



**THE ROYAL COMMONWEALTH SOCIETY**  
AT THE COMMONWEALTH CLUB

**Royal Commonwealth Society**  
**International Meeting 2011**  
**Report & Recommendations**



## Executive Summary

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Between 15<sup>th</sup> and 17<sup>th</sup> May, fifty delegates gathered in Kuala Lumpur, Malaysia for the 2011 International Meeting of the Royal Commonwealth Society.

### Section 1

In the first section of the report below, you will find a summary of the discussions which took place during the working sessions of the meeting in Kuala Lumpur.

These discussions revealed a need for:

- Improved communication – between the RCS in London and its branches and amongst its international network
- A more coherent vision and sense of purpose for the international network
- A concerted strategy to tackle dwindling membership
- Greater collaboration between RCS branches and the broader Commonwealth ‘family’ of civil society networks
- Updating the branch membership model in order to unify the international network and attract new members

### Section 2

In the second section of the report, you will find a series of proposed action points. These action points are based upon the review led by RCS London between April 2010 and May 2011 which assessed the current challenges facing our branches and on the findings of discussions in Kuala Lumpur.

Key recommendations include:

- **A fundamental transformation of the current branch network structure.** It is suggested that the existing membership model be phased out and a move towards standardised membership of one international network, with affiliation to a local branch, be implemented. *Please note there will be a consultation between July-August 2011 for branches to offer their feedback.*
- **Strengthening the international network.** This will involve a number of factors, including adapting the RCS website, delivering in-country workshops and working in countries where the RCS currently has no local hub.
- **Building identity and vision.** A clarification of the modern purpose of the RCS as a charitable organisation and the role of its international network within that is identified as being of critical importance.
- **Branding the network.** This will include unifying the identity of the international network through consistent branding.
- **Communicating well.** Improving communication with every member of the international network is identified as a vital first step in the reform process. *Please note branches are asked to forward member contact details to the RCS in London by 31<sup>st</sup> August 2011.*
- **Involving branches in RCS London projects.** A strategy for encouraging greater involvement of branches in the work of the RCS, thereby realising the potential of the network is outlined.
- **Integrating project alumni into the international network.** This is identified as one way to increase membership and revitalise the network.
- **Linking with other Commonwealth networks.** It is suggested that facilitating partnerships with other Commonwealth civil society networks, including Friends of the Commonwealth, could be one important way to strengthen RCS branches.

## RCS International Meeting 2011

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### Introduction

Between 15<sup>th</sup> and 17<sup>th</sup> May, fifty delegates gathered in Kuala Lumpur, Malaysia for the 2011 International Meeting of the Royal Commonwealth Society. A full delegate list is included in Appendix 1. In the first section of the report below, you will find a summary of the discussions which took place during the working sessions of the meeting. In the second section of the report, you will find a series of proposed action points. These action points are based upon the review led by RCS London between April 2010 and May 2011 which assessed the current challenges facing our branches and on the findings of discussions in Kuala Lumpur.

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## 2011 RCS International Meeting: Summary of discussions

### Session I

#### Monday 16<sup>th</sup>

#### **9am-10am: 'A Modern Society for a Modern Commonwealth'**

*A presentation and discussion on the RCS' plans and vision for the future (based on the Vision Paper circulated prior to the meeting)*

*Led by Danny Sriskandarajah, Director RCS London*

Danny gave an introduction to the RCS and its history, including the history of its branches. (Please see Appendix 2 for a full timeline, with branch history highlighted.) He also highlighted the organisation's transformation from colonial project to a liberal and progressive Society. Like the Commonwealth, the RCS has changed dramatically since the 1950s when much of the focus was on "mending the past". Today, the Society promotes a new internationalism based on understanding and dialogue. It is important to contextualise the branch network within the wider RCS project, each branch being part of a valuable family of equals.

Danny summarised the Vision Paper which was circulated to all branches prior to the International Meeting, highlighting the main challenges faced by the network and its great potential. For a copy of this Vision Paper, please see Appendix 3.

### **Main Discussion Points**

- One of the main challenges faced by the RCS branch network is how to increase the number of young members.
- There is a significant generation gap to bridge in the way branches communicate. Young people more commonly use social media sites such as Facebook and branches' usual methods of communication do not impact upon them. The international network could benefit from assistance to integrate its communication channels with those used by young people.

- Funding is an issue for lots of branches. Many used to be better resourced, partly because there used to be more Commonwealth grants available from the UK, Canada and Australia.
- Branches need to come up with innovative and useful projects which will demonstrate the continued relevance of the Commonwealth and the RCS. RCS Malaysia's Scholarship Foundation is one such initiative. If the international network unites behind promoting projects such as this, they will demonstrate their worth and impact, attracting more members and more funding.

## **Session 2**

**Monday 16<sup>th</sup>**

**10.30am-11.30am: RCS projects**

*A presentation and discussion on RCS projects*

*Led by Joanna Bennett, Head of External Affairs, RCS London & Danny Sriskandarajah*

Joanna outlined the main activities of the RCS in London, including projects such as the Young Commonwealth Competitions and Jubilee Time Capsule. For a full copy of this presentation (with additional explanatory notes), please see Appendix 4.

### **Main Discussion Points**

- Branches feel left out of the project planning process. They are normally only informed of new initiatives once they have already been launched and then the RCS in London asks for help in disseminating information. If branches could be consulted and informed earlier on in the project development phase, they would have sufficient lead-in time to be able to mobilise local media, community and schools engagement efforts.
- The RCS in London should provide branches with a promotional pack for each new initiative, including communications materials to be rolled out, press release templates, letterheads etc.
- If branches are to go into schools and publicise e.g. the Young Commonwealth Competitions, the RCS in London must provide a cohesive message about these projects and some easy language and information for branches to use. These information packs should include specific suggestions for how branches could engage local communities and schools, preferably a year in advance to enable timetabling.
- The RCS in London needs to provide branches with more of a steer on the voice and message that the RCS is presenting, including how it is seeking to reach Commonwealth goals. This would increase the coherency of the international network and enable branches to develop their own public profiles, giving them more of a sense of identity and purpose.

- Some branches have successfully partnered with other local organisations, such as the British Council, as a way of increasing their resources and reach. This option could be pursued by other branches.
- To have any chance of seeing the Young Commonwealth Competitions (including the Essay Competition) included in formal teaching time and on the curriculum, countries such as New Zealand need at least a two year lead-in time. Many schools promote the Competitions as an out-of-school-hours optional exercise, but in other countries this is less realistic.
- There are some major issues around coordination mechanisms. At present, branches are independent elements of an independent society: how does their affiliation with the RCS make a real difference?
- There must be better communication between RCS London and branches and this communication must be with all members, not just through designated representatives because then news often does not get through.
- The RCS in London should also consider mailing out hard copies of documents, partly because in some countries, internet connections are not reliable and partly because it is too expensive for some branches to print their own versions of materials.
- There should also be better communication and interaction between branches themselves and not just between London and the international network. It was suggested that the RCS in London could add a section into its monthly newsletter detailing news from around the Commonwealth. It was also suggested that the RCS could host web pages for all the branches that could be easily editable by designated representatives around the world.
- If RCS London communicates directly with schools, branches are bypassed and to some extent rendered irrelevant in the process. It can also damage branches' legitimacy if they receive enquiries about an RCS initiative of which they are unaware. If the RCS in London circulates early information, branches could be involved in writing to schools, universities etc.
- For 14 years, students in Hong Kong were allowed to submit entries to the Essay Competition. Since 1997, Chinese nationals have not been eligible to win a prize in the main competition. Hong Kong branch asked that all students be allowed to compete again. RCS London clarified that Hong Kong students can enter the competition, but if they are Chinese nationals they will only be eligible for a Hong Kong prize, kindly sponsored by the branch. If they have British National Overseas status, they will be eligible to win a prize in the overall competition.
- Most branches are run by volunteers and the limitations on their time, funds and expertise needs to be recognised.

- Many RCS London projects, with the exception of the Jubilee Time Capsule and advocacy work, are oriented towards young people. There is little on offer for 25 to 60 year olds and thought needs to be given to how we engage this age bracket.

### **Session 3**

**Monday 16<sup>th</sup>**

**1.30pm-3pm: The Future of Commonwealth Civil Society**

*A discussion on the importance and future development of Commonwealth Civil Society*

*Led by Danny Sriskandarajah*

Danny invited Paul Easton from the Commonwealth Foundation to give a short introduction to their work which is centred on strengthening and helping to facilitate Commonwealth civil society. The Commonwealth Foundation, one of three intergovernmental Commonwealth bodies, is concerned with the people's Commonwealth and with creating a space where Commonwealth citizens' voices can be heard. At CHOGM, for example, the Foundation organises the People's Forum. They also provide support to other Commonwealth organisations, by giving grants and facilitating citizens' interaction with the intergovernmental Commonwealth.

#### **Main Discussion Points**

- RCS branches rarely collaborate with other Commonwealth organisations with a couple of notable exceptions. It is clear that links within the Commonwealth 'family' of civil society bodies could be much improved upon. {A full list of all Commonwealth organisations, can be downloaded from: <http://www.thecommonwealth.org/Internal/174739/202045/directory/>}.
- These kind of relationships (with other Commonwealth bodies) could be crucial to the future of the RCS international network, particularly if the branch model dies out in the next 15 years to be replaced by a post-membership model. The question to be addressed is what the RCS branch network is going to look like in five, ten or 15 years time? It will almost certainly not match the model we see today.
- The values of the RCS haven't changed, but the way that we implement them may need to. The old membership model grew out of RCS branches being centred around Clubs and that has now mostly died out. There is no point pursuing this model any longer.
- The membership model will need to change in order to attract young people and the methods of communication will need to change. Young people are used to being connected to each other and to constantly updating sources of news and information. Young people need to feel like they are part of something which has a purpose; something which can give them a platform and a voice.
- It would make sense for the RCS branch network to link with the Friends of the Commonwealth network (administered by the Commonwealth

Foundation). Discussions to this end are to be pursued by RCS London and the Foundation.

