
Brand Guidelines

13 February 2017



The Commonwealth

Welcome

These guidelines introduce the Commonwealth brand. They demonstrate how designers should use the Commonwealth logo along with how to handle other elements such as words and pictures. They ensure consistency and quality.

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Master logo

The Commonwealth is a vibrant and relevant organisation. The new logomark retains the history and value of the Commonwealth brand.

It provides a cleaner and more versatile mark that reflects the dynamism of the Commonwealth. The following pages show how to use it.



The Commonwealth

23.5°

The angle of the Earth's axis is 23.5°. This angle adds a feeling of movement to the logomark and provides a graphic element that is a recurring feature in these guidelines.

Logo versions

The master logo is available in a limited number of colours and formats. This page shows both the horizontal and stacked logo versions. The **blue horizontal** version of the logo is our primary logo.

Please be careful to select the correct logo based on your usage, whether that's on screen or in print or using a special finish.

The **EPS** version of the logo is best for materials that will be professionally printed or reproduced at a large size.

The **JPEG** version has a white background and is suitable for most word processing applications.

The **PNG** version has a transparent background and is suitable for most web applications.

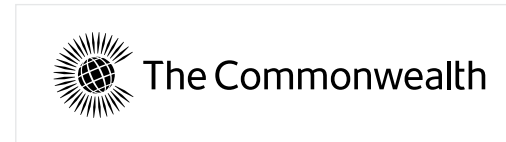
Print Logos



CW_HORIZONTAL_BLUE_SPOT PMS2756



CW_HORIZONTAL_BLUE_CMYK



CW_HORIZONTAL_BLACK



CW_HORIZONTAL_WHITE



CW_STACKED_BLUE_SPOT PMS2756



CW_STACKED_BLUE_CMYK



CW_STACKED_BLACK



CW_STACKED_WHITE

Clear zones and minimum sizes

The logo should be allowed space in order to maximise its visual presence. Clear zones have been defined and these areas should be kept clear

of any other graphic elements. Clear zones are proportional to the size of the logo and, therefore, must be calculated accordingly.

Similarly, in order to maintain clarity, the logo should not be reproduced any smaller than the minimum sizes outlined here.

Horizontal Logos: X = Square of the height of the globe mark



Stacked Logos: O = Half square of the height of the globe mark



Minimum Size



Minimum Size



Things to avoid

To ensure The Commonwealth communicates consistently, it is important that logos are used exactly as supplied and not reproduced or altered in any way.



Don't alter the relationship between the elements



Don't rotate or use the logo at an angle



Don't alter the colours of the logos



Don't squash or distort the logo in any way



Don't crop the logo



Don't alter or replace the logotype



Don't use the logotype on its own



Don't alter the relationship between the typography



Don't use the symbol on its own or break the lockup



Don't create add or create straplines



Don't outline the logo



Don't add any effects or renders to the logo

Logo placement

The logo should always be set left on the page. It is important to ensure that the mark is anchored to either the top left or bottom left margin. If

this is not possible, the stacked version of the logo should be used, centrally aligned. Examples of logos in use can be found in the applications

section from page 17 onwards.

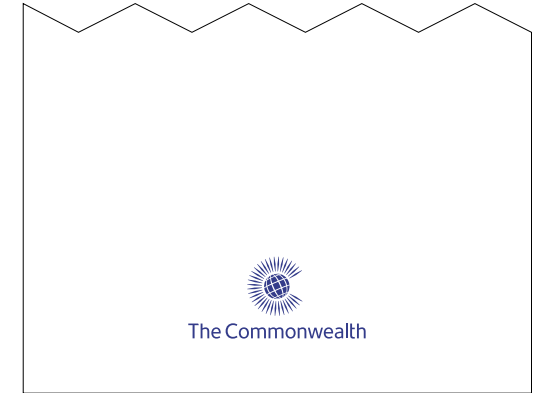
Placement: Top Left



Placement: Top Centre

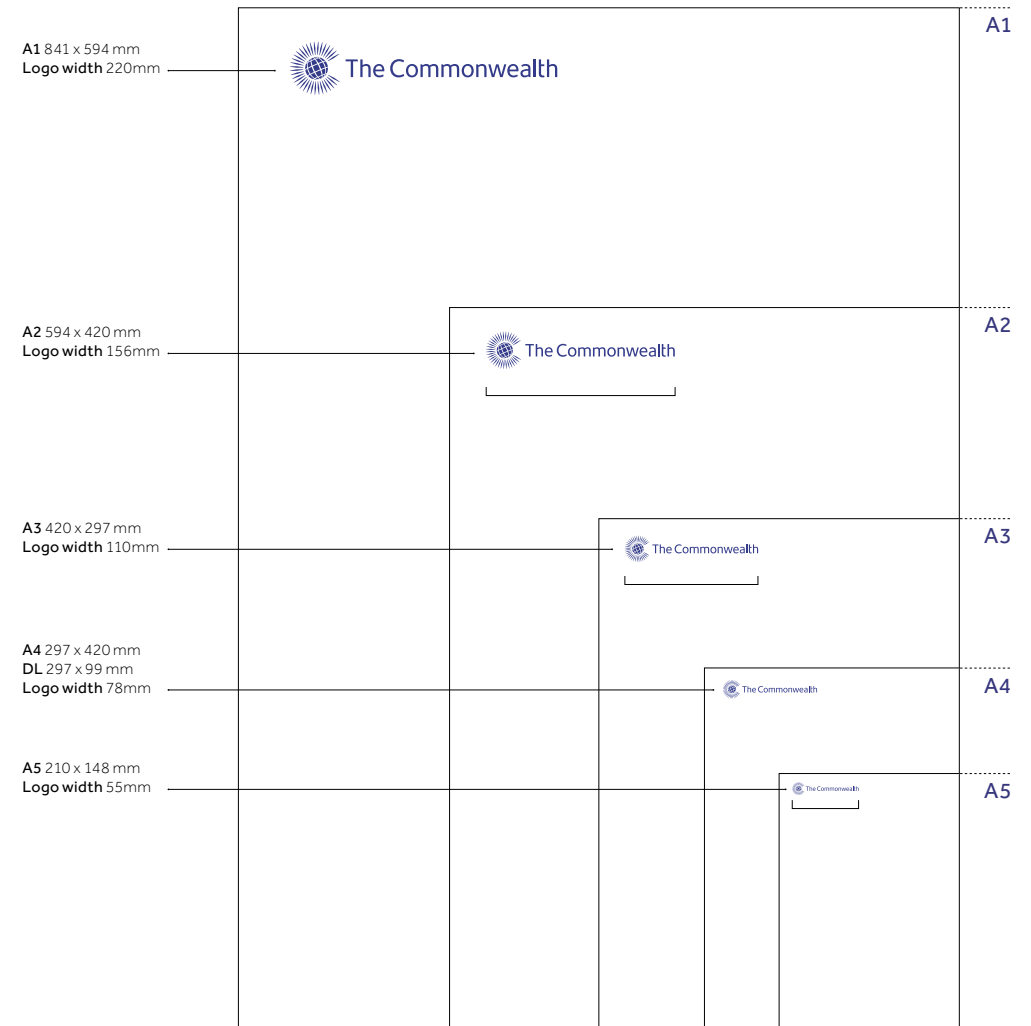
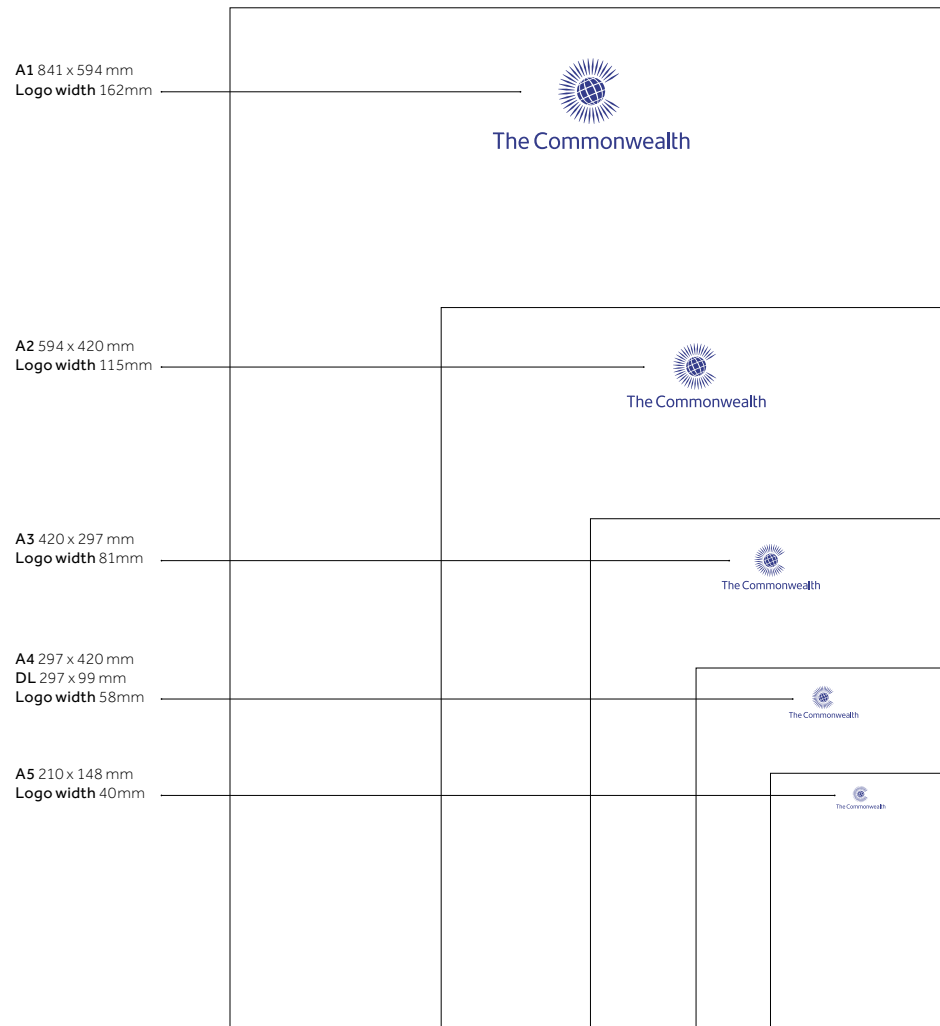


