



**Strategic Plan of the Commonwealth Telecommunications Organisation (CTO)
for the period 2016 – 2020**

Approved by Council on 18 March 2016

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1. Introduction by the Secretary-General

The preparation of this Strategic Plan coincides with the 115th Anniversary of the Commonwealth Telecommunications Organisation (CTO). The organisation has evolved from the Pacific Cable Board that was established in 1901 to an intergovernmental organisation with diplomatic status in the UK and a diverse membership comprising of governments, regulators, the private sector, civil societies and academia.

The CTO serves the interests of the 53 countries of the Commonwealth and a number of non-Commonwealth countries, comprising a population of over two billion.

The CTO's membership includes developed countries, developing countries, Least Developed Countries, Small Island Developing States and Landlocked Developing Countries. The last three groups have been designated by the United Nations as being vulnerable and through the efforts of the CTO we hope to address some of their concerns in relation to ICTs.

The global ICT landscape is continually changing and the CTO is now embarking on a transformation agenda to enable it to better respond to the needs of its members and to significantly enhance the value they derive from the Organisation.

This new Strategic Plan has been designed to assist our members in developing and using ICTs for socio-economic benefits. The key issues addressed in the Plan include regulatory environments; universal, affordable and high-quality broadband connectivity; Cybersecurity, including child online protection; the promotion of ICT applications in all aspects of the economy; and the coordination of Commonwealth countries at global ICT fora.

On 25 September 2015 at the United Nations General Assembly, world leaders adopted the *2030 Agenda for Sustainable Development* which contains 17 sustainable development goals (SDGs). These SDGs are important for members of the CTO and through our new Plan we hope to assist our members in their efforts to achieve their SDGs.

2. Executive Summary

2.1 The Commonwealth Telecommunications Organisation

The Commonwealth Telecommunications Organisation (CTO) is the oldest and largest Commonwealth intergovernmental organisation in the field of Information and Communication Technologies (ICT). Being fully involved in the development and use of ICTs for social and economic development, the management of the organisation recognise that it must stay at the cutting edge of ICT developments in order to deliver significant benefits to its members.

The history of the CTO can be traced back to 1901, although the organisation has only existed in its present form as an intergovernmental treaty organisation since 1967. The CTO has a diverse range of members including developed countries, developing countries, Least Developed Countries, Small Island Developing States and Landlocked Developing Countries. Therefore policies, decisions and actions must cater to the needs of this wide range of countries.

Activities in the CTO are implemented in a manner to reflect the changes in both the Commonwealth as well as the global telecommunications/ICT community.

With the expiry of the previous Strategic Plan in 2016, the CTO Council decided to embark on the development of a new Strategic Plan which would transform the organisation and created added value for its members. The existing Strategic Plan will expire in 2016, hence the CTO decided to embark on a new Strategic Plan for the period 2016-2020 based on the Vision Statement and Outline of a Strategic Plan prepared by the new CTO Secretary-General and presented to the CTO Council Meeting in September 2015. The new Strategic Plan is based on this Outline Statement, comments received from CTO members, as well as the services of an external consultant engaged by the organisation. The theme of the new Strategic Plan is **Transforming the CTO for Enhanced Value for its Membership**.

2.2 Diverse Membership of the CTO

With a population of over two billion, including 60% under the age of 30, Commonwealth countries present a unique opportunity for the CTO to play a leading role in the development and use of ICTs for socio-economic development. The CTO has unique features on which it can build, including:

- i. Good reputation built over 100 years;
- ii. Global network covering five continents;
- iii. Training and development opportunities;
- iv. Access to an enormous wealth of data that can be turned to value for the organisation;
- v. A platform for wide consultation on global issues.

CTO members include Commonwealth countries and ICT Sector Members, which includes non-Commonwealth governments and regulatory agencies and private sector companies, among others.