- If the RCS's project alumni network is strengthened and integrated into the existing branch network, then many of the branches' current recruitment difficulties would be solved.
- There are issues to be addressed in terms of how the RCS in London relates to the branches. Is the RCS in London running things or are all branches equal members of one network working together towards common goals?
- The branch network is a means to an end: it is a tool for achieving our common aims; it is not an end in itself. Therefore we must be willing to update and adapt it so that it remains a useful tool for the organisation.
- The branch network lacks a strong, cohesive vision. For new people joining the network, it is not clear what the message of the network is, what its identity is and what will make young people want to be part of it. If someone was starting from scratch and designing the perfect branch today, what would it look like?
- The spirit of the RCS is the promotion of core Commonwealth values; how to promote those values and how to live them out. A critical role of the RCS network and Commonwealth civil society more broadly is to advocate for change and to hold governments to account.
- The RCS must also live the values of the Commonwealth and not just champion them: it is not just what we do that is important, but how we do it. It is the 'how' that will make us unique. It is through civil society organisations and initiatives that young people learn about democracies. The importance of projects such as Nkabom for young people is what it teaches them about how to behave and the possibilities that are open to them as engaged citizens.
- Living out our values is hugely important. Young people are always inspired by doing – by taking part in an RCS project, the Commonwealth and what it stands for is brought to life for them. It is rarely by reading about it that they are moved to get involved; it is by demonstrating what the Commonwealth is today and giving them the opportunity to play their part.

## **Session 4**

### ***Monday 16th***

#### ***3.30pm – 5pm: Expansion of the Commonwealth***

*How the Commonwealth can play a role in supporting new members via induction into common values*

*Led by Datuk M. Feisol, President RCS Malaysia*

The Commonwealth currently has 54 members; it needs to move and expand if it is to survive. Countries now often give more attention to regional bodies, so the Commonwealth must demonstrate its continued relevance. Already the Commonwealth has expanded to include countries with no previous connection to the British Empire, including Mozambique and Rwanda.

The common English language of the Commonwealth is a great asset; CHOGM is the only international conference where no interpreters are needed. It is a unique forum where small countries can talk to large; an association of equals. The RCS played an important role as many Commonwealth countries gained their independence in the 1950s and 60s and it can do so again by leading the way for bringing new countries into the Commonwealth.

That is why we are delighted to welcome the Vice President of South Sudan and his delegation to join us here today. {NB. This is an edited extract of Datuk Feisol's presentation.}

**Vice President of South Sudan, Riek Machar :** "I am honoured to be here with you today and grateful for the opportunity you have given my government to attend this forum for the first time. Until now, South Sudan has been a sub-nation of Sudan, itself not a member of the Commonwealth. But on 30<sup>th</sup> January 2011, the people voted in a referendum and 98.5% voted to be independent. 56 days from now, South Sudan will be celebrating its freedom.

We urge your governments to recognise our new state. We have already received such commitment from the African Union; we have secured our seat on the IGAD, the Intergovernmental Authority on Development; and we are hoping that on July 13<sup>th</sup>, the UN Security Council will lead this process by allowing us to participate in the UN General Assembly. Northern Sudan was the first to recognise the new state and many other countries are already establishing embassies in Juba.

I am very happy that you have set the ball rolling for the Commonwealth to recognise South Sudan. The Commonwealth is a forum for countries that respect democratic values. We are in transition: we have a draft constitution which will be in place by 9<sup>th</sup> July 2011. At midnight on that day, we will raise our flag. We are currently working on our National Development Plan which will be a roadmap for the next four years supported by international development partners. We have great enthusiasm for securing the recognition of the Commonwealth and membership of this association. Our government is young; its institutions are weak and our economy is underdeveloped. As a new member of the Commonwealth, we would seek support in terms of technical assistance, training and scholarships.

The expectations of our people are so high – they expect us to turn things around overnight. For us to meet these expectations, we have decided to attract foreign direct investment into our country, from both public and private spheres. We have tremendous potential in forestry, agriculture, livestock, wildlife, tourism, resources and minerals. Petronas, a Malaysian company, are already exploring and producing oil in Sudan. 85% of Sudan's oil production comes from South Sudan and we are the fourth largest producer in Africa. The priorities of our government lie in developing agriculture, our physical infrastructure, hydro-electric and affordable housing. We

are also working towards universal secondary education and adequate health care services.

Membership of the Commonwealth would assist us greatly in meeting all our goals and I hope that one day soon we will be welcomed into this family of nations. ” {NB. This is an edited extract from a longer speech}

### **Main Discussion Points**

- The difference between international bodies such as the UN and the Commonwealth is that the latter has a moral purpose. If a country becomes a member of the Commonwealth it is a powerful statement about its commitment to democracy, freedom of speech, the rule of law and human rights. Becoming a member of the UN is merely an observation of fact. If South Sudan demonstrates its commitment to the Commonwealth’s core values, then it will qualify for membership and heads of government will take the decision to admit it.

## **Session 5**

**Tuesday 17<sup>th</sup>**

**9am – 10.30am: Membership of the RCS International Network**

*A discussion including membership, communications and access to RCS London*

*Led by Danny Sriskandarajah*

### **Main Discussion Points**

- Membership varies hugely between branches in terms of numbers, price and benefits.
- There was a general consensus that branches need to offer more activities and opportunities that are attractive to young people (e.g. Youth Summits as already run in the UK and Nigeria, or youth exchange programmes)
- It was agreed that the forms of membership on offer need to be addressed. The current system in which each branch administers its own membership makes for a fragmented international network. It may not be a case of replacing traditional forms of membership, so much as supplementing them to create a broad spectrum of appeal.
- The RCS in London would like all branches to pass on the contact details of their members, so communication can be direct. The current system of emails from RCS London needing to be forwarded on by a designated representative is not working and much of the information which is circulated doesn’t seem to reach more than a handful of people.
- It was suggested that membership of the whole international network be centrally managed from London where the database and systems are already in place. A small fee would enable people to become an international member of the RCS, rather than a member of one branch. {Branches with venues

could charge extra for access.) This international network would have more appeal for new members; it would facilitate more efficient and effective communication; and it would lessen the administrative burden on branches.

- Many branches would like staff from the RCS in London to visit them once a year to see what programmes they are running and to facilitate engagement.
- The importance of understanding the generation gap which currently deters potential young members from joining branches was discussed. It was suggested that a new international network could have youth ambassadors.
- It was suggested that careful consideration should also be given to the value which international members and branches can add to the RCS's work so that their potential is maximised.
- Re-branding could create a consistent look across the branch network. The RCS in London should consider providing templates for branches to use.

## **Session 6**

**Tuesday 17<sup>th</sup>**

### **11am-12.30pm: The Future of the Commonwealth**

*A discussion on the future of the association, including an insight into the current work of the Eminent Persons Group*

*Led by Hon. Tun Abdullah Badawi, former Prime Minister of Malaysia and Chair of the Commonwealth Eminent Persons Group*

Tun Abdullah gave an overview of the work of the Eminent Persons Group (EPG) thus far and explained the process for submitting their report and recommendations to the 2011 CHOGM. He said that a decision on reforms is not expected to be made immediately at CHOGM; rather their report will be a proposal to be considered by leaders.

Tun Abdullah summarised the interim recommendations published by the EPG on 3 May 2011 on which the Group has invited comments and feedback {See Appendix 5 for a full version of this document.}

### **Main Discussion Points**

- Tun Abdullah explained the EPG's suggestion that a Commonwealth Charter be drafted. He said this would eliminate the need to keep repeating Commonwealth values in different declarations. The Commonwealth's fundamental values and principles would all be drawn together into one comprehensive document. Delegates questioned whether the Charter would have a legal personality and, if so, if that would not fundamentally alter the nature of the Commonwealth as a voluntary association. Questions were asked about whether this would be in the association's best interest.

- It was suggested that more time at CHOGMs be given back to the leaders' retreat where heads of government have time to reflect and engage with each other away from officials. It was agreed that this is one of the things which makes the Commonwealth unique and the tradition should not be lost.
  - In terms of the Commonwealth Ministerial Action Group (CMAG), it was agreed that the Secretary-General must be allowed to play an important guiding and advisory role.
  - It was suggested that the Commonwealth could have regional bindings in order to increase cohesiveness.
  - It was suggested that the opportunity and provision for Commonwealth leaders to meet more often than at each CHOGM every two years must be explored. In the modern world, an international association cannot wait two years to make decisions: this is far too slow.
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## **Action Plan**

The plans proposed below are based upon the findings of the 2010-2011 Branches Review process and on the outcomes of the 2011 International Meeting, as summarised in the report above.