Placement: Bottom Left



Placement: Bottom Centre

Logo sizes



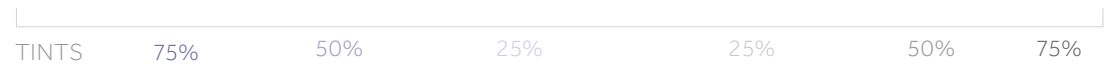
Primary colour palette

Our primary palette is Commonwealth Blue accompanied with white and black. This limited palette should be used in most situations when

communicating the core Commonwealth brand. Ensure the correct colour tint is selected based on usage, whether that is on screen or in print.



PANTONE 2756
C 100 M 90 Y 10 K10
R 55 G 55 B 125
#37377D



Secondary colour palette

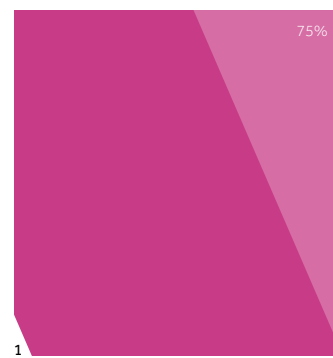
When creating material on specific subject matter, a relevant accent colour can be used in conjunction with the primary palette.

In general, only one accent colour should be used at a time. The 75% tint of the accent colour can be used with the accent colour.

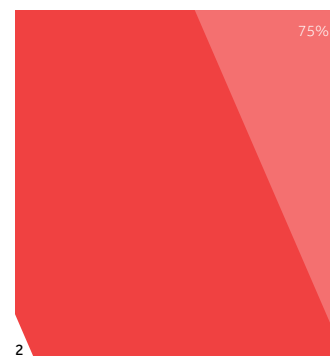
Examples of the palette in use can be found in the Applications section.

- 1. PANTONE 233
C 19 M 100 Y 15 K 00
R 200 G 60 B 135
#C83C87
- 2. PANTONE RED 032
C 00 M 93 Y 76 K 00
R 240 G 65 B 65
#F04141
- 3. PANTONE 150
C 00 M 43 Y 72 K 00
R 250 G 145 B 75
#FA914B
- 4. PANTONE 387
C 15 M 00 Y 91 K 00
R 230 G 235 B 65
#E6EB41
- 5. PANTONE 360
C 61 M 00 Y 96 K 00
R 95 G 185 B 95
#5FB95F
- 6. PANTONE 326
C 86 M 02 Y 41 K 00
R 00 G 155 B 155
#009B9B
- 7. PANTONE 3005
C 100 M 46 Y 02 K 00
R 00 G 105 B 180
#0069B4

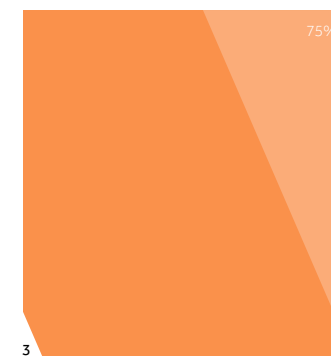
Fuschia



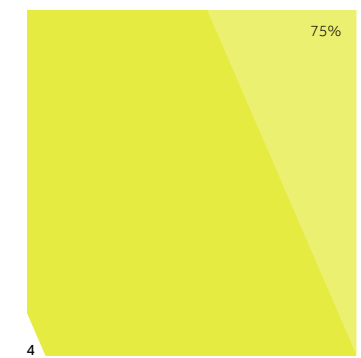
Iron



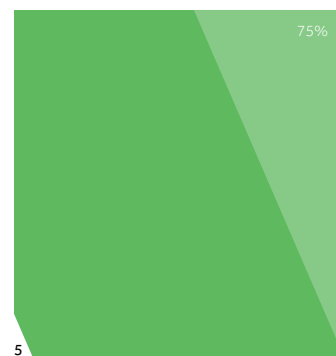
Sunset



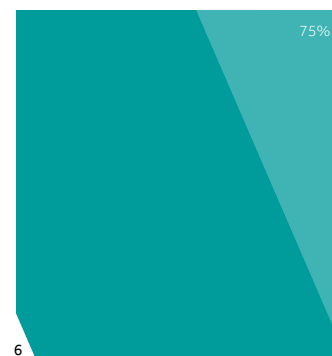
Savanna



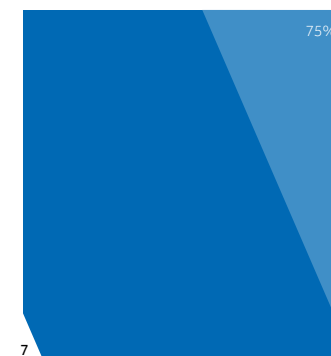
Coriander



Oceana



Cobalt



75% TINT OF ACCENT COLOUR

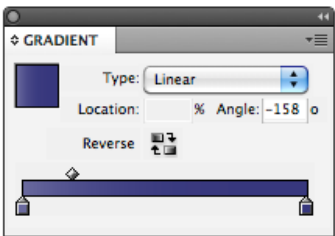
ACCENT COLOUR

Gradient and supergraphic

To add depth to certain communication materials there is a gradient and supergraphic that can be used. These assets should mostly appear in

the Commonwealth Blue. However, applied to certain materials, the secondary palette can be used. The gradient and supergraphic should only

be used on professionally-produced materials. Examples of the assets can be found in the Applications section.



Commonwealth Gradient



Commonwealth Supergraphic

To alter the colours of a gradient, the swatch in the colour palette should be dragged and dropped on to the corresponding swatch on the gradient palette. **The location and angle should not be altered.**

Typography: typeface

Our type family is Effra, created by Bruno Maag Studio in the UK. It is a clean, open and modern typeface that is easy to read and complements

our logo. Designers should use Effra for all professionally produced material. You can see examples of Effra in the Applications section from

page 17. The alternative typeface, Trebuchet, should be used in all other circumstances.

Our type family is Effra

Effra Light

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£\$€%^&*()?

Effra Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£\$€%^&*()?

Effra Medium

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£\$€%^&*()?

Alternative typeface: Trebuchet

If Effra is unavailable, the default typeface is Trebuchet. This should be used in only the regular weight, using point size to define hierarchy.

Trebuchet Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!@£\$€%^&*()?

Typography: hierarchies

It is important to create hierarchies of information when creating text-heavy documents. This will present the information to readers in a clear way.

The various weights of Effra should be used, with incremental point sizes to define the hierarchies. For Trebuchet, point size defines the hierarchies.

Section 1: Current status and governance of oceans

Current state of the marine environment

The oceans cover approximately 70% of the earth's surface and are among the most productive ecosystems on the planet. They have a large influence on global climate and weather patterns, provide a large proportion of the oxygen we breathe and are a major source of biodiversity and natural resources.