2.3 From the MDGs to the SDGs

Since 2001, there has been a significant focus on sustainable development and the role that ICTs can play in this regard. One major achievement was the adoption of the Millennium Development Goals (MDGs) by the United Nations in 2000. These goals, important for sustainable development globally, were intended to, *inter alia*, reduce extreme poverty and address various other developmental concerns of developing countries.

Following the start of implementation, it was realised that ICTs could and would play an important role in meeting these goals. The goals themselves only mentioned the need to make available the benefits of ICTs to everyone. Through the International Telecommunication Union (ITU) and the United Nations, the World Summit on the Information Society (WSIS) was organised, mainly to assist in the implementation of the MDGs. Therefore, ICTs played a crucial role in implementing the MDGs, which expired in 2015.

Through the United Nations, the progress of countries in respect of the MDGs has been evaluated and several targets were not met. In addition, other important needs were identified. Consequently, a new sustainable development paradigm was agreed at the United Nations General Assembly in September 2015 entitled: *Transforming our world – the 2030 Agenda for Sustainable Development*. There are now 17 new goals which, unlike the MDGs, include specific references to ICTs, as well as implied references. The new Sustainable Development Goals (SDGs) refer to a variety of development objectives which are of importance to the CTO and which could transform the activities of the organisation, especially in developing countries.

Among the ICT-related targets to be achieved are:

- Increased access to ICTs to provide universal and affordable access to the Internet;
- Enhanced use of ICTs to empower women;
- Enhanced North-South, South-South, regional and international cooperation on access to science, technology and innovation.

Among the areas of focus on which the post-2015 sustainable development agenda are based are eliminating poverty, improving health, achieving gender equality, increasing access to and use of ICTs and providing greater opportunities for youth. The CTO is fully aware of the role that ICTs can play in achieving the sustainable development objectives of the SDGs and is therefore ensuring that it is suitably positioned to work with all its members in order to achieve their sustainable development objectives.

Since the signing of the Millennium Declaration in 2001, there have been dynamic changes in the ICT sector which have led to the rapid development of broadband technology – both fixed and mobile. The World Summit on the Information Society (WSIS) led by the ITU, was established, which sought to assist in the achievement of the MDGs through the use of ICTs. This led to the creation of the Broadband Commission for Digital Development by the ITU, UNESCO and the United Nations. The Commission focused its attention on the need for all countries to have affordable and universal access to broadband. The latest focus of the Commission is the harnessing of broadband for the post-2015 development agenda.

The role of the CTO goes hand in hand with these developments. Therefore it is necessary to develop a new Strategic Plan which takes account of global developments and focuses on assisting members with their sustainable development objectives.

2.4 Relationships with Intergovernmental Organisations

As an intergovernmental agency, the CTO has many relationships with other international and regional agencies. These are very important in order to ensure that various ICT activities are coordinated globally and regionally in the best interest of all ICT stakeholders.

3. Vision Statement

A trusted partner for sustainable development for all through ICTs.

4. Mission Statement

To provide result-focused ICT leadership in the Commonwealth and beyond.

5. Purpose of the CTO

The mandate of the CTO shall be to:

- a. promote the efficient development of ICTs within the Commonwealth and other countries;
- b. promote the provision and use of ICTs in order to:
 - i. meet the needs and aspirations of citizens and consumers;
 - ii. support the social and economic development objectives of governments and civil society; *and*
 - iii. facilitate the successful development of ICTs and other businesses;
- c. promote effective cooperation and partnership amongst Full Member Countries, Member Countries, ICT Sector Members and other international organisations in the attainment of these objectives; and
- d. develop and implement programmes and activities to promote and fulfil the purposes set out in paragraphs a. to c. above.