**I. Re-shaping the international network.** Firstly, we propose a change to the fundamental structure of the branch network.

a) Currently, most branches retain a traditional membership model collecting (usually) very small payments from members which entitles an individual to membership of that particular branch. Each membership base is administered separately, creating an administrative burden and perpetuating the fragmented nature of our international network. This traditional membership model is, in itself, becoming increasingly outdated. Young people, by comparison to an older generation, are less likely to make such a formal commitment to something (particularly something local) unless the returns are obvious.

b) We suggest that one way of making the RCS membership proposal much more attractive would be for branches to phase out their existing individual membership schemes and instead offer membership of one international network. This network could be administered centrally by the RCS in London, without the need for us to upgrade our existing database or software. From a practical point of view, this would reduce the inefficiencies and unnecessary administrative burdens perpetuated by the current system and it would facilitate easy and direct communication with all members. But, more importantly, we suggest that the creation of one such global network would go a long way towards beginning to solve the recruitment difficulties and dwindling membership numbers faced by most branches.

c) Members of the network (existing and new) could of course retain their affiliation to a local branch and indeed these local hubs would be essential

tangible focal points of activity and community for the network around the world. But members would also become part of something much bigger – a network of people all over the Commonwealth (and beyond) committed to internationalist ideals and working together to realise common goals.

d) It is suggested that a standard annual membership rate is agreed (e.g. £30).

This would enable members of the international network to:

- gain access to an online community of fellow members around the world
- have opportunities to take part in, or help to plan, RCS programmes (whether locally or internationally)
- receive copies of an international newsletter and magazine

Resources permitting, we would also look to introduce other benefits to being a member of this network, including for example:

- a daily or weekly e-digest and analysis of the most important news stories from around the Commonwealth
- access to international exchange opportunities

e) Like the RCS in London, several branches operate clubhouses. We propose that those branches continue to offer more expensive membership packages to allow access to their facilities. For example, someone who wishes to become a full member of the RCS in London (with unlimited access to the Commonwealth Club) would pay us £200 for one year's membership. On top of this, we would offer them membership of our international network for a reduced rate of an additional £20. They could choose to take up or turn down the offer of international membership, depending on the nature of their interest and the member benefits they are most keen to secure.

RCS Malaysia branch, who also operate a private members club at Commonwealth House could offer a similar tiered membership. They would administer membership of RCS Malaysia and Commonwealth House, but they would pass the details of anyone who wishes to also become an international member onto the RCS in London for entry into our central database. For branches that do not operate a venue of any kind, the proposition is more straightforward.

f) Given that this proposal would represent a significant break with the current membership model, we would like to suggest a period of consultation during July and August 2011. We ask that all branches use this period to consult, ask us any questions or raise any concerns you may have regarding the proposed new system. **We ask that by 31st August 2011, you have informed us of your willingness or otherwise to switch to the new membership model.** Having taken into account the findings of this consultation period, in early September, we will circulate a full outline of any new membership system, including all practical details and look to phase this in over the coming 12 months.

**2. Strengthening the network.** Before the end of 2011, the RCS in London will seek to secure some seed funding (or in-kind support) which will enable us to allocate more staff time and resources to strengthening our international network. The exact nature of the work which this funding will enable us to carry out will, in part, be determined by the criteria of the fund to which we make a

successful bid. It will also in part be determined by whether – and how quickly – we move to the new network model outlined in Action Point I. However, we have identified three main priorities:

- a) the re-development of our website** (or a section thereof) which will enable us to create an online community and information sharing facility for our international network.

As well as a centralised information hub, our aim would be to provide each branch or local society with their own simple web page (where required). These pages would be branded consistently – giving a professional and unified look and feel – whilst being easily editable by designated branch representatives. In this way branches could regularly upload information about their own activities and enjoy the benefits of a professional, stable web presence without the cost or technical difficulties of creating and maintaining individual websites.

This section of our website would also offer a snapshot of the unique reach and diversity of our international network to the high number of visitors who use the RCS London website each month. This would increase the likelihood that our own members and international project alumni will seek to become members of the international network and/or make contact with RCS branches in their own regions.

A further aspect of this web development would be the introduction of secure online discussion forums. Such a facility would not only enable the RCS in London to post regular updates on our activities to the whole network, it would enable you to engage in discussion with us – and more importantly with each other – about your own work and the latest news from your own branch.

Discussion forums like this would help to stop isolated email exchanges between the RCS London and individual branches where the information shared and discussed does not reach the rest of the branch network. Instead, a branch could post their question to us in the discussion forum area (where everyone else using the forum will also be able to see it) and RCS London could give a response which will also be visible to other users. This would be a more efficient method of information sharing and it would facilitate constructive discussion between branches.

Being able to make contact, discuss ideas and build friendships with other like-minded people around the world would make our international network a much more attractive proposition to new members, including young people. Such a facility may also help to realise our international network's potential as an informal opinion polling tool and advocacy community.

- b) the delivery of in-country capacity building workshops** designed to address the specific challenges and needs of a branch, or grouping of branches, in a particular country or region. First, we would work with the branch to identify their current challenges, as well as to formulate how they

see their branch developing in the coming 12 months with sufficient support. (This may differ from branch to branch: some may be keen to establish themselves as a resource for local schools and youth groups, engaging with our educational projects or setting up initiatives of their own; others, particularly those with a venue, may want to build a sustainable business model or develop a public events programme.) We would then deliver in-country workshops before agreeing an appropriate programme of ongoing support. Resources would also be used to develop toolkits – based on the workshops – which could be disseminated to other branches around the network.

- c) **working in countries where the RCS currently has no branch** e.g. Rwanda to set up a new RCS hub. Not only would this help to broaden and strengthen the RCS's Commonwealth reach, but – starting with a blank slate – it could be an important way of testing what the ideal RCS hub of the future could look like. This may not resemble the traditional branch model as we now know it, but be something more fluid, based around an online community or advocacy network. Working in a new country in this way, may help to model the RCS international network of the future, as well as generating important lessons, and exciting new ideas, for our existing network.

**However, as we seek to secure funding and to move towards a new membership model, there are some immediate points for action which we would like to propose:**

**3. Building identity and vision.** It is clear that, at present, there is some confusion and lack of clarity regarding the modern identity, purpose and mission of the RCS (as a charitable organisation) and the role which its international network plays within that. We will seek to summarise this in a simple document which will be circulated to all branches within the next few weeks. We hope that this can be used not only as an internal document for branches to refer back to as they plan for the future, but as an external document which can be circulated to members and other interested parties.

**4. Branding the network.** Currently the branding of RCS branches is very inconsistent. We believe it would help to unify the identity of our organisation and help us to project a more professional and attractive image if all branches adopted consistent branding. If we move towards the membership model proposed in Action Point 1, branding for the international network will be designed centrally. However, for all continuing (or new) local hubs and branches, we will circulate logos which we propose should take the form of the example provided in Appendix 6. (This format is already used by a number of RCS branches.)

We will also provide some simple branding guidelines and any other materials (in electronic version) which branches require e.g. letterheads. If branches do not wish to adopt this branding, we ask that you inform us of your decision **by 31<sup>st</sup> August**. If there are ways in which existing branch branding that you are

reluctant to lose can be incorporated into a more consistent look and feel, we will endeavour to assist you.

**5. Communicating well.** It is clear that the current system whereby the RCS in London is only able to communicate through designated branch representatives is severely limiting our ability to engage with – and to mobilise – the branch network. There is also currently no system in place which enables branches to easily communicate with the rest of the network.

The change in membership model which we propose in Action Point I would go a long way to tackling this problem, since all contact details of members of the international network would be stored centrally. However, whilst we move towards this new model, we ask that branch representatives collect the contact details (preferably email addresses) of all their members, or those involved in their activities, and, after seeking their permission, forward them to the RCS in London **by 31<sup>st</sup> August 2011**. If any branches are not willing to share these details, we ask that you inform us of this decision. If any branch would like advice about the easiest way to collate and send email addresses, please do let us know and we will be happy to assist you.

**6. Involving branches in RCS London projects:** Prior to the launch of new initiatives, and at other appropriate stages of our projects, we will circulate simple briefing materials to all branches outlining the nature, timeline and purpose of the initiative. These briefing materials will include an FAQ sheet and specific, tailored suggestions for how branches could use the project to engage their members, communities, local schools or universities. They will include, where appropriate, template press releases which can be adapted by branches to their local context before being disseminated to local, regional or national media. Each pack will also include copies of dissemination materials such as posters or flyers. Where funding permits, we can send these in hard copy upon request.

As far as possible, we will endeavour to circulate this information to branches sufficiently far in advance of any launch to allow branches time to prepare and plan ahead. Particularly where projects are seeking to engage people in countries where we have a branch presence, we will consult branches during the planning stages of any new initiative.

Having provided this information, we will ask that branches do whatever is within their capabilities to promote the initiative in their own country or region. This may range from writing to the Head of every school to simply taking some flyers into a few local schools and asking to speak to a teacher. In return, we also ask that if branches are planning to launch any significant new initiative of their own, that they share that information with us sufficiently in advance. This will enable us to support you with publicity, to share the information with the rest of the branch network and to ensure that we integrate these international activities into the public profile and messaging we present as an organisation.

**7. Integrating project alumni into the international network.** Our branch network and our project alumni are two international communities of the RCS which at present exist almost completely separately from one another.

Given the challenges facing many of our branches in attracting new and younger members and given that many of our project alumni express a wish to continue their engagement with the RCS in their own contexts, we propose that all possible steps are taken to achieve an integration of the two communities. We suggest that a move towards the membership model proposed in Action Point 1 would greatly assist with this integration. Young project alumni could be appointed as youth ambassadors for the RCS international network, tasked not only with raising the profile of our work around the world, but with attracting other young members.

**8. Linking with other Commonwealth networks.** Very few branches currently link with other Commonwealth and related organisations working in the same country or region. A list of all such organisations (including contact details) is attached with this document. We encourage branches to set up meetings to explore how you might work together in future.