Though generally recognized as several 'separate' oceans, the marine environment is a complex entity comprising distinct but highly interconnected components, such as the coastal area, the seabed and its subsoil, the water column, sea surface and overlying atmosphere. Hence, the many ecosystem functions and services that coastal and marine ecosystems provide are tightly interlinked.

The oceans also provide a broader range of essential services to human communities that support economic well-being and human health. The ocean circulates heat around the planet, which is why (for example) the UK is warmer than other countries on the same latitude. The land and sea are intimately connected, demonstrated by the Saharan dust storms which return nutrients.

What does the ocean provide?

The oceans offer many opportunities in terms of the valuable marine resources they contain and the range of maritime activities they support. Traditionally exploited marine resources include living resources such as numerous species of fish and shellfish and non-living resources, most notably oil and gas, as well as the use of the oceans for global transport and telecommunications.

2 Based on the presentation by Professor Dan Laffoley, Vice Chair (Marine), IUCN World Commission on Protected Areas.

3 A recent study concludes that "the consequences of our activities are at high risk of causing, through the combined effects of climate change, overexploitation, pollution and habitat loss, the next globally significant extinction event in the ocean." See A.D. Rogers & D.d'A. Laffoley, International Earth System Expert Workshop on Ocean Stresses and Impacts: Summary Report (Oxford: IPSO, 2011), online: <http://www.stateoftheocean.org/pdfs/IPSO-LONG.pdf>

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Headlines:
Effra Regular

Alternative typeface:
Trebuchet Regular

Standfirsts:
Effra Regular

Body copy:
Effra Light

Subheads:
Effra Regular

Notes:
Effra Light

Tone of voice

Tone of voice is a powerful tool, which means the way we communicate matters.

The way we communicate

Every piece of communication should be easy to understand

- Avoid complex terminology and use references that relate to everyday life.
- Awareness of your audience is important: imagine who you're talking to, and tailor your message accordingly.

Communicate outcomes

- Demonstrate the impact of The Commonwealth and its achievements.
- Use active language.
- Make your message positive: focus on the benefits, not the difficulties; the solution, rather than the problem.
- Get the facts right and pay attention to details.

Basic principles

Simple and understated is best. Your words should always be written as if to one person. Your focus should always be on the people who will be reading what you're writing.

Photography: People / Progress / Purpose

Photography should be positive and inspirational. It should show real people in real situations, and capture a moment in time.



Avoid manipulated images



Capture a moment



Real people



Candid situations

Photography: People / Progress / Purpose

The Commonwealth is an organisation that promotes progress. Images that capture a sense of movement and progress can bring

a piece of communication to life and should be included when appropriate.



Avoid obviously staged images



Capture a moment



Working together



Tension in the crowd will imply movement

Photography: People / Progress / Purpose

Reflect the purpose of the Commonwealth's work wherever possible, through text or photography.



Avoid visual clichés



Capture achievement



Communicate the outcome



Positive impacts

Illustration

Using illustration can often overcome the difficulty of portraying diverse cultures or abstract subject matter,



Avoid dark and inhuman graphics



Avoid low quality clipart



Avoid overly complex or decorative illustration with no clear message



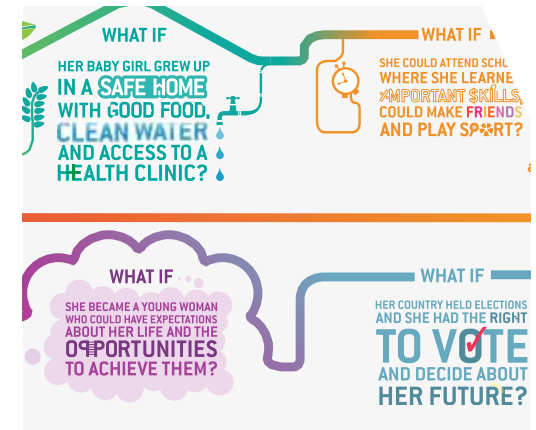
Connecting Cultures



E-governance



Sustainable Growth



Women Agents Of Change

Illustrations can also be used to inform. They should be simple and informative.

Applications

The following pages demonstrate how the brand should be used in a range of applications. These should be used as a benchmark for further communications.

Business cards

Information:
Name and contact methods: Effra Regular
Other Information: Effra Light
7.5pt / 10pt – (Auto) Optical Kerning

Vertical spacing: 3mm

Website address:
Effra Regular 7.5/10pt

John Smith
Director Communications & Public Affairs

Commonwealth Secretariat
Marlborough House, Pall Mall, London SW1Y 5HX

T +44 (0) 20 7747 6380
M +44 (0) 7711 187 784
F +44 (0) 20 7839 9081
E j.smith@commonwealth.int

thecommonwealth.org

85mm x 55mm Landscape:
8mm margin on all sides
12 columns (2mm gutter)



The Commonwealth

Compliments slips

210mm x 99mm landscape:

15mm margin on left, top and right sides;
13mm margin on bottom side
9 columns (4mm gutter)



Information: Effra Regular and Light
7.5pt / 10.5pt – (auto) optical kerning

Commonwealth Secretariat \ Marlborough House, Pall Mall, London SW1Y 5HX
T +44 (0) 20 7747 6380 \ F +44 (0) 20 7839 9081

thecommonwealth.org

Letterhead

Letters should be typed in Effra Light or Trebuchet 10pt aligned left, with a 14pt line spacing.

210mm x 297mm (A4) portrait:

15mm margin on left, top and right sides:

13mm margin on bottom side

9 columns (4mm gutter)



May \ 00 \ 2013

Name Surname
Name of place
First Line address
City/County
Postcode

Your Excellency

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Integer necdo. Praesent libero. Sed cursus ante dapibus diam. Sed nisi. Nulla quis sem at nibh element etta imperdiet. Duis sagittis ipsum. Praesent mauris. Fusce nec tellus sed augue semper porta. Mauris massa. Vestibulum lacinia arcu eget nulla. Class aptent taciti sociosqu ad litora torquent conubia nostra, per inceptos himaeos. Curbitur sofs ligula in libero.

Curabitur tortor. Pellentesque nibh. Aenean quam. In scelerisque sem at dolor. Mattis sed convallis tristique sem. Proin ut ligula vel nunc egestas porttitor. Morbi lectus risus, iaculis vel, suscipit quis, luctus non, massa. Fusce ac turpis quis lila lacinia aliquet. Mauris ipsum. Nulla metus metus, ullamcorper vel, tincidunt sed, euismod in, nibh. Quisque volutpat ipsum ante quis turpis. Nulla facilisi. Ut fringilla.

Mauris ipsum. Nulla metus metus, ullamcorper vel, tincidunt sed, euismod in, nibh. Quisque volutpat condimentum velit. Class aptent taciti sociosqu ad litora torquent per conubia nostra, per inceptos himenaeos. Nam nec ante. Sed lacinia, non tincidunt mattis, tortor neque adipiscing diam, a cursus ipsum ante quis turpis. Nulla facilisi. Ut fringilla. Suspendisse potenti. Nunc feugiat mi a tellus consequat imperdiet ipsum ant.