6. Core Values

The CTO Core Values include:

- a) Vibrant CTO membership
- b) Transparency and accountability
- c) Reputation and integrity
- d) High ethical standards
- e) Proven source of high quality service

7. CTO Draft Strategic Plan 2016-2020 – Part A (External Goals)

Goal 1: Enhance the Value of CTO Membership and Expand CTO Membership Base		
Strategic Objective	Strategies	Key Performance Indicators
1.1 Increase CTO membership from Commonwealth countries, non-Commonwealth countries and the ICT Sector.	1.1.1 Re-engage with Full Member Countries (FMC) which have defaulted on payments.	1.1.1.1 Re-engagement annually with at least one FMC and one ICTSM which have defaulted.
	1.1.2 Identify non-FMCs to canvass as FMCs and develop individual value propositions.	1.1.2.1 Signing up of at least two new FMCs annually.
	1.1.3 Identify non-CW countries to canvass as CTO Affiliate Members and develop individual value propositions.	1.1.3.1 Signing up of at least one new non-CW member country annually.
	1.1.4 Identify industry players to canvass as ICT Sector Members and develop individual value propositions.	1.1.4.1 Signing up of at least three new ICTSMs annually.
1.2 Establish Member Action Plans (MAPs) which define clear programmes and activities for each member.	1.2.1 Assist members in the design and formulation of MAPs.	1.2.1.1 MAPs created for all members (FMCs, Affiliate Members and ICTSMs).
	1.2.2 Appoint Member Account Managers (MAMs) from within the CTO Secretariat and compile a list of focal points for members.	1.2.2.1 MAMs appointed for all Members and a list of focal points for members prepared.
	1.2.3 Assist members in the implementation of the MAPs.	1.2.3.1 At least 70% satisfaction from members' survey.
1.3 Establish a membership fee structure which provides flexibility, recognises members' ability to pay and enables membership annual fees to cover the core budget of the organisation.	1.3.1 Develop a flexible membership fee structure.	1.3.1.1 Five members paying above the minimum unit of contribution. 1.3.1.2 80% of membership fees paid within six months from the beginning of the financial year. 1.3.1.3 Achieve 100% coverage of core budget from membership fees by 2018.

<p>1.4 Development and distribution of the SG's quarterly reports and e-Commonwealth magazine to members.</p>	<p>1.4.1 CTO Secretariat will prepare the necessary reports and publications</p>	<p>1.4.1.1 Quarterly reports and e-Commonwealth publications produced and distributed on time every quarter.</p>
<p>1.5 Raise funds for development activities to support members through the Development Assistance Programme (DAP).</p>	<p>1.5.1 CTO Secretariat will seek funding through members, ICT partners and other financial and development institutions.</p>	<p>1.5.1.1 At least £100,000 raised per year to support development assistance to members</p> <p>1.5.1.2 At least five FMCs/Affiliate Members supported annually</p>
<p>1.6 Review and strengthen the CTO's capacity building programmes.</p>	<p>1.6.1 Review the PDT programmes in conjunction with the PDT management committee.</p>	<p>1.6.1.1 At least 70% satisfaction by members</p> <p>1.6.1.2 At least three new PDT recipients to join PDT every year</p>
	<p>1.6.2 Increase the number of PDT and PoC courses.</p>	<p>1.6.2.1 At least two new PDT and two new PoC courses introduced each year.</p>
	<p>1.6.3 Obtain accreditation of courses.</p>	<p>1.6.3.1 At least two courses accredited every year.</p>
<p>1.7 Organise events and undertake consultancies on subject matter that promote that the interest of members.</p>	<p>1.7.1 Prepare and organise events on relevant subject matter for the benefit of Members.</p>	<p>1.7.1.1 At least seven events organized each year with a minimum of 70% satisfactory rating.</p> <p>1.7.1.2 Production of event reports within two weeks of events.</p> <p>1.7.1.3 At least six global/regional events each year with at least one event in each of the five CTO regions (Africa, Asia, Europe, Americas/Caribbean and Pacific Island).</p> <p>1.7.1.4 Each event to be ready for marketing at least six months in advance.</p>