Linking our international network to other existing Commonwealth civil society networks could also be one way to strengthen our numbers and reach. The Friends of the Commonwealth network, administered by the Commonwealth Foundation, is one such potential partner. A move in membership model towards one international network (as proposed in Point 1) would facilitate links with partner networks such as this. The RCS in London will initiate discussions with the Friends of the Commonwealth Network.

Please direct all feedback and questions to Joanna Bennett, Head of External Affairs, RCS London: [international@thercs.org](mailto:international@thercs.org) / +44 (0) 20 7766 9230.

Appendix I

Title	First Name	Last Name	Position	Branch/Organisation	Email address
Dr	Chris	Nonis	Deputy Chairman	RCS London	
Baroness	Usna	Prashar	President	RCS London	
Mr	Peter	Kellner	Chairman	RCS London	
Dr	Danny	Srisandarajah	Director	RCS London	danny@thercs.org
Mrs	Joanna	Bennet	Head of External Affairs	RCS London	joanna.bennett@thercs.org
Ms	Elaine	Crisp	Office Manager and PA to Director	RCS London	elaine.crisp@thercs.org
Dr	Brian	Brewer		RCS Hong Kong	sabrian@cityu.edu.hk
Dr	Verner	Bickley, MBE		RCS Hong Kong	vbickley@hkbu.edu.hk
Dr	Gillian	Bickley		RCS Hong Kong	vbickley@hkbu.edu.hk
Mrs	Joan	Campbell	Chairman	RCS Hong Kong	jocamp@netvigator.com
Mrs	Jennifer	Walton	President	RCS Jersey	walton.jenny@hotmail.com
Mr	A.J.M. Enamul	Islam	Secretary General	Commonwealth Society of Bangladesh	ajm.islam@gmail.com
Mr	Rashidul	Hasan Khan		Commonwealth Society of Bangladesh	
Mr	Mohammad Mumtaz	Hussain		Commonwealth Society of Bangladesh	
Mr	Mokammel	Haque	Former Director, Commonwealth Secretariat	Commonwealth Society of Bangladesh	mmh1938@gmail.com
Mr	Enam Ahmed	Choudhury		Commonwealth Society of Bangladesh	anamchoudhury@yahoo.com
Mr	Tarvir	Khan	Dir. Gen. South Asian Centre for Climate Change	SACCC (RCS Bangladesh)	ianvirrawazkhan@hotmail.com
Mr	Malcolm	Furber	Chairman	RCS Bath and District Branch	thomas.malcolm@hotmail.co.uk
Ms	Emma	Harris	Secretary	RCS Bath and District Branch	emmaharris3@googlemail.com
Dr	Elmo	Jacob		RCS Australian Capital Territory (Canberra)	elacob@newton.com.au
Mr	Richard	Hickman	Secretary	RCS Australian Capital Territory (Canberra)	hickman2@bigpond.net.au
Mrs	Maureen	Hickman		RCS Australian Capital Territory (Canberra)	hickman2@bigpond.net.au
Mrs	Leonie Elizabeth	Lawsom MNZM	Auckland President	RCS Auckland Branch Inc	lawsom@xtra.co.nz
Mrs	Margaret Helen	Russell	Secretary/Treasurer	RCS Auckland Branch Inc	margaret.russell@xtra.co.nz
Mrs	Francene	Leaversuch	Chief Executive Officer	The Royal Life Saving Society	commonwealth@rlss.org.uk
Mr	David	Beale	President	RCS New South Wales, Australia	rcsnsw.dpb@gmail.com
Mr	Paul	Easton	Head of Communications & Resource Development	Commonwealth Foundation, UK	p.easton@commonwealth.int
Mrs	Rachel	Edmonds		RCS Victoria Branch, Australia	raedmonds@bigpond.com
Mr	Lord	Byrne		RCS Victoria Branch, Australia	
Mr	John	Colston	Hon. Secretary	RCS Victoria Branch, Australia	rcsvic@bigpond.com
Mr	Juris	Gulbis	President	RCS Fiji Branch	iqulbis@gmail.com
Chief	Te Moli	Venaos-Goiset	Vice-President	RCS Vanuatu Branch	
Mr	George	Naurai		RCS Vanuatu Branch	
Mr	Vu A.K.	Saken	Treasurer	RCS Vanuatu Branch	
Mr	Shivapathasundaram	Yogendranathan	Hon. Secretary	Commonwealth Society of Nigeria	shyogent@hotmail.com
Mr	Stanley	Akano		Commonwealth Society of Nigeria	rcsabula@yahoo.com
Mr	Mohammed Ahmed	Momodu		Commonwealth Society of Nigeria	rcsabula@yahoo.com
Prince	Musa	Abubakar Abutu		Commonwealth Society of Nigeria	rcsabula@yahoo.com
Mr	Blackson	Olaseni Bayewumi	National Co-ordinator	Commonwealth Youth Org of Nigeria	cyorg_nig@yahoo.com
Mr	daewin How	Zean Shlung		Nkabom 2008 Malaysian delegate	daewinson@hotmail.com
Mr	Amran	Pawanchik	Manager	RCS Malaysia Branch	manager@rcs.org.my
Dato	Ismail	Hutson	Chairman	RCS Malaysia Branch	
Ms	Felina	Feisol	House & Grounds Governor	RCS Malaysia Branch	felinafelisoi@yahoo.co.uk
Datuk	Muhammad	Feisol Hassan	President	RCS Malaysia Branch	
Ms	Josephine	Tang	Communications Executive	RCS Malaysia Branch	communications@rcs.org.my

## Appendix 2

### A Timeline of the Royal Commonwealth Society

**1868:** Founding of the Colonial Society

Objectives:

- To occupy as regards the Colonies the position filled by The Royal Society with regard to science, or the Royal Geographical Society with regard to geography
- To open a lecture hall, library and reading room, and a museum of science, industry and commerce as soon as the funds of the Society will allow, where the natural products and resources of the Colonies will be exhibited
- To afford opportunities for the reading of papers, and the holding of discussions upon colonial subjects generally
- To provide a place of meeting for colonials and all those interested in the colonies and to facilitate the interchange of experiences
- That the Colonial Society will be entirely non-political (in terms of party politics)

**1868:** With the intention of beginning its library collection, the Council petitions colonial governments for parliamentary and financial papers

**1869:** The Colonial Society becomes The Royal Colonial Society, but the Royal College of Surgeons object that the initials RCS will cause confusion.

**1869:** Having failed to secure rooms in Somerset House recently vacated by the Society of Antiquaries, the Society leases rooms in Victoria Chambers, Victoria Street

**1869:** The Society already has more than 200 members, known as 'Fellows'. Fellows who live in the UK are classed as resident; those outside the UK, non-resident. The Council rejects the idea of setting up branches in other countries and instead advocates having a Corresponding Secretary in each colony who will communicate with the Institute and supply local information.

**1869:** The Society leases rooms at the Westminster Palace Hotel and the hotel management reduces the cost of accommodation for Fellows

**1870:** The Royal Colonial Society becomes The Royal Colonial Institute

**1870:** The Institute leases rooms in the Union Bank of London premises on Suffolk Street

**1870:** The Institute publishes the first in a series of annual volumes ('Proceedings of the Royal Colonial Institute') containing reports of the papers read at meetings and discussions which followed. Most of the papers are also printed in pamphlet form and often published in the European Mail (newspaper)

**1871:** The Duke of Manchester succeeds Viscount Bury as President and states that he is anxious to preserve the Institute's character as a learned society and not a social club

**1872:** The Institute leases rooms at Number 15 Strand, often described as a "poky hole over a shirt shop in the Strand".

**1872:** The Institute introduces a new category of membership: the Honorary Fellow

**1874:** The Institute has 420 members and an annual income of £906

**1874:** The Institute hosts its first annual conversazione. The event consisted of music and an exhibition of objects of colonial interest, loaned for the evening. This would become a highlight of the London social scene (by 1882, over 2,000 people would attend)

**1875:** The Institute petitioned the Colonial Secretary to support the establishment of a Colonial Museum (one of the Institute's founding objectives). Attempts to set up such a museum dragged on for many years.

**1876:** The Institute's Council considers allowing female members

**1878:** The Prince of Wales accepts the presidency of the Institute

**1880:** The Institute's Library Committee meets for the first time

**1881:** The Institute appoints its first salaried librarian

**1882:** The Institute is incorporated under Royal Charter. By this time, the question of forming a corporate body had become of paramount importance because the Institute could not legally possess property unless it became incorporated. The Council opted for Royal Charter even though it was more expensive than an Act of Incorporation.

**1882:** The Institute has 1,613 members and an income of £3,236

**1883:** The Institute secures an 80-year lease on the Northumberland Avenue site

**1883:** The Council is keen to see the Institute improving the younger generation's knowledge of Empire. The Essay Competition is launched (in the UK only). The response is disappointing – only 36 entries and most of them of a poor quality.

**1883:** The Institute campaigns to see colonial affairs introduced into the school curriculum and helps to publish some new textbooks on the subject

**1884:** The Institute has more than 2,000 members and an income of £4,539

**1884:** The Essay Competition is abandoned after a poor response

**1885:** A new 6 storey building is completed on the Northumberland Avenue site. The Council decides to lease out the 3 upper floors to the Admiralty and the Institute occupies the lower 3. No provision is made for serving refreshments since the Council Chairman says the Institute is “more in the form of a scientific and literary association, and not of a club”, whereas this proposal “would convert it into a club”.

**1886:** The Institute acquires the freehold to the Northumberland Avenue site (after borrowing £35,020). The debt incurred so alarms the finance committee that 3 of its members resign. In fact, after careful economy, the debt is paid off 20 years in advance of the original 1926 deadline.

