihe	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Mr Chilenye Nwapi	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Kemi Ogunsanya	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Simosola Omole	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Evelyn Pedersen	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Katalaina Sapaulo	Governance and Peace Directorate	Commonwealth Secretariat
Rt Hon Patricia Scotland QC	Secretary General	Commonwealth Secretariat
Ms Rebecca Scott	Communications Division	Commonwealth Secretariat
Mr Abhik Sen	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Amelia Kinahoi Siamomua	Economic, Youth & Sustainable Development Directorate	Commonwealth Secretariat
Ms Katy Sklan	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Alison Swaddling	Trade, Oceans and Natural Resources Directorate	Commonwealth Secretariat
Ms Zahra Tengra	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat
Ms Carina Wangwe	IT Services Section	Commonwealth Secretariat
Mr Samer Zahr	Strategy, Portfolio and Partnerships Division	Commonwealth Secretariat

Commonwealth Foundation Staff

Name	Role	Organisation
Ms Gillian Cooper	Programme Manger	Commonwealth Foundation
Ms Mithika D'Cruz	Senior Programme Officer	Commonwealth Foundation
Ms Myn Garcia	Deputy Secretary General	Commonwealth Foundation
Dr Patrick Spaven	Independent Consultant	Commonwealth Foundation
Ms Mamta Raichura	Intern	Commonwealth Foundation