1.8 Promote South-South and North-South cooperation among Member Countries.	1.8.1 Provide proposals for countries to assist each other in respect of ICT development and use.	1.8.1.1 At least one N-S and one S-S cooperation activity annually
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Goal 2: Promote Enabling Regulatory Environments		
2.1 Promote, encourage and facilitate the development of modern regulatory frameworks including ICT licenses, spectrum management, quality of service, digital switchover and Over-the-Top operators, aimed at creating an enabling environment for investment and development.	2.1.1 Organise meetings and workshops aimed at increasing the knowledge of members and developing skills, in respect of licenses, spectrum management, Quality of Service and Over-the-Top operators.	2.1.1.1 Successful organisation of at least one regulatory event every year, attended by at least five countries and 25 participants, with 70% satisfactory rating
2.2 Encourage the development and adoption of appropriate methods of collecting relevant statistical data.	2.2.1 Develop suitable questionnaires for members in respect of key ICT statistics.	2.2.1.1 15 countries providing information and accuracy of information provided.

Goal 3: Promote Affordable Universal and High-Quality Broadband Connectivity

3.1 Promote the adoption of enabling policies, technologies and regulatory measures to facilitate the rapid rollout of broadband infrastructure	3.1.1 Provide technical assistance to members in various aspects of broadband development including best practices.	3.1.1.1 At least five countries provided with technical assistance every year including best practices recommendations.
	3.1.2 Organise suitable broadband meetings and workshops to develop strategies for broadband development and use for CTO members at various levels i.e. ministers, regulators, operators and other stakeholders.	3.1.3.1 One broadband event organised annually.
	3.1.3 Focus on disadvantaged communities and groups.	3.1.3.1 Include consideration of disadvantaged communities and groups in the annual broadband event.
3.2 Encourage cooperation between governments, regulators and service providers to develop networks suitable for the needs of members.	3.2.1 Foster an atmosphere of cooperation between governments, private sector companies and regulators with a view to increasing broadband penetration.	3.2.1.1 Organise in-country stakeholder workshops amongst stakeholders for at least three countries every year.
3.3 Assist countries in developing and maintaining Universal Service Fund (USF) regimes.	3.3.1 Encourage all Member Countries to adopt a suitable Universal Service Fund regime.	3.3.1.1 At least 50% of the FMCs/Affiliate Members with USF regimes by 2018 and 75% by 2020.
	3.3.2 Assist members in adopting suitable definitions including those for broadband, universal service and universal access.	3.3.2.1 50% of FMCs/Affiliate members with clear definitions by 2018 and 75% by 2020.
	3.3.3 Assist members to adopt strategies for the utilisation of USFs.	3.3.3.1 At least 50% of FMCs/Affiliates with clear strategies on USF by 2018 and 75% by 2020.

Goal 4: Promote a Culture of Cybersecurity and Effective Cybergovernance		
4.1 Encourage and support countries in the understanding of cybersecurity issues and in the establishment of cybersecurity frameworks and relevant standards.	4.1.1 Collaborate with global partners involved in Cybersecurity activities.	4.1.1.1 Five collaborative activities undertaken annually.
	4.1.2 Mobilise funding and support for Cybersecurity activities.	4.1.2.1 At least £100,000 or equivalent in-kind assistance received.
	4.1.3 Develop database of cybersecurity resources in Member Countries.	4.1.3.1 Database developed for at least 5 Members annually.
	4.1.4 Organise capacity building fora on Cybersecurity.	4.1.4.1 Annual Commonwealth Cybersecurity Forum organised, attended by at least one hundred delegates from at least 15 member countries.
	4.1.5 Assist members in developing response mechanisms to cyberthreats.	4.1.5.1 Response mechanisms developed by at least five member countries annually.
4.2 Facilitate the promotion of Cybergovernance and the Commonwealth's engagement	4.2.1 Coordinate Commonwealth Governmental Advisory Committee (C-GAC) and the Commonwealth Internet Governance Forum (C-IGF).	4.2.1.1 At least one Annual C-GAC and one C-IGF meeting organised with at least ten member countries participating.
4.3 Provide best practice guidelines for members, including Child Online Protection guidelines.	4.3.1 Develop and disseminate best practice guidelines.	4.3.1.1 Best practice guidelines developed for at least two areas of Cybersecurity every year.