**1887:** The Institute’s library collection has grown to more than 5,000 volumes and nearly 2,000 pamphlets

**1888:** The Imperial Institute is established in South Kensington with the blessing of the Institute’s Council. (This was not the Colonial Museum they had been pushing for, but a compromise.) At first, attempts are made to merge the governing bodies of the two organizations, but to no avail. The Institute becomes wary of being absorbed by the new Imperial Institute and decides to maintain strict independence.

**1888:** The Institute has 3,000 members and an income of £6,581

**1890:** The Institute publishes its first monthly journal, including papers, adverts, notice of forthcoming events, comments by the librarian on new books and some illustrations

**1892:** The Institute’s membership is made up predominantly of those in the armed forces, the clergy and professional and landed classes. Nearly a third of the governing body belongs to the peerage or royalty and another third are knights. It has 3,775 members.

**1894:** Council invites a woman to read a paper at an Institute meeting for the first time. This caused such a stir that it secured two columns and an editorial in The Times.

**1907:** The Institute’s library now holds 70,000 books and is recognised as the best in the British Empire on colonial affairs

**1908:** Morale at the Institute is low. The Council are seen as having become staid, cautious and effete. A movement from the fellows seeks to democratise and revitalise the organization and heralds significant change. But its final report, whilst recommending that efforts are made to brighten and popularise the Institute, calls for its status as an intellectual body to be maintained at all costs: “in no way should it be allowed to degenerate into a second-rate club”.

**1909:** The Institute has 4,427 members and an income of £7,434. All Rhodes scholars begin to be admitted to honorary membership during their time at Oxford.

**1909:** Ladies are admitted to the Institute as associate members (but not Fellows).

**1909:** The Institute starts to host a programme of business lunches and talks in the City. The monthly journal is expanded to include more material and is renamed, United Empire. A salaried editor is appointed for the first time.

**1910:** The Institute takes over all 6 floors of the Northumberland Avenue building and carries out refurbishment. Accommodation for members is now comparable to that of any other club in London. The main entrance is in Northumberland Av. Off the hall on the ground floor is a reception room, lounge and writing room. The library occupies the whole first floor, the newspaper and magazine room the second, the council room and smoking room the third, and on the fourth are rooms in which students can do research, as well as offices for the editorial staff of the monthly journal and for the empire lectures department. Coffee and afternoon tea, but not meals or stronger beverages are supplied on the premises.

**1910:** Council sanctions the idea of forming local centres or branches in the large cities of the UK, the West Indies, Ceylon and India

**1912:** The Institute publishes a yearbook which would be produced annually until 1916

**1912:** The first branch of the Institute is opened in Bristol. The Institute's regulations state that a branch must have 100 fellows before it can be classed as such. (Before that, it is a local committee.)

**1913:** The first overseas branch is created in Christchurch, New Zealand

**1913:** The Essay Competition is revived and opened to entrants beyond the UK

**1914:** By this time, the Institute is clearly recognizable as predominantly a social and educational body (whose political influence is now minimal). By this point, it hasn't fulfilled the founders' original objective of establishing a colonial museum, but it has fulfilled the other objectives of providing a meeting place for those connected with the overseas empire, of establishing a reading room and library, of facilitating the interchange of experiences and of affording opportunities for reading papers and holding discussions on imperial affairs. Despite having carved out a valuable educational role, the Institute remains an exclusive, conservative organisation that has not regained the clear sense of purpose that inspired its foundation and early years.

**1915:** The Institute has 10,904 members and an income of £13,306

**1916:** An Institute branch is opened in Leicester and within the next two years, branches open in Birmingham, Brighton, Manchester, Sheffield, Cambridge and Liverpool

**1918:** The Institute has 13,700 members

**1918:** Council resolves that the acceptance as Fellows of 'Asiatics and men of colour' should be treated on a case by case basis

**1919:** Council invite 6 specified Indian princes to become Vice-Presidents of the Institute

**1919:** Vancouver Island branch opens

**1919:** The Institute has 14,700 members

**1919:** A new premises fund is inaugurated at a dinner

**1919:** The Institute begins to host a regular programme of afternoon and evening talks in Caxton Hall and the Central Hall, Westminster. These are of reasonable intellectual level, but not as substantial or detailed as they had been in the 19<sup>th</sup> century. A newly formed House and Social committee begins to organise afternoon teas, dances, excursions, recitals, billiard tournaments and outings to sporting and social events. The Council is concerned that, under the pressure of financial difficulties, learning and research is being subordinated to the development of social amenities and activities. Since its inception, the Society has operated a double role: as a forum for serious discussion and as a club for bringing together people from all parts of the empire. In the 19<sup>th</sup> century, the first role predominated, but by the end of the 1<sup>st</sup> World War, the social side had grown in importance.

**1920:** The Institute has more than 15,000 members

**1922:** Branches have opened in Victoria, New South Wales, South Australia, Queensland and Tasmania

**1922:** The Institute takes control over The Empire Day Movement

**1922:** Ladies are admitted as Fellows of the Institute

**1923:** A syllabus for the teaching of empire history and geography is prepared, forwarded to the Board of Education and circulated throughout the Empire

**1925:** The Council Chairman warns that the provision of additional club facilities must not be allowed to obscure the Institute's primary purpose – to be an educational agency

**1927:** The Inland Revenue withdraws the Institute's income tax exemption on the grounds that it is no longer a charitable organization, but a social club

**1928:** The Royal Colonial Institute becomes The Royal Empire Society

**1928:** By this time, the Society has nearly 2,000 female members. For the first time, a lady is elected to the council.

**1930:** Mrs Walter Frewen Lord, widow of the author of several books on imperial history, donates £500 for the Society to provide an annual prize of £25, in memory of her husband, for the best essay on any subject in British imperial history by an undergraduate or graduate of not more than four years standing.

**1930:** The Society's income tax exemption is reinstated following an appeal. The Council expresses a hope that the balance between learning and discussion on the one hand and social activities on the other would be restored.

**1930:** The Society has more than 18,000 members. Efforts begin to attract younger members. Even at this stage, Council feel it is advisable to ensure that not too large a number of coloured persons are elected.

#### **1930: A branch opens in Montreal**

**1933:** The Society's membership has dropped to 15,400 following the economic depression

**1934:** After 15 years of appeals, the premises fund set up in 1919, amounts to nearly £100,000. After also acquiring a neighbouring building, the Society decides to rebuild its headquarters according to plans by architects Sir Herbert Baker and A.T Scott. A new appeal for a further £100,000 is launched.

**1934:** A Labour-controlled London County Council issues a circular to schools proposing that Empire Day should be observed as Commonwealth Day. The Society's Chairman opposes the idea and expresses his regret that London County Council should have implied to the people of the UK that 'empire' was a word that could be usefully discarded. "Whatever any authority in this country may do", he declares, "let me say here and now that under no possible circumstances are we going to call ourselves the Royal Commonwealth Society".

#### **1935: Auckland branch opens**

**1935:** The Society's library collection has grown to more than 244,000 items

**1935:** The foundation stone of the new Baker/Scott building on Northumberland Avenue is laid by the Prince of Wales

**1935:** A junior section of members is established for those under the age of 24, known as 'Companions'

**1936:** The new building on Northumberland Avenue is formally opened by the Duke and Duchess of York

**1939:** The Society has 20,200 members

**1941:** The Society's building in Northumberland Avenue is hit twice by high explosive bombs. One member is killed, three people injured and the building severely damaged. An estimated 35,000 volumes and 5,000 pamphlets and

documents are lost from the library. After several weeks of repairs to make it habitable, it reopens to members

**1945:** The Society looks uncertain of itself: many of its functions are being filled by other organizations and it is perplexed by the changing nature of the Commonwealth and Empire it is supposed to serve. It is clear already that its name has become an anachronism.

**1946:** The Society establishes an Information Bureau to answer queries about Commonwealth countries and to publish papers on individual territories. The Bureau loans visual aids to schools – film strips, charts, maps and posters – to illustrate lessons on the Commonwealth

**1947:** Having spent 17 years as a local committee because it had less than 100 Fellows, Bath becomes a branch

**1947:** The Joint Commonwealth Societies Council is established and its secretariat is housed at the Society. The Council's primary function is to promote Commonwealth Day celebrations in London and distribute a Commonwealth Day message worldwide.

**1957:** Restoration work following damage sustained to the Society's building during bombing raids of 1941 is completed

**1957:** Only 3 months after Ghana gains its independence, Prime Minister Kwame Nkrumah visits the Society. This would be the first of many receptions held at the Society for dignitaries from newly independent countries.

**1958:** The Royal Empire Society becomes The Royal Commonwealth Society. The name of its journal is changed from 'United Empire' to 'Journal of the Royal Commonwealth Society'.

**1958:** VSO is founded by the Secretary of the RCS's Commonwealth Studies Committee and begins its life in the basement of the RCS. It remains there for the first 6 years of its existence.

**1963:** In a book on the future of the Commonwealth, Lord Casey, an Australian with long experience of political life and Commonwealth affairs, writes that "many of (the Society's) social and other activities – and the addresses made under its auspices – represent nostalgic recollections of the glories of the past, not anxious constructive looking-forward into the future of the Commonwealth. If the Society should decide to change direction, to look forward and not back, to become a militant body, hammering day in and day out at Governments and all concerned to get imaginative things done, designed to create cohesion amongst the Commonwealth countries, it could have substantial influence on the future health and welfare of the Commonwealth."