Your Sincerely

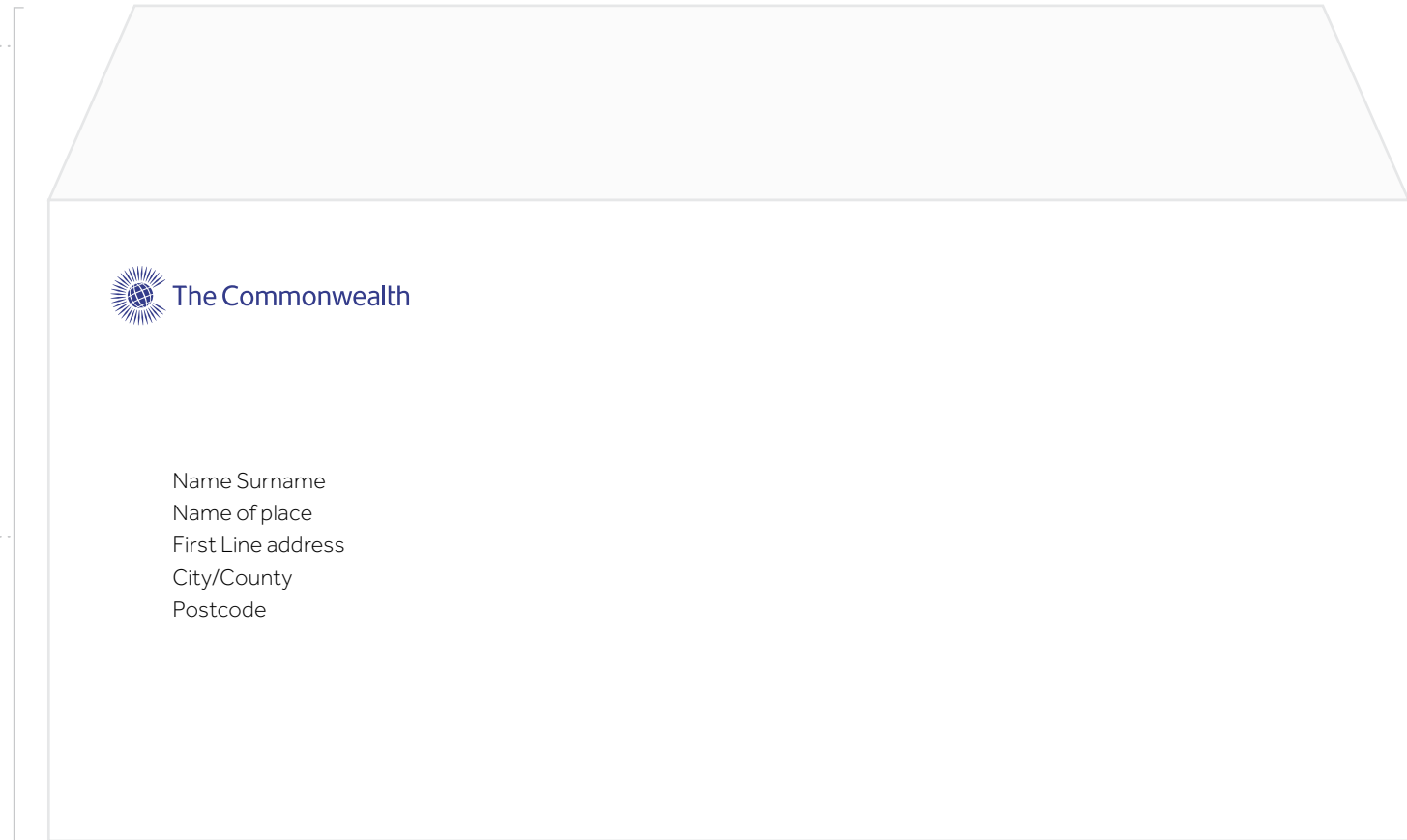


Kamallesh Sharma

Envelopes

220mm x 110mm (DL):
15mm margin on left, top and right sides;
13mm margin on bottom side
9 columns (4mm gutter)

Information: Effra Regular and Light
7.5pt / 9pt – (auto) optical kerning



Priced book covers

Templates for priced book covers are available in three sizes: 240mm x 165mm, 253mm x 190mm and 280mm x 205mm.

Title: the book titles come in three type sizes: long, medium and short. Please use the appropriate size, depending on title length.

Book Descriptor: Effra Regular, 16pt / 20pt, White

Author(s): Effra Italic, 12pt / 16pt, White

Blurb: Effra Regular, 12pt / 16pt, White



Spine Author: Effra Italic, 8.5pt / 11pt, White

Spine Title: Effra Regular, 8.5pt / 11pt, White



Report cover: full bleed

Professional, high-resolution images should be used for report covers. Full bleed covers should be used with the image wrapping around the

front and back covers. All report covers should be designed by the Printing Section or a professional designer, based on these templates.

Dimensions 210mm x 297mm (A4):
 12mm margin on left, top and bottom sides;
 18mm margin on right side
 12 columns (4mm gutter)

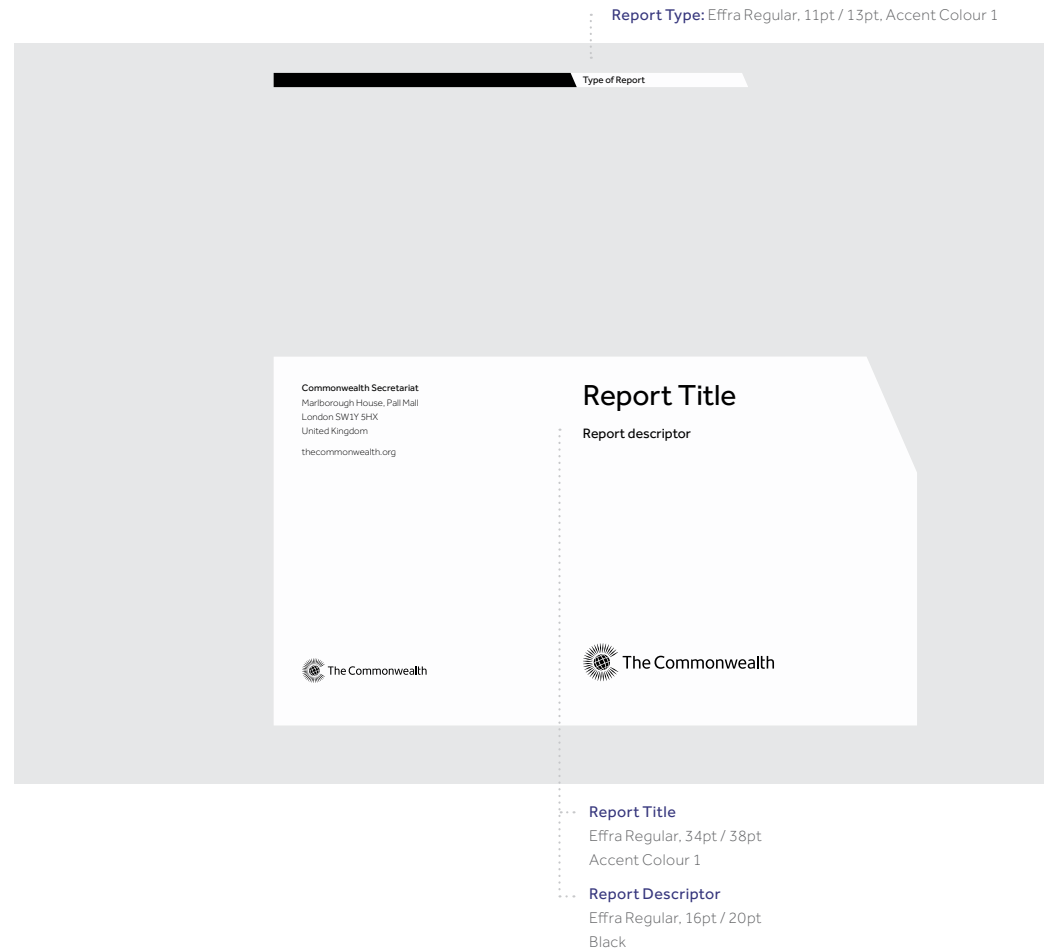
Back cover address: Effra Regular/Light
 11pt / 16pt, Accent Colour 1/ Black mix

Label

Depending on the type of report, the label should read either 'Proceedings Report', 'Policy Advice Report' or 'Research Report'. No other labels should be used.

Spine

If a spine is required for perfect binding, it should be added between the front and back cover. It should not contain text and should use the darkest accent colour



Report cover: half bleed with gradient

If an image is in portrait format and will not wrap around the front and back covers, a gradient of accent colours should be used on the back cover.