Goal 5: Promote the Development and Use of ICT Applications for Socio-economic Development		
5.1 Encourage the development and use of e-applications such as e-governance, e-health, e-education and e-agriculture, among others.	5.1.1 Support the introduction and enhancement of various e-applications in Member Countries.	5.1.1.1 Inclusion of e-applications session in at least two CTO events annually. 5.1.1.2 Annual e-Application Forum organised.
5.2 Provide special assistance and support to countries identified by the United Nations as being vulnerable and in need of special assistance including Least Developed Countries, Small Island Developing States (SIDS), and Landlocked Developing Countries.	5.2.1 Initiate dialogue with the countries identified and agree on areas for possible CTO intervention.	5.2.1.1 Provision of technical assistance to at least two such countries annually.
5.3 Promote the utilisation of ICTs for social and economic benefits for all countries	5.3.1 Ensure that countries are familiar with the seventeen goals of the United Nations post-2015 Sustainable Development agenda and the role of ICTs in implementing those goals.	5.3.1.1 Inclusion of the ICT components of the SDGs in the ICT development agenda for at least five countries every year.
5.4 Promote the empowerment of women and girls using ICTs	5.4.1 Engage with governments, women's groups and donor groups with a view to identifying measures for empowering women through ICTs.	5.4.1.1 Inclusion of women and girls in the activities of CTO e.g. at events and training programmes.
	5.4.2 Promote inclusion of female speakers at CTO events.	5.4.2.1 At least 20% female speakers at CTO events.

5.5 Promote the empowerment of youths using ICTs.	5.5.1 Engage with governments, youth groups and donor groups with a view to identifying measures for empowering youths through ICTs.	5.5.1.1 Inclusion of youths in the activities of CTO e.g. at events and training programmes.
	5.5.2 Promote inclusion of youth speakers at CTO events.	5.5.2.1 At least 10% youth speakers at CTO Events 5.5.2.2 Organise annual Awards for youth's activities in the ICT sector, such as one youth meeting, competition or other initiative per year.
5.6 Promote the use of ICTs by, disabled persons and other groups in need of special assistance.	5.6.1 Facilitate the convening of special fora for the adoption and use of ICTs by the disabled, aged and other groups in need of special assistance.	5.6.1.1 At least five per cent speakers representing disabled, aged and other groups in need of special assistance at CTO Events.
5.7 Assist member countries in utilising ICTs for disaster management	5.7.1 Engage governments and organisations involved in disaster management with a view to identifying area for cooperation in disaster management.	5.7.1.1 Collaborate with at least two countries per year on cooperation activities on disaster management.
5.8 Encourage the development of business continuity strategies.	5.8.1 Initiate discussions with governments, service providers and the private sector in order to ensure that business continuity strategies are in place.	5.8.1.1 Include business continuity strategies in at least three CTO events annually.
	5.8.2 Ensure that business continuity strategies are included in relevant CTO meetings and workshops.	5.8.2.1 Include business continuity strategies in at least three CTO Events annually.

5.9 Assist in the development and adoption of suitable strategies for dealing with e-waste.	5.9.1 Initiate discussions with governments, international and regional agencies and relevant private sector agencies with a view to highlighting the importance of the subject and the need for action.	5.9.1.1 Five discussions held annually.
	5.9.2 Whenever possible, initiate the signing of MoUs with interested government agencies, international and regional agencies as well as private sector agencies in respect of concrete actions for dealing with e-waste.	5.9.2.2 At least two MoUs signed annually on the subject of e-waste.