**1964:** A supplemental charter for the Society provides for the establishment of autonomous branches in independent Commonwealth countries. Most of the branches in Canada, Australia and New Zealand apply to become autonomous.

**1964:** The Society launches a group project competition designed to foster partnership both within and between schools. Schools are invited to enter one or more teams each and any school can, if it wishes, combine in a group with another school anywhere in the Commonwealth. Each team is required to compose a report in essay form on a piece of research concerned with the Commonwealth and carried out co-operatively. By 1966, groups from 37 schools in 10 countries enter the competition.

**1965:** The Society organises the first conference of Commonwealth Professional Associations which leads to the formation of the Commonwealth Foundation. Progressively, it helps to form a number of Commonwealth non-governmental organisations including the Commonwealth Youth Exchange Council, the Commonwealth Magistrates Association and the Commonwealth Human Rights Initiative.

**1965:** Kenneth Kaunda, the then President of Zambia, gives a controversial address at the Society. He compares the situation in Rhodesia to that of Hitler's Germany and advocates the use of force.

**1965:** The Society organises the first Commonwealth Interchange Study Group (CISGO) to Canada for young business and professional men and women. The scheme continues annually for a number of years, visiting the regions of the Commonwealth and becoming more international. A multinational group visits the Common Market countries just before Britain joins.

**1966:** The Society organises the first multi-faith Commonwealth Day service of affirmation in St Martin-in-the-Fields. (It had previously been a Christian celebration). Subsequent Observances would be held at the London Guildhall and, from 1972 onwards, at Westminster Abbey.

**1967:** A 'Nudge Committee' of 6 members is formed under the Society's sponsorship to combat public apathy towards the Commonwealth and attempt to influence governments and official bodies on matters affecting the Commonwealth relationship.

**1967:** By this time, the Society has 41 branches, of which 8 are in the UK, 2 in the Channel Islands, 9 in Australia, 7 in Canada, 4 in New Zealand, 3 in South Africa, 2 in Rhodesia, and 1 in Bermuda, Ceylon, Fiji, Kenya, Nigeria and Malaysia. The Commonwealth Society of Singapore is an affiliated organization and there are 46 honorary representatives.

**1968:** In its 100<sup>th</sup> year, the RCS is suffering financial problems (its overdraft stands at £37,000), a lack of members and a crisis of identity caused by the changing nature of the Commonwealth. It sells a major part of its library collection (the William Westall Drawings) to the National Library of Australia.

**1970:** The Society's journal becomes known as 'Commonwealth: the journal of the Royal Commonwealth Society'.

**1973:** The National Council in Canada of the RCS writes to Prime Minister Pierre Trudeau to suggest that Commonwealth Day should be observed on the same day throughout all countries of the Commonwealth. This is approved at the 1975 CHOGM. In 1976, the Canadian proposal of the second Monday in March is adopted (because it is when most schools in the Commonwealth will be in term time enabling children to celebrate together).

**1977:** The Society organises a major programme to celebrate The Queen's Silver Jubilee, including speeches by 4 Heads of Government during the London CHOGM.

**1985:** The Society is commissioned to produce "The Commonwealth in Focus", a history of the Commonwealth in photographs, using some of the Society's historical archive, for the Brisbane Commonwealth Games. It also helps to organise the Commonwealth Arts Festival.

**1980/90s:** The Society runs a series of meetings on South Africa, now considered to have made a major contribution to the international debate. The events are attended by politicians from all parties, academics, businessmen and journalists. Speakers include Oliver Tambo, Thabo Mbeki, Sempe Terreblanche, Chief Buthelezi, Desmond Tutu and many others.

**1986:** The Society's journal is discontinued.

**1988:** The controversial and much criticised Tysoe Radley Report, commissioned by the Society to advise on achieving financial viability, suggests the library is "a dead thing"

**1990:** The Society is asked by the African National Congress to host the first press conference by Nelson Mandela upon his first visit to Britain following his release from prison. The Society then organises a second when Mandela returns to Britain for a more formal visit.

**1990:** A young Susan Rice is awarded the Walter Frewen Lord prize. (In 2008, Rice is appointed the US Ambassador to the United Nations.)

**1991:** It becomes clear that the Society's financial problems are far more pressing than had been thought. Besides the building, the library is the Society's major asset. The Council closes it by the end of the year and considers selling up. A flood of press attention kick starts a fundraising appeal

**1993:** Facing financial ruin after a period of mounting difficulty, a national appeal raises £3million (under the chairmanship of Sir Patrick Sheehy) to save the RCS's archive and extensive library collections. The Appeal buys the library from the Society and gifts it to Cambridge University. The RCS is able to clear its debts and redevelop its property.

**1997:** The Society organises the first Commonwealth Peoples Centre for the Edinburgh CHOGM. The People's Forum is now an accepted part of CHOGMs everywhere.

**1998:** After extensive building work (and an arrangement with the apartment hotel occupying No. 18/21 Northumberland Avenue), a new clubhouse for the Society, the Commonwealth Club, is opened

**2003:** It is 120 years since the Essay Competition first began, with less than 40 entries. More than 50,000 young people from all over the Commonwealth now participate every year.

**2006:** The Society extends its club facilities into three floors of the neighbouring property at 25 Northumberland Avenue. The new extended building is opened by The Queen.

## **Appendix 3:**

### **Vision Paper**

#### **The Future of the RCS's International Network**

##### **Introduction**

The formation of branches constitutes an integral part of the RCS's core charitable remit. Our Royal Charter states that:

“The Society's objects...shall be to promote within our United Kingdom and overseas the increase and spread of knowledge respecting the peoples and countries of the Commonwealth and their cultures.” It also states that one way the Society is mandated to achieve this aim is by encouraging “the formation of branches of the society and of autonomous Commonwealth societies within member countries of the Commonwealth or elsewhere”.

Thus the RCS's international network is at the very heart of its vision today: “To promote international understanding through our membership, educational programmes, events and publications, thereby helping to raise the profile of the modern Commonwealth and the values that underpin it.”

Encompassing 10,000 members spread across five continents, the Society's global network is one of its greatest assets. The purpose of this Vision Paper is to explore ways in which we can strengthen this extraordinary network further.

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##### **The Current Situation**

In 2011, the RCS' International Network consists of 58 branches and affiliated societies and 14 RCS Honorary Representatives and RCS Contacts, spread across 46 countries and territories.

In April 2010, surveys designed to determine the current health, demographic and main activities of the RCS's international network were sent to all branches, all Honorary Representatives and individual branch members. Responses were received from 30 branches, 5 Honorary Representatives and Contacts and 59 individual members.

Key statistics that emerged from these surveys included:

- Average number of members per branch: 79 (Average number of active members per branch: 25).
- Average age of branch member: 60-70 years old.
- Most popular branch activities: Commonwealth Day celebrations; involvement in the Young Commonwealth Competitions, most notably the Essay Competition; celebrating the Queen's birthday; and joint activities with other Commonwealth organisations.

- Methods of communication: 9 out of the 25 branches who responded to this question have a website. In the majority of branches, less than 20% of members have email. Newsletters are most often sent by post.

The surveys highlighted some particular areas for concern:

- We have a rapidly declining total and active branch membership.
- The average age of our branch members is increasing.
- With a few isolated exceptions, there is very little evidence of interest from young people in joining our branches.
- Branches' activities are largely ceremonial or formal in nature (and therefore less likely to attract younger people).
- Branches' methods of communication and the messages relayed are often irrelevant for a young audience.

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## **An International Network for the 21st Century**

We believe that the rich potential of the RCS international network is currently largely untapped. If the sustainability of this network is to be secured, a bold vision will need to be matched by equally bold action. There is much to be done if our vision of a modern network fit for our interconnected and interdependent age is to be realised.

Our branches are vital to our work. As well as offering members valuable socialising and networking opportunities, we see branches as being:

1. Crucial to our ability to promote friendship between peoples around the world and to facilitate constructive engagement between cultures.
2. Key to ensuring the RCS's focus and impact is truly international.
3. Important in adding value to our projects, for example offering international internship and professional development opportunities for project winners, and supporting cross-generational networking and volunteering opportunities.
4. Acting as in-country hubs for RCS project alumni, ensuring that we maintain these valuable links and offer real opportunities for continued engagement with the RCS beyond the life of our projects.
5. A potentially powerful campaigning network to support the RCS's aims of promoting the values and ideals of the modern Commonwealth and lobbying around particular issues.
6. A possible aid to RCS fundraising efforts, facilitating relationships with donors including governments and individuals, as well as offering financial and in-kind support to projects.

7. Important ambassadors representing the RCS around the Commonwealth, promoting our initiatives and assisting with recruitment for projects, as well as providing invaluable logistical and operational support for our international activities.

It is equally vital that the RCS in London supports its branches and, in this regard, there are several ways that we envisage our role could develop by:

1. Providing more tangible links to a global community, for example through daily e-digests of media comment from around the Commonwealth.
2. Improving our communication with branch members, for example through collecting all member email addresses to ensure all correspondence is received by each branch member.
3. Building and facilitating an online community of international friendships, business contacts, and pen pal links.
4. Linking membership of our branch network more closely to gaining access to opportunities including internships, networking and the chance to participate in our projects, thereby making it more attractive to a younger generation.
5. Offering the opportunity to take part in, and help to organise, a range of projects and campaigns; the chance to really make a difference in the lives of individuals across the Commonwealth, particularly its young people.
6. Maximising – or to some extent recovering – the prestige associated with being a member of this network, for instance by re-introducing ‘Fellowships of the RCS’.