Dimensions 210mm x 297mm (A4):
 12mm margin on left, top and bottom sides;
 18mm margin on right side
 12 columns (4mm gutter)

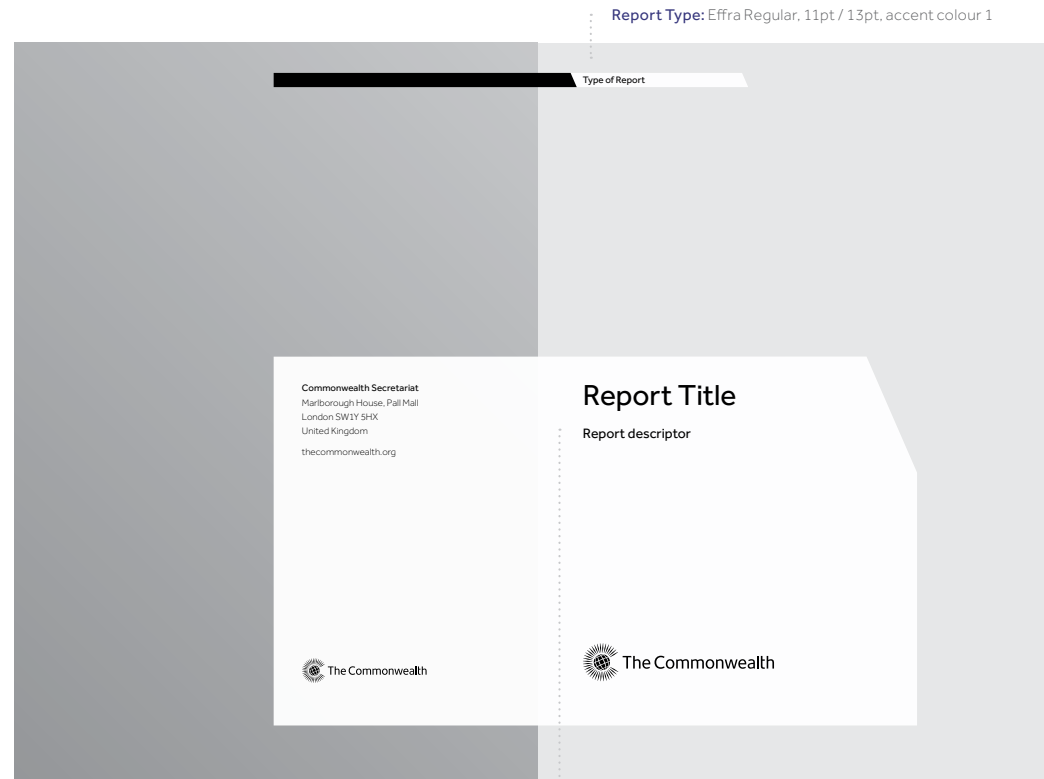
Back cover address: Effra Regular/Light
 11pt / 16pt, accent colour 1/ black mix

Label

Depending on the type of report, the label should read either 'Proceedings Report', 'Policy Advice Report' or 'Research Report'. No other labels should be used.

Spine

If a spine is required for perfect binding, it should be added between the front and back cover. It should not contain text and should use the darkest accent colour



Report Type: Effra Regular, 11pt / 13pt, accent colour 1

Type of Report

Commonwealth Secretariat
 Marlborough House, Pall Mall
 London SW1Y 5HX
 United Kingdom
 thecommonwealth.org

Report Title

Report descriptor

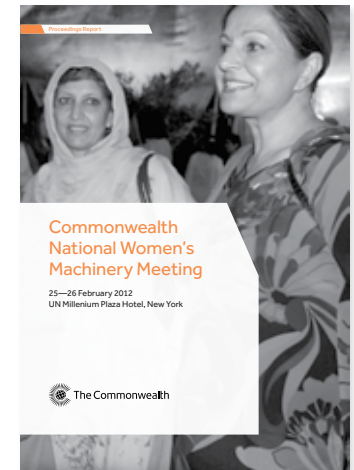


Report Title

Effra Regular, 34pt / 38pt
 Accent Colour 1

Report Descriptor

Effra Regular, 16pt / 20pt
 Black



Report cover: double image with gradient

If the resolution of an image is too low to fill the front cover, the image can be repeated.

Where possible, use a different crop in each image box. Where this is not possible, the image should be tiled. Examples are shown below.

Dimensions 210mm x 297mm (A4):
 12mm margin on left, top and bottom sides;
 18mm margin on right side
 12 columns (4mm gutter)

Back cover address: Effra Regular/Light
 11pt / 16pt, accent colour 1/ black mix

Label
 Depending on the type of report, the label should read either 'Proceedings Report', 'Policy Advice Report' or 'Research Report'. No other labels should be used.

Spine
 If a spine is required for perfect binding, it should be added between the front and back cover. It should not contain text and should use the darkest accent colour

Report Type: Effra Regular, 11pt / 13pt, accent colour 1

Type of Report

Commonwealth Secretariat
 Marlborough House, Pall Mall
 London SW1Y 5HX
 United Kingdom
 thecommonwealth.org

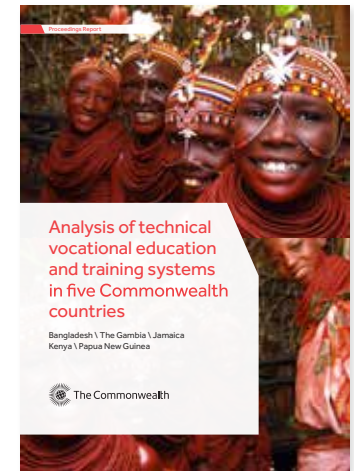
Report Title
 Report descriptor

The Commonwealth

The Commonwealth

Report Title
 Effra Regular, 34pt / 38pt
 Accent colour 1

Report Descriptor
 Effra Regular, 16pt / 20pt
 Black



Report cover: supergraphic

Where no image can be found the supergraphic should be used. The gradients should comprise of the chosen accent colours. Do not alter the

gradient angles or location.

Policy Advice Reports should always use the supergraphic cover in Commonwealth Blue.

Dimensions 210mm x 297mm (A4):
12mm margin on left, top and bottom sides;
18mm margin on right side
12 columns (4mm gutter)

Back Cover Address: Effra Regular/Light
11pt / 16pt, accent colour 1/ black mix

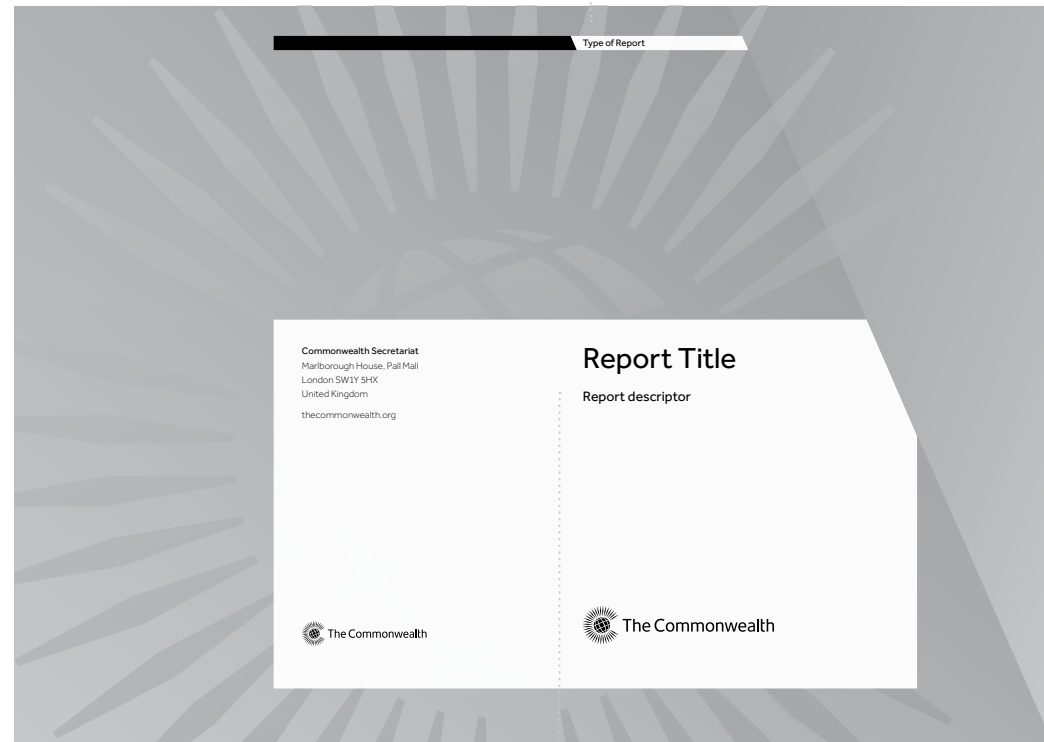
Label

Depending on the type of report, the label should read either 'Proceedings Report', 'Policy Advice Report' or 'Research Report'. No other labels should be used.

Spine

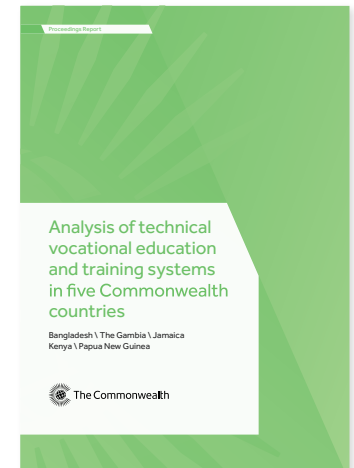
If a spine is required for perfect binding, it should be added between the front and back cover. It should not contain text and should use the darkest accent colour

Report Type: Effra Regular, 11pt / 13pt, Accent Colour 1



Report title
Effra Regular, 34pt / 38pt
Accent colour 1

Report descriptor
Effra Regular, 16pt / 20pt
Black



Sample report layout: Inside front cover and title page

Considerations:

The accent colour used here is Oceana
The accent colour can vary between reports, but only one accent can be used for any one report.
Where possible, have the text on optical kerning and the tracking on 0.
Try to have between 50-75 characters of body copy per line, as this helps with readability.