Goal 6: Ensure Effective Coordination of Commonwealth Countries at International ICT Conferences and Meetings		
6.1 Provide support in order to ensure the effective participation by the CTO Secretariat and Member Countries at important global and regional events related to all aspects of ICTs.	6.1.1 Undertake the necessary research in order to become familiar with the global ICT agenda and decide on events in which the CTO should participate.	6.1.1.1 CTO Secretariat and members participating at four events annually. 6.1.1.2 One preparatory and coordination meeting related to ICT conferences held annually, and meetings organised resulting in a Commonwealth Action Plan for the conference.
	6.1.2 Make recommendations to members and organise suitable preparatory meetings, whenever necessary, in respect of participation at selected events.	6.1.2.1 One preparatory and coordination meeting related to ICT conferences held annually, and meetings organised resulting in a Commonwealth Action Plan for the Conference.

8. CTO Draft Strategic Plan 2016-2020 – Part B (Internal Goals)

Goal A: Create a suitable CTO structure and Implement Capacity Development and Staff Incentive Programmes for CTO Secretariat Staff		
A.1 Ensure that the needs of CTO secretariat staff are treated as a high priority.	A.1.1 Initiate activities with staff aimed at identifying needs.	A.1.1.1 Successful dialogue with staff. A.1.1.2 Full compliance with CTO official documents including the Convention, Staff Manual and Staff Handbook, among others.
A.2 Ensure that the CTO is properly staffed to take care of its HR requirements.	A.2.1 Create a position for a suitable HR person to take care of staff HR needs.	A.2.1.1 Successful creation of an HR position and appointment of a suitable person to deal with HR and Administration matters by September 2016.
A.3 Improve staff motivation	A.3.1 Introduce a scheme of rewarding achievements	A.3.1.1 Implement a performance based bonus scheme from 2016-17 operational year
A.4 Improve conditions of employment for staff members.	A.4.1 Identify specific conditions of staff that require improvement	A.4.1.1 Progressive improvement of staff conditions to align with the UN conditions of staff employment by 2019.
A.5 Introduce staff improvement programmes including career development plans and performance based management system.	A.5.1 Identify training needs for each staff.	A.5.1.1 Annually one career development and staff training programme held for staff.
A.6 Review and revise the staff organogram in order to respond to the new Strategic Plan.	A.6.1 Deploy staff in areas where they have relevant skills.	A.6.1.1 Evaluate and where necessary improve staff skills.
	A.6.2 Identify areas where additional personnel are required.	A.6.2.1 A revised CTO organogram catering to the needs of the organisation and capable of implementing the new Strategic Plan adopted by 1 April 2016

<p>A.7 Provide wide advertisement of career opportunities, recruit staff from various Member Countries, ensuring at all times that there is gender balance.</p>	<p>A.7.1 Circulate career opportunities to all Member Countries and Sector Members, using all cost-effective means available.</p>	<p>A.7.1.1 100% of career opportunities circulated to members via website and e mails.</p>
<p>A.8 Reform the Sales and Marketing activities to form a single sales and marketing unit</p>	<p>A.8.1 Initiate a review of sales and marketing activities and make suitable recommendations for improvement.</p>	<p>A.8.1.1 Sales and Marketing Unit created by 1 April 2016.</p>
<p>A.9 Change the name of Operations Dept. to ICT Development in order to show increased focus on ICT activities.</p>	<p>A.9.1 Undertake changes to relevant Job Descriptions to reflect the ICT focus.</p>	<p>A.9.1.1 Creation of the ICT Development Department by 1 April 2016.</p>
<p>A.10 Modify the focus and change the name of the Research and Consultancy Division to ensure that its functions support the new Strategic Plan</p>	<p>A.10.1 This Unit to continue to be the technical focus of the CTO, but with modified functions.</p>	<p>A.10.1.1 Creation of the Technical Support and Consultancy Division by 1 April 2016.</p>
<p>A.11 Reform the Events Division in order to ensure that CTO members gain maximum benefits from CTO events</p>	<p>A.11.1 Initiate a review of the Division and make suitable recommendations for improvement.</p>	<p>A.11.1.1 Creation of an Events Division by 1 April 2016.</p>
<p>A.12 Review and strengthen the CDT division.</p>	<p>A.12.1 Undertake a review of the CDT division.</p>	<p>A.12.1.1 New and improved courses by the CDT division.</p>