We envisage the RCS international network of the future as transcending geographical locations to be a wider association of people who are simply interested in the Commonwealth and the world. There is great potential for integrating the RCS network with other similar Commonwealth civil society and professional networks, such as the ‘Friends of the Commonwealth’ network administered by the Commonwealth Foundation.

If we are to achieve any of the potential outlined above, it will be vital that the RCS is able to communicate effectively with the full network, as well as members of the network being able to communicate with each other. Our aim is to facilitate a genuine, exciting cross-fertilisation of ideas across the Commonwealth with the role of the RCS in London being to provide the space and framework for this exchange and communication to take place.

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## **Next Steps**

This Vision Paper is intended to act as a starting point for discussion, rather than as a practical outline for how we will move forward. The paper will be used as a stimulus at the International Meeting in Kuala Lumpur, and we would like all members of our branch network to contribute reactions, views and ideas. We will collate your

responses and take into account the outcome of the International Meeting before submitting a comprehensive proposed action plan in early June 2011.

Please send your feedback to Joanna Bennett at [international@thercs.org](mailto:international@thercs.org) or by telephone on +44 (0)20 7766 9230.

## Appendix 4: Presentation on RCS (London) projects



### RCS PROJECTS

The RCS seeks to promote international understanding through a range of pioneering pan-Commonwealth projects

Through our portfolio of innovative youth programmes, events, and research and advocacy campaigns, we aim to raise- and shape- the profile of the modern Commonwealth



### RCS YOUTH PROJECTS

Our youth projects encourage young people across the Commonwealth to develop their skills, to realise their ambitions and, with an increased awareness of their role as global citizens, to engage with key challenges facing the international community

[www.thercs.org/youth](http://www.thercs.org/youth)



### Nkabom

Nkabom is a unique youth leadership programme that unites 18-25 year olds from across the world in an intensive fortnight of activities

Nkabom engages young people in international issues; fosters friendships between people from diverse backgrounds; and develops a network of pioneering, proactive young leaders

[www.thercs.org/youth/nkabom](http://www.thercs.org/youth/nkabom)



### Youth Summits

Commonwealth Youth Summits bring together UK students aged 14-18 for workshops and in-role debates as Commonwealth leaders

The programme is designed to promote understanding of international issues and to develop young people's leadership, public speaking and literacy skills

\* We have developed a Youth Summits DIY toolkit which will enable branches and/or schools to run a Summit anywhere in the world.  
[www.thercs.org/youth/teachersresources](http://www.thercs.org/youth/teachersresources)



### Educational Resources

The RCS has developed a new set of teaching resources for secondary schools. They are available for free on our website as well as on CD and in hard copy

The resources will cover a range of topics in a fun, interactive way, encouraging students to get thinking about big global issues

[www.thercs.org/youth/materials](http://www.thercs.org/youth/materials)



### Commonwealth Competitions

Recognising and encouraging creative talent in young people across the Commonwealth in writing, film and photography, these awards ask participants to respond imaginatively to a particular theme

2011's competitions follow the Commonwealth theme 'Women as Agents of Change'

[www.thercs.org/youth/competitions](http://www.thercs.org/youth/competitions)

### **\*Commonwealth Competitions – additional notes slide**

In 2009, the RCS re-launched its essay, film and photography competitions as the 'Young Commonwealth Competitions'. The timetable for the competitions is as follows:

- November: Topics are released
- January: entries open for 5/6 months
- May, June & July: Competitions close
- July & August: judging
- September: prize winners notification

For the first time in 2010, we flew 12 winners to a Gala Awards week in London. In conjunction with this, we simplified the prizes, so there are now Gold and Silver awards and the top winners are flown to a Gala Awards week. We also amended the competitions so that they would all take the Commonwealth theme for the year. This meant that in 2010, all the entries were on 'Science, Technology and Society'; this year, they are on 'Women as Agents of Change'; and next year's theme will be 'Connecting Cultures'.

Entries can still be mailed to us, but can also now be made online via our website. This has proved very successful: in 2011, more than two thirds of entries have come in online. We are also looking at our judging process and trying to ensure that it is not so London-centric in future.





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## Jubilee Time Capsule

This innovative online project to celebrate Her Majesty's Diamond Jubilee in 2012 engages people in their country's history over the past 60 years, narrows the digital divide, and creates a unique way of looking at the Commonwealth through a powerful historical archive and a series of teaching resources

[www.jubileetimecapsule.org](http://www.jubileetimecapsule.org)



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## Me and My Net

Me and My Net is a creative competition that encourages young people to think about the importance of mosquito nets in the fight against malaria

This project will enable school students to engage with malaria in a positive and proactive way, whilst developing their creative skills and international understanding

[www.meandmy.net](http://www.meandmy.net)



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## Commonwealth Diaspora Dialogues

Launched in January 2011 with a trip to Sri Lanka, this project aims to build bridges between Commonwealth Diasporas and their countries of origin

It also builds leadership skills amongst Diaspora youth and nurtures positive connections between Commonwealth countries



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## RCS EVENTS

For more than 140 years, the RCS has been a centre for the exchange of ideas

We organise regular events in London and, through our branch network, throughout the Commonwealth

[www.thercs.org/society/events](http://www.thercs.org/society/events)



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## Public Events

In 2010 the RCS hosted over 30 public events, ranging from keynote speeches and panel debates to book reviews and art exhibitions as well as film screenings and gala dinners

Notable speakers included President Paul Kagame of Rwanda, UK Minister of State for Immigration Damian Green and Kenyan civil rights activist John Githongo



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## The Observance

The RCS organises the UK's largest inter-faith ceremony, the Commonwealth Day Observance, every March in Westminster Abbey. It is attended by HM The Queen, senior political leaders, Commonwealth High Commissioners, 1000 invited guests and 1000 schoolchildren

Speeches and performances reflect the diversity of the modern Commonwealth



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## RCS RESEARCH AND ADVOCACY

Whether through driving reform, nurturing innovation, or lobbying leaders, our research and advocacy agenda seeks to realise the potential of the Commonwealth as a powerful force for global good

\*The RCS will be taking a small team to CHOGM 2011. We will be working with Plan to an advocacy campaign around girls' education and we will be featuring some of the winning entries into our Young Commonwealth Competitions. If any branches think they can support RCS efforts at the People's Forum in Perth, please do contact us and we can help to facilitate access.



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## Women as Agents of Change

Our current major focus is research and advocacy centred on the 2011 Commonwealth theme 'Women as agents of change'

Working with the NGO Plan UK, we recently published new research exploring the best and worst places in the Commonwealth to be born a girl

[www.thercs.org/society/research](http://www.thercs.org/society/research)



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## Recent Research and Advocacy

The Commonwealth Conversation (2009-2010) was the largest-ever global public consultation on the future of the Commonwealth, and kick-started an ongoing process of reform

Our UK Election Observers project (2010) was a high-profile visit by the first-ever Commonwealth team to observe a UK General Election



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## COMING SOON...

The RCS is developing a range of exciting new projects to engage people in every corner of the Commonwealth. From a new youth leadership programme to prizes for upholding Commonwealth principles, keep an eye on our website and E-newsletters to be the first to know!



## **Appendix 5:**

### **Commonwealth Eminent Persons Group - Interim Recommendations**

#### **Commonwealth Eminent Persons Group invites feedback on the direction of its recommendations**

*3 May 2011*

The Eminent Persons Group was established at the initiative of Commonwealth Heads of Government at their meeting, in Port-of-Spain in November 2009. Its mandate is to explore and recommend ways, in the context of promoting the Commonwealth's values and principles, that would sharpen the impact, strengthen the networks and raise the profile of the Commonwealth to ensure it "will remain relevant to its times and people in future".

At the end of their fourth meeting in London on 21 and 22 March, the Group stated: "The Commonwealth is in danger of becoming irrelevant and unconvincing as a values-based association" and "to safeguard against this danger we will recommend to leaders the adoption of proposals that will strengthen the Commonwealth, both as an association of governments and of peoples."

From its first meeting in July 2010, the Group has encouraged wide involvement in its work and it was pleased to receive over 230 written submissions from Commonwealth Civil Society Organisations as well as numerous communications from individuals. The Group placed great value on the observations and suggestions it received and gave careful consideration to each of them.

While its report is not yet complete, the Group is inviting comments by **June 15, 2011** from interested parties on the direction of its report before it is finalised and submitted to Heads of Government for their collective consideration in Perth in October. The following is an outline of the report's general direction:

#### **Championing Values**

In respect of the Commonwealth's expressed values and principles, the Group is considering that:

- A "Charter of the Commonwealth" be developed and adopted after the widest possible consultation across Commonwealth countries and with the active participation of Civil Society Organisations.
- A Commissioner for Democracy and the Rule of Law be appointed to provide, *inter alia*, objective information to the Secretary-General and the Commonwealth Ministerial Action Group (CMAG) on serious or persistent violations of the rule of law within the framework of the Commonwealth's core values and to indicate approaches for remedial action; and to supply advice to the Secretary-General on the eligibility of countries that apply for membership of the Commonwealth on the basis of its core values.

- Where Commonwealth values are violated, the range of measures already available to the Secretary-General and CMAG be implemented expeditiously, and that the measures be expanded to include: undertaking constructive pre-emptive and ongoing engagement with countries; the adoption of objective criteria by CMAG that would trigger its engagement with a member country; the strengthening of structures for engagement by the Secretary-General and CMAG with suspended or former members.
- One or two Academies for Democracy and Election Training be established to provide election training for governments, elections commissions, and civil society organisations on a fee-for-service basis.
- The culture of democracy and of democratic leadership be strengthened by:
  - Extending the period for which Commonwealth election observers are deployed allowing them to deepen their engagement with stakeholders, including electoral officials, political parties, and civil society. Any adverse report should be submitted to the Secretary-General and CMAG immediately for necessary action to be taken.
  - Broadening the Commonwealth's remit for election observation to include support for post-election transition of governments and civic education on elections and participation in them.
  - Strengthening sound Parliamentary practice, including in partnership with Commonwealth civil organisations and other internationally recognised bodies.