Background colour: gradient and solid colour mix. The 23.5° Angle divide has been used



Legal

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PROCEEDINGS OF THE

Commonwealth Maritime Boundaries and Ocean Governance Forum

London, Marlborough House
17—19 April 2012



..... Line stroke
0.3pt

Sample report layout: contents page, pull quote and information box

Considerations:

The accent colour used here is Oceana

The accent colour can vary between reports, but only one accent colour can be used for any one report.

Where possible, have the text on optical kerning and the tracking on 0.

Try to have between 50-75 characters of body copy per line, as this helps with readability.

The image shows two pages from a report. The left page is the 'Contents' page, featuring a title in teal and a list of sections with page numbers. The right page is an 'Acronyms' page, featuring a pull quote in teal and a list of acronyms with their full names. The pull quote is: "Individually, we are one drop. Together, we are an ocean." attributed to Robert Ransford Smith, Deputy Secretary-General. The acronym box is titled 'Acronyms' and lists various organizations and their abbreviations.

- **Folios:**
Folios are at the top for easy navigation. The 23.5° angle has been used as a line to separate the page title and number.
- **Pull quotes**
Pull quotes are a good way of breaking up text-heavy pages and creating interest on a page.
- **Info box**
Top stroke: 0.75mm.
Fill: 4%, 23.5° Angle at top right
Info boxes help to pull out important information in a digestible way.

Sample report layout: welcome page and section break

Considerations:

The accent colour used here is Oceana

The accent colour can vary between reports, but only one accent colour can be used for any one report.


Where possible, have the text on optical kerning and the tracking on 0.

Try to have between 50-75 characters of body copy per line, as this helps with readability.

Portrait Image: greyscale TIF
Accent colour 1

Using one column of text on a page helps to give the page some space around it.

5 | Current state and governance of oceans
Current status and governance of oceans | 13



Welcome message from José Maurel

Director, Special Advisory Services Division

"The ocean offers an important opportunity for sustainable economic and social development"

As you may know, the Commonwealth Secretariat has a long track record on ocean resources management, working across the Commonwealth to support its members in negotiating and resolving maritime boundaries. The provision of advisory services to Commonwealth Governments on maritime boundaries has been and remains a core activity and key competence of the Special Advisory Services Division. We maintain the requisite in-house expertise to provide such support and are assisted by external experts in respect of certain specialised areas.

Recognising that this work was necessary but not sufficient, and responding to demands from Commonwealth members, we've recently expanded our work to encompass broader aspects of integrated ocean governance. This enables us to deliver a more comprehensive and integrated range of advisory services to assist member countries to sustainably develop and benefit from the marine economic resources in their adjacent seas.

The Commonwealth includes many countries that have shown global leadership in the way the marine environment should be managed for all stakeholders. At the regional level, we are also seeing the emergence of new approaches to ocean governance in regions such as the South Pacific and the Eastern Caribbean. There can be no one-size-fits-all model, as governance arrangements need to be closely tailored to the specific structures and interest groups of each country and region. However, emerging experiences provide valuable lessons to build on.

We strongly believe that for many smaller Commonwealth countries, the ocean offers an important opportunity for sustainable economic and social development. However, it is clear that the full potential of the ocean is not being realised, and in many instances the basis for future growth of benefits from ocean goods and services is being eroded.

SASD remains committed to assisting countries in maximise the opportunities afforded them by the seas around them. In this early phase of this new area of work, we look forward to hearing your perspectives on the priorities that need to be addressed in reshaping national economic policies to put ocean resources at the heart of sustainable development.

I wish you all a fruitful week at the Forum.

Section 1: Current status and governance of oceans

Current state of the marine environment.....	12
The challenge of ocean governance.....	14

Sample report layout: text hierarchy

Considerations:

The accent colour used here is Oceana

The accent colour can vary between reports, but only one accent colour colours can be used for any one report.

Where possible, have the text on optical kerning and the tracking on 0.

Try to have between 50-75 characters of body copy per line, as this helps with readability.

Text hierarchy

This spread shows how a text-heavy spread can be made easier to read with a clear typographic hierarchy.

7 | Current state and governance of oceans

Section 1: Current status and governance of oceans

Current state of the marine environment

The oceans cover approximately 70% of the earth's surface and are among the most productive ecosystems on the planet. They have a large influence on global climate and weather patterns, provide a large proportion of the oxygen we breathe and are a major source of biodiversity and natural resources.

Though generally recognized as several 'separate' oceans, the marine environment is a complex entity comprising distinct but highly interconnected components, such as the coastal area, the seabed and its subsol, the water column, sea surface and overlying atmosphere. Hence, the many ecosystem functions and services that coastal and marine ecosystems provide are tightly interlinked.

Over the last 40 years, since we began to visualise Earth from space as 'the blue planet', the prevailing attitude towards oceans has shifted from one of exploration and conquest to stewardship and active management.

What does the ocean provide?

The oceans offer many opportunities in terms of the valuable marine resources they contain and the range of maritime activities they support. Traditionally exploited marine resources include living resources such as numerous species of fish and shellfish and non-living resources, most notably oil and gas, as well as the use of the oceans for global transport and telecommunications.

The oceans also provide a broader range of essential services to human communities that support economic well-being and human health. The ocean circulates heat around the planet, which is why (for example) the UK is warmer than other countries on the same latitude. The land and sea are intimately connected, demonstrated by the Saharan dust storms which return nutrients to the ocean. The oceans also provide 50% of

the oxygen that we breathe, through the action of microorganisms such as the chlorophyll-containing cyanobacteria, *Prochlorococcus* sp. (more photosynthetically abundant than trees or grass).

As technology improves knowledge of the deeper waters further offshore and the capacity to access them, a number of non-traditional marine resource opportunities have emerged and are gradually being realised. These include the current increasing interest in deep seabed minerals, marine genetic resources with medical, pharmaceutical and industrial benefits as well as seabed hydrocarbons such as methane hydrates. Furthermore, there are new opportunities in eco tourism, ocean energy production and marine based climate-change mitigation strategies.

New organisms living in the ocean are regularly being discovered including, for example, entire marine communities which receive energy not from the sun but from geothermal vents. Many of these organisms have not even been catalogued but have potential pharmaceutical applications, reinforcing the fact that it's in our own interest to maintain the health of the ocean.

Over 40% of the global population now lives within the coastal area, which makes up approximately 5% of the total land mass, and dependence on coastal systems, especially wetlands, reefs and estuaries, is increasing. This dependence on the oceans as a major source of resources and services will continue to grow as human populations increase.

Current state and governance of oceans | 8

Marine Protected Areas: A proven solution

The establishment of marine protected areas (MPAs) can play a significant role in rebuilding ocean resilience. Where ecosystems have been allowed to recover, they have demonstrated the ability to deliver major benefits. There is evidence of a greater than 400% increase in biomass, species richness and abundance in some marine protected areas, with all the associated flow on benefits for fishing, biodiversity and tourism. Establishing more of these areas is a critical element of recharging the 'ocean bank account'. While 15% of the planet's land is protected, just over 1% of the ocean is currently protected.

What are the human impacts on the oceans?

We are now realising the scale of human impacts on the ocean and have discovered that there is hardly anywhere in the ocean that is not affected by human activity. Climate change, and its effects on the ocean is now seen as one of the most significant issues, with many associated challenges. For example the Polar basins, previously very stable habitats, are being heated, with warm water being sucked down to depths of over 400m. This has major negative impacts on, among other things, global ocean circulation patterns, global climate and species distributions.

Of major concern is the release of methane hydrates in the Arctic, which has been described as a process of 'waking the monster' due to the significant contribution methane emissions could make to climate change (methane is 21 times more powerful a greenhouse gas than carbon dioxide).

The distribution of some species are shifting as sea temperatures change while other species are becoming extinct at an increasing rate. A large percentage of species being fished in the eastern Mediterranean and not native to the region, while extensive deadzones are appearing in ocean basins around estuaries, narrowing the number of habitat options available for many species.

Pollutants that we thought had been eliminated are now found to be accumulating in the marine environment. The ocean has been shielding us from the worst effects of climate change but with

ocean acidification we are overwhelming its ability to do this. The implications of ocean acidification are significant, since many marine organisms build their shells and skeletons through 'calcification'. As pH levels increase, a point will be reached where marine organisms can no longer form calcium carbonate shells. Ocean acidification is also occurring much more rapidly in high latitudes.