<p>A.13 Review and Strengthen the Management of the CTO's Financial Resources.</p>	<p>A.13.1 Re-allocate duties related to the existing Finance and Admin Dept. to ensure adequate focus on financial and pension matters.</p> <p>A.13.2 Introduce innovative fund raising mechanisms to support the development of CTO activities</p>	<p>A.13.1.1 New structure to provide for the Finance and Pensions Department by June 2016</p> <p>A.13.1.2 New cost-saving measures</p> <p>A.13.1.3 Operating with a positive cash flow.</p> <p>A.13.1.4 Preparation of a 4-year Budget to support the Strategic Plan.</p> <p>A.13.1.5 Timely preparation of all documents related to the financial activities of the organisation.</p> <p>A.13.1.6 Resolution of pension liability issues by 2019.</p>
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Goal B: Develop a Modern Communication Plan		
B.1 Develop suitable information documents highlighting the role and functions of the CTO as the premier ICT organisation within the Commonwealth.	B.1.1 Preparation of suitable CTO information documents, including documents related to conferences, training, projects and events.	B.1.1.1 Promotional documents prepared about the organisation and all its operational activities and disseminated by 1 April 2016.
B.2 Improve relationship and engagement with the press.	B.2.1 Provide suitable media training for staff members and have regular sessions with members of the press when necessary.	B.2.1.1 Ten partnership agreements signed with selected media houses annually
B.3 Utilise social media to advance the activities of the organisation.	B.3.1 Ensure that the CTO uses social media groups including, Facebook, Twitter, LinkedIn, among others to promote its activities.	B.3.1.1 Five social media channels utilized and one hundred posts made annually. B.3.1.2 Publication of at least one news item about the CTO on at least four social media outlets per week.
B.4 Encourage and support the establishment of a Commonwealth stand at international events such as ITU Telecom World.	B.4.1 Undertake discussions with Member Countries and Sector Members with a view to holding a joint activity at selected international events.	B.4.1.1 At least one Commonwealth stand at an international event every year.

9. Monitoring and Evaluation Framework

For the successful implementation of the Strategic Plan it is necessary to undertake monitoring and evaluation (M&E) exercises on a regular basis. The proposed Strategic Plan (including the two internal goals) should have a mandatory monitoring and evaluation exercise at least once per year. In addition, consideration should be given to M&E exercises at shorter intervals. By monitoring the progress on the Strategic Plan the CTO Secretariat and stakeholders will be able to continuously obtain information on activities related to each goal, including early indication of progress or lack of progress. These goals will also be evaluated in order to determine the effectiveness and the relevance of the goal. The evaluation process can provide information which can determine the future course of action and whether or not any additional intervention is required.

The monitoring and evaluation process should include CTO staff members as well as members of ExCo and representatives of CTO's membership. The Strategic Plan should be evaluated at least every year. However, if there are exceptional circumstances then consideration should be given to shorter intervals. All goals have agreed KPIs and the achievement (or not) of these gives an indication of the level of implementation. The relevant questions to ask include the following:

- Question 1. To what extent did each goal meet its objective and achieved the suggested KPIs?
- Question 2. What has been the impact of the activity so far?
- Question 3. Were there intended or unintended consequences based on the actions taken?
- Question 4. Are there other approaches for achieving the stated objectives?
- Question 5. How satisfied are CTO partners with the project and project activities?
- Question 6. What are the obstacles encountered during implementation and how were these negotiated?
- Question 7. What is the impact of the project – positive and negative?
- Question 8. Were activities undertaken in a timely and cost-effective manner?
- Question 9. Is there a need to modify the methodology, strategy or any other aspect of the project? How?
- Question 10. What are the views of the recipients?