### **Enhancing the Commonwealth's role in Development and Trade**

The Group is conscious of the important role the Commonwealth has played in development and is considering the strengthening of this role by:

- Maintaining development at the heart of the Commonwealth's advocacy work on global issues related to trade, aid, debt, investment, and the environment.
- Maximising the influence of Commonwealth member states acting together to advance Commonwealth priorities in organisations such as the IMF, WTO and World Bank as well as in the G20.
- Safeguarding and increasing a dedicated budget for the Commonwealth Secretariat's "technical assistance work", which deploys much needed expertise in developing member countries to build institutions, advance growth objectives and build resilience.
- Heads of Government taking a collective interest in the debt challenges of developing countries, and small states in particular, that could lead to collective Commonwealth action at the international and national levels to correct debt problems and guard against their recurrence.

- The convening of a meeting of Commonwealth Ministers responsible for foreign trade to try to reach a consensus on a set of initiatives that could help to bring the current Doha Round of negotiations at the WTO to a successful and beneficial conclusion for the global community.
- Selected Commonwealth donor countries should establish a Commonwealth Trade Facilitation Trust Fund to provide technical and financial assistance to developing Commonwealth countries in order to enhance intra-Commonwealth trade.
- Re-establishing the annual meeting of a Ministerial Group specifically on small states to give enhanced political focus and guidance on priorities, and utilizing high-level advocacy missions to interface with the IMF, World Bank and WTO on specific issues.
- Providing extra financial support to improve training for small states in meeting the demands of international regulatory requirements of international organisations such as the IMF and World Bank, and reporting requirements of the WTO as well as other aspects of trade facilitation.

### **Young People, Sport and Development**

With regard to young people, sport and development, the Group is considering the following recommendations:

- Giving political and practical support to “sport for development” initiatives aimed at promoting development of young people. The sports federations of member states could be encouraged to maximise their own potential nationally and also the full potential of the Commonwealth Games Federation to advance “sport for development”.
- Member governments should demonstrate their active commitment to young people by providing the Commonwealth Youth Programme (CYP) with reliable and adequate funding for youth initiatives and development.
- Youth representatives should be supported to improve their local communities through working relationships with locally elected representatives and other local governance structures.
- Given that HIV/AIDS is a particular scourge in the Commonwealth, the CYP’s “Youth Ambassadors for Positive Living” programme, that encourages peer-to-peer education on prevention, treatment and care, should be scaled up significantly, partnering with other groups which are active in this area.
- All Commonwealth member Governments should establish national mechanisms, such as national youth councils, so that the views of young people can be taken into account in all possible aspects of national policy development.

- Members of the Commonwealth Youth Caucus should be encouraged in their efforts to develop a Commonwealth Youth Caucus constitution that will define the structure, role and functioning of the Caucus.
- All member countries at the national level and all Commonwealth organisations should remove any barriers to the employment of young people who qualify for positions.
- All member countries and Commonwealth organisations, especially the CYP centres, should explore the feasibility and cost of introducing a competitive and modestly remunerated internship programme as a viable strategy for young people to gain professional experience.
- Commonwealth organisations should involve young people as partners so that their views can be taken into account in all possible aspects of governance and decision-making.
- All possible measures should be encouraged for the entrepreneurial and economic empowerment of youth.

### **Women**

- The Group agreed that the Commonwealth's work for the economic and social empowerment of women should be advanced by a number of practical measures including support for mainstreaming of gender policies and enterprise initiatives.

### **Tackling HIV/AIDS**

The Group is aware of the pervasive and destructive nature of HIV/AIDS in the majority of Commonwealth countries. Among the recommendations it is considering are:

- The Secretary-General should work with UN bodies, such as the World Health Organisation, to develop joint programmes with private sector organisations, including the pharmaceutical industry and philanthropic organisations inside and outside the Commonwealth that could be impactful in preventing and treating HIV/AIDSs.
- Heads of Government should take steps to encourage the repeal of laws that may impede the effective response of Commonwealth countries to the HIV/AIDS epidemic, and commit to programmes of education that would help a process of repeal of such laws.

### **Coping with Climate Change**

The Group considered expert reports on Climate Change and its effects on all member states. It is considering recommendations that would include, *inter alia*, the following:

- Exploring the potential for partnerships between the Commonwealth, the World Bank and others to provide specific programmes of support to vulnerable economies; and convening an Expert Group to provide a study to advance the *Lake Victoria Climate Change Action Plan*, including which programmes are a priority, how they could be structured and how they could be financed and implemented.
- The Secretariat should establish a working relationship with organisations concerned with disasters throughout the Commonwealth and maintain a roster of professionals upon whom it could call to provide: (i) a rapid response to a member state that requests the help of experienced personnel after a disaster; and (ii) training and guidance in disaster preparation and mitigation.

### **Institutions fit for purpose**

The Group believes that the Commonwealth must focus its resources on implementing programmes that reflect its core values and provide relevant assistance and advocacy for its developing member states. In this context the Group is considering the following:

- Significant rationalisation of the Commonwealth Secretariat's work plan by the end of 2012 discarding ineffective programmes and focusing on the advancement of the Commonwealth's core political and economic values and on functional cooperation that adds practical value.
- A budget increase to enable the Secretariat to offer an equitable and competitive package of employment terms and conditions aligned to international norms so that it can attract and retain quality talent.
- Maximising time for dialogue and practical outcomes on the priority issues of the day by Heads of Government Meeting (CHOGM) in retreat, and the issuance of a Chairman's statement reflecting actual discussions and decisions.
- CHOGMs should have a considered plan that informs the media regularly of the progress of discussions and provides full disclosure to the outcomes of the Conferences and their relevance to the people of the Commonwealth and the wider global community.
- Ministerial Meetings should reduce the mandates given to the Secretariat to a small number of priorities, enabling it to pursue a realistic and coherent programme of work, rather than a number of sometimes marginal small-scale interventions.
- Using additional ad hoc meetings, as well as making greater use of ICTs, Ministers should be encouraged to meet in-between scheduled Ministerial Meetings, in exceptional situations, to pursue high-priority work.

- A specific meeting of Foreign Ministers and representatives of civil society organisations should be held in the years between CHOGMs dedicated to a meaningful dialogue whose outcomes would be submitted to CHOGM for ratification and implementation.
- Giving the Commonwealth Foundation an explicit mandate to mobilise Commonwealth civil society around global issues. This would be another expression of the Foundation's role as a link between civil society and the wider Commonwealth.
- Re-focussing the work of the Civil Society Liaison Unit in the Secretariat, whose tasks would include developing better linkages and functional cooperation between Commonwealth agencies in the field so as to unify and integrate the work of civil society organisations and decisions of Ministerial meetings.
- Sharing corporate functions between the Secretariat and Foundation would help to ensure consistency in working practices, as well as to reduce costs.
- Expanding opportunities for citizens, such as scholarships and professional exchanges, and expanding the "footprint" of the Commonwealth by creating incentives for Commonwealth organisations to re-locate out of the UK. This could include further support for the Commonwealth Scholarship and Fellowship Programme, including through the creation of a dedicated post at the Secretariat that would provide advice and support to member countries wanting to join or expand their participation in the scheme.
- Strengthening the development of strategic relationships between the Secretariat and the UN system and others, including the private sector and philanthropic organisations, in recognition of the necessity to be better connected with global debates and decision-making in order to advance the Commonwealth values and to realise the Commonwealth's full potential in a globalised world.
- Ensuring that the Secretary-General and all Commonwealth governments play their part in enhancing the public profile of the association.
  - The Secretary-General should be encouraged to speak out in a timely fashion for the Commonwealth as a whole on violations of its core values in keeping with the mandates given by CHOGMs.
  - The Commonwealth "brand" should be about its declared values and these could be advanced by the appointment of high-profile Commonwealth Goodwill Ambassadors drawn from sport, the performing arts, music, and science, and the creation of an award scheme to recognise persons who have made outstanding contributions in the areas of the Commonwealth's core values and the Commonwealth itself.
  - There should be a full review and overhaul with external expert input of the Secretariat's public affairs and information processes that would result in

more effective, open, and timely communication strategy with the media, and the establishment of machinery to implement such a strategy.

- Governments should demonstrate a higher public commitment to the Commonwealth, through a number of measures one of which could be the appointment of a Minister of State for Commonwealth Affairs.
- A wider information and education role about the Commonwealth should be implemented for the four CYP regional centres.
- The use of technology should be strengthened to achieve Commonwealth goals and raise profile, especially the “Commonwealth Connects” portal which offers the prospect of a new paradigm of partnership.

Feedback on the synopsis above should be returned by June 15, 2011 to Daisy Cooper at [d.cooper@commonwealth.int](mailto:d.cooper@commonwealth.int) or at the following address: Ms Daisy Cooper, Secretary-General’s Office, Commonwealth Secretariat, Marlborough House, Pall Mall, London, SW1Y 5HX, UK.

**Appendix 6:**

**Example Branch Logos**



**THE ROYAL COMMONWEALTH SOCIETY**  
Guernsey Branch



**THE ROYAL COMMONWEALTH SOCIETY**  
Oxford Branch