What does the future hold?

We are now at a crossroads, having drawn heavily from the 'ocean bank account' we now need to reduce the 'deficit' that we have created. We can either continue to deplete marine resources and damage marine ecosystems, or we can find new ways to sustain and restore the oceans. A coherent strategy of ecosystem restoration is required and a wide range of tools are already available and proven to enable this to be achieved (including Marine Protected Areas - see text box). Building resilience in marine ecosystems is needed in order for the ocean to support social and economic development.

Accent colours

Using accent colours effectively can help guide the reader through a news story, and highlight important sections.

Sample report layout: text and image

9 | Planning and management approaches for the oceans

Section 3: Planning and management approaches for the oceans

Integrating spatial planning and modeling concepts in the governance of Belize's coastal zone

Belize is a mainland country in Central America bordered by the Caribbean Sea, with the world's second longest unbroken coral reef system, 220km in length. It also has three atolls and several coastal mangrove forests. 35% of the country's population lives in coastal areas.



²¹ Ehler, C. and Douwre, F. Marine Spatial Planning: A Step-by-Step Approach toward Ecosystem-based Management.

²² Based on the presentation by Dr Vincent Gilbert, CEO, Coastal Zone Management Authority and Institute.

Planning and management approaches for the oceans | 10

It is possible to continue to derive benefits from these resources if a thoughtful approach is taken to conserve the abundance on offer. For a long time there was limited investment in the resilience of ecosystems and there have been conflicts over usage of the marine area. There were dormant and overlapping rules and laws, and too much regulation. Some departments and ministries didn't even recognise that they had laws and regulations. This led to conflict among users and a recognition that all would suffer if the situation continued, unless there was an attempt to regulate and plan for use of coastal resources.

In the 1980s, scientists, government officials and NGOs came together to agree on the need for a joint plan. The GEF provided funding to establish the Coastal Zone Management (CZM) project in 1993, which led to the establishment of a coastal zone management authority, similar to the MMO in the UK. The mission statement of the CZM authority was:

"To support the allocation, sustainable use and planned development of Belize's coastal resources through increased knowledge and the building of alliances for the benefit of all Belizeans and the global community."

The authority recognised that if it was going to plan effectively, it was impossible to continue with freedom of development and use and the development of certain standards was required. One of the CZM authority's first actions was to divide coastal areas into a series of planning regions. One region (Ambergris) had already developed a masterplan, funded by the IDB, but no one had the capacity to implement it. This was incorporated into the national plan and a series of guidelines were developed for each planning region. This step was completed in 2003/2004.

Various elements were overlooked at this stage, such as the need for a more ecosystem-based management approach. The marine environments impacted one another and somewhat subjective criteria had been used. Highlighting the need for science-based tools and expert advice.

Economic contribution of Belize's coral reefs and mangroves:

- Tourism: US\$150-\$196 m/yr (snorkeling, diving, sport fishing, etc)
- Fisheries: US\$14-\$16 m/yr (lobster, conch, finfish, aquaculture)
- Shoreline protection: US\$231-347 m/yr (avoided damages via mangroves)

An enhanced consultation process was used in the second phase of planning, involving representatives from coastal areas, but extending to a 3km 'zone of influence' inland. Consultation took place to agree where and how zones would be created. It identified where critical stakeholders were based for the consultation process and led to the development of scenarios, for example the ideal versus the unregulated scenario.

The process explored how marine management decisions influenced the delivery of services. For example, how would the creation of a large hotel on an island impact fishing, reef, tourism and livelihoods. The Natural Capital project, a consortium of academic and NGO partners, was undertaken.

This provided a more solid scientific basis for decision making and helped people understand what benefits were provided by the marine areas and how to use the information to make decisions.



Images

Careful cropping of an image can help create tension

Letting the image bleed off the page makes the spread more dynamic.

Information boxes

Information boxes can be used over a full page width, or half page width

Sample report layout: tables

Tables

Columns and rows can be any size. Keep at least a 1mm margin from the edge of each cell.

Tables can be spread over two pages

Using lighter tints differentiates between sections of the table. Darker tints help to make more important information stand out.

Give all table strokes a 2pt weight and keep them white.

11 | Planning and management approaches for the oceans

Table 1.0 Title here

Plan of Action Critical Area 1		Gender, Human Rights and Law			
Process Indicators					
Focussed on enabling environment for the achievement of a Plan of Action • Institutional Structure • Policy Environment • Technical Support	1.1	Processes relating to increased participation and engagement	<ul style="list-style-type: none"> What institutions and platforms exist to address issues of violence against girls and women? How involved and committed are the policy structures in engaging with gender, human rights and law? How engaged are leaders on the issues of codification of traditional laws 		
	1.2	Processes relating to increased levels of decision making and support	<ul style="list-style-type: none"> What support structures exist or are in the process of establishment to support women and girls in reporting abuse? What policies are in place or in the process of development to ensure reduced violence against women and girls? What is the nature and strength of linkages that exist between the community and law enforcement authorities? What policies are under review to include issues of legal action against domestic violence, sexual harassment, rape/defilement and sex trade? 		
	1.3	Processes relating to increased knowledge, skills and attitude	<ul style="list-style-type: none"> What community or legal systems are in place to reduce discrimination and support victims abuse? What is the nature and level of technical expertise available to support legal and social issues related to violence? What changes in traditional approaches exist based on lessons learnt locally and internationally? 		
	1.4	Processes relating to increased levels of practice and behavioural change	<ul style="list-style-type: none"> What is the level of implementation of policies relating to Gender, Human Rights and Law? How functional are the institutional frameworks set up to support Gender, Human Rights and Law? 		

Plan of Action Critical Area 2		Gender, Poverty and Economic Empowerment			
Outcome	No	Indicators	Baseline (year)	Target (year)	Data Source
Reduction of maternal mortality by three quarters	2.1	% increase in the number of births attended by skilled birth attendants	?	?	?
	2.2	% increase in the number of emergency obstetric care functional units per 50,000 (appropriate figures for smaller nations)	?	?	?
Eliminate gender disparity in primary and secondary education, preferably by 2015, and all levels of education no later than 2015	2.3	% increase in the ratio of girls to boys in primary, secondary and tertiary education to achieve gender parity	?	?	UNESCO

Planning and management approaches for the oceans | 12

Table 2.0 Gross Domestic Product (GDP)

Group/Country	GDP at Current Market Price (US\$ Mill)			GDP/capita (current US\$)			Growth Rates*	GDP Growth (annual %)			GDP per capita Growth (annual %)		
	2008	2009	2010	2008	2009	2010		2000-07	2008	2009	2010	2008	2009
Low income Commonwealth countries													
Gambia, The	822	733	807	502	436	467	6.4	5	6	5	3	3	2
Papua New Guinea	8,010	7,915	9,480	1,223	1,181	1,382	7.6	7	6	8	4	3	6
Solomon Islands	646	601	679	1,266	1,147	1,261	9.9	7	-1	7	4	-4	4
Other countries													
Central African Republic	1,983	1,980	2,013	468	459	457	2.0	2	2	3	0	0	1
Comoros	530	535	541	761	748	736	12.8	1	2	2	-2	-1	-1
Guinea-Bissau	847	835	879	583	562	580	8.6	3	3	3	1	1	1
Liberia	841	879	986	230	229	247	4.4	7	5	6	2	0	1
Mauritania	3,589	3,027	3,636	1,089	896	1,051	16.0	4	-1	5	1	-4	3
Middle-income Commonwealth countries													
Belize	1,359	1,349	1,401	4,218	4,049	4,064	7.7	4	0	3	0	-3	-1
Botswana	13,473	11,474	14,857	6,892	5,790	7,403	12.5	3	-5	7	1	-6	6
Dominica	464	466	466	6,808	6,861	6,883	3.4	7	0	0	7	0	0
Fiji	3,390	2,879	3,189	4,255	3,377	3,706	12.2	1	-1	0	0	-2	-1
Grenada	830	761	773	8,202	7,311	7,401	5.8	1	-8	-1	1	-9	-1
Guyana	1923	2,026	2,226	2,558	2,690	2,950	6.8	2	3	4	2	3	3
Jamaica	14,245	12,575	14,252	5,301	4,665	5,274	8.2	-1	-3	-1	-1	-3	-1
Kenya	133	128	151	1,373	1,306	1,519	19.2	-1	-1	2	-3	-2	0
Lesotho	1,601	1,720	2,132	752	800	962	9.3	5	3	3	3	2	3
Maldives	1,790	1,742	1,908	5,818	5,587	6,042	8.4	12	-6	10	10	-8	8
Mauritius	9,641	8,865	9,729	7,598	6,951	7,593	8.0	6	3	4	5	3	4
Namibia	8,968	9,182	12,170	4,075	4,096	5,330	14.2	4	-1	5	2	-3	3
Nauru	-	-	-	-	-	-	-	-	-	-	-	-	-
St Kitts & Nevis	702	673	652	13,739	13,003	12,437	6.5	6	-6	-5	5	-7	-6
St Lucia	1,1282	1,0354	1,1978	6,628	6,423	6,884	4.8	5	-1	3	4	-2	2
St Vincent & the Grenadines	702	699	705	6,434	6,398	6,446	7.3	2	-1	-1	2	-1	-1
Samoa	568	525	574	3,126	2,880	3,133	12.4	-4	-2	2	-4	-2	1
Seychelles	921	788	937	10,591	9,028	10,825	6.2	-1	1	6	-3	0	7
Swaziland	2,837	2,936	3,645	2,466	2,513	3,073	10.4	2	0	1	1	0	0
Tonga	348	312	348	3,382	3,011	3,547	7.1	3	0	0	2	-1	-1
Tuvalu	30	26	31	3,028	2,664	3,190	0.0	1	-1	-2	1	-1	-2
Vanuatu	593	590	699	2,602	2,526	2,916	12.0	6	3	3	4	1	1
Other countries													
Albania	1,2969	12,045	11,786	4,076	3,773	3,678	13.9	8	3	3	7	3	3
Armenia	1,1662	8,648	9,371	3,787	2,803	3,031	26.8	7	-14	2	7	-14	2
Bahrain	21,903	20,595	-	20,813	17,609	-	12.7	6	-	-	-6	-	-
Bhutan	1,257	1,265	1,516	1,793	1,712	2,088	13.1	5	7	7	3	5	6
Bosnia Herzegovina	18,512	17,050	16,578	4,905	4,525	4,409	12.7	5	-3	1	6	-3	1
Cape Verde	1,551	1,587	1,648	3,181	3,228	3,323	13.5	6	4	5	5	3	4
Congo Republic	11,789	9,580	11,898	3,073	2,431	2,943	13.2	6	7	9	3	5	6

Notes: - : not available.
Source: World Bank, World Development Indicators, various issues, Washington D.C. based on market prices
World Bank website: www.devdata.worldbank.org; United Nations website: www.data.un.org (accessed Feb 2012)

Sample report layout: charts and graphs

Charts and graphs

Charts and graphs should use tints to help differentiate between sections. Templates are available in Microsoft Word and PowerPoint.

13 | Planning and management approaches for the oceans

Figure 1.1 Total forest cover square kilometres

Country	Percentage
Papua New Guinea	34%
Guyana	17%
Botswana	14%
Suriname	17%
Other	6%
Dominican Republic	2%
Belize	2%
Guinea-Bissau	2%
Solomon Islands	3%
Cuba	3%

Note: Data from 2005
Source: UN MDG database 2010

Monitoring and evaluating processes

GLOBAL	REGIONAL	NATIONAL
<ul style="list-style-type: none"> Global Indicators Baseline Survey Targets Annual Data Info Collection Analysis Annual Reviews Performance Report Final Evaluation 	<ul style="list-style-type: none"> Analysis of Regional Performance Discussion on common challenges and lessons for future action 	<ul style="list-style-type: none"> Qualitative Report Process Indicators Implementation of POA

Quantitative and qualitative processes

QUANTITATIVE PROCESSES (COMSEC)	QUALITATIVE PROCESSES (CGPMQ)
Data collection on global indicators	Information collection on process indicators
Analysis of performance	Country level quantitative reports

Planning and management approaches for the oceans | 14

Figure 1.2 The MDGs and population size

Source: Calculated from 2010 UN data

Membership composition

Figure 1.3 Microstates and the MDGs

Source: UN MDG database 2010

Membership by year

Newsletter: front covers

The accent colour used here is Commonwealth Blue. This should be used for all newsletters and no other accent colours should be used for front covers.

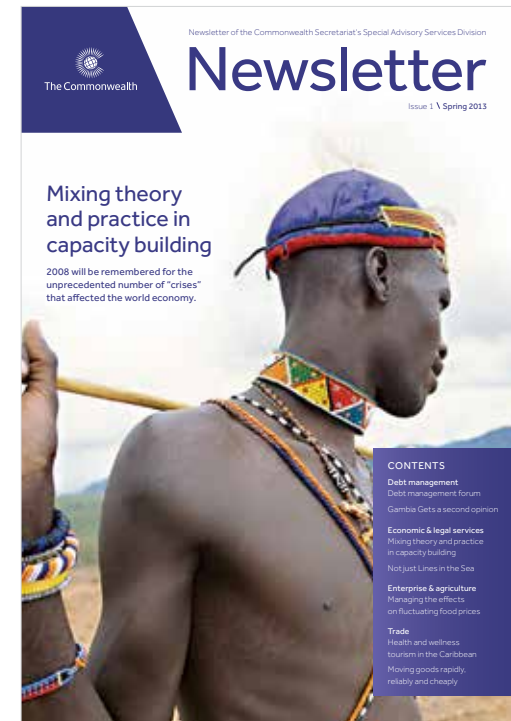
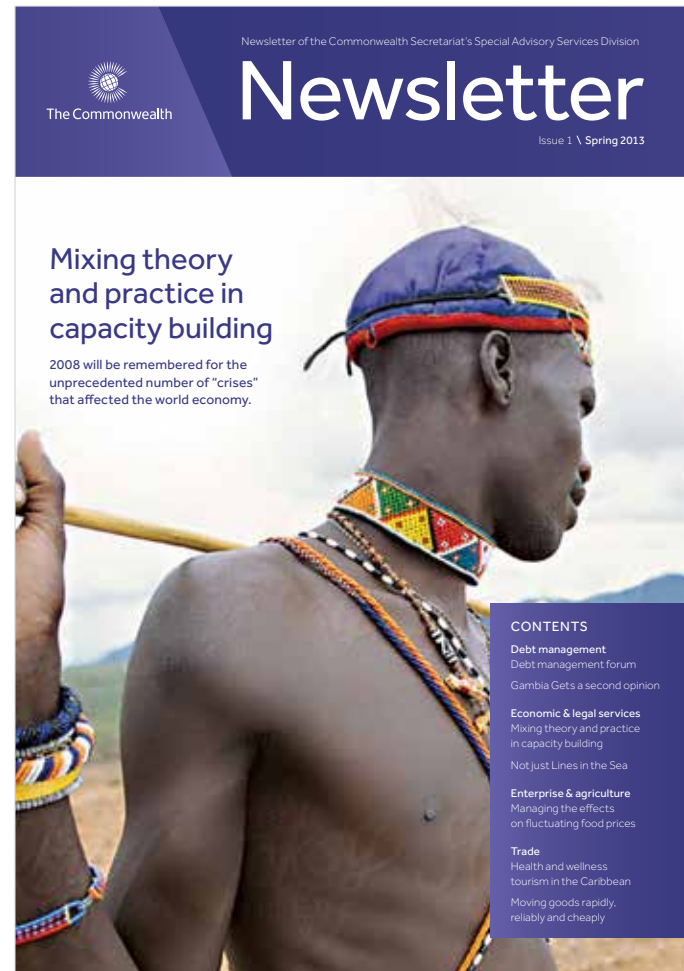
Dimensions 210mm x 297mm (A4)
10.5mm margin
12 columns (3mm gutter)

Images

Cropping an image that fills the page can also create dynamism.
Try to use an image which has space for headline text and some extra information.

Contents

Contents can go on the front cover, in a text box.



Option with no masthead colour

Mast head

The title of the magazine can be any size, as long as it fits comfortably in the mast head.

In the examples shown, the description of the newsletter appears above the title, and the issue number and date sits below it.

Newsletter: sample layout 1

Considerations

The accent colour and tint used here is Commonwealth Blue, however other accent colours can be used for interior pages.

Where possible, use optical kerning and the tracking on 0.

Use between 50-75 characters of body copy per line.

Portrait Image: Greyscale TIF
File with Fill: Accent colour 1

Text Hierarchy:
This spread shows how a text-heavy spread can be made easier to read with a clear typographic hierarchy.

2 | SASD News
SASD News | 3

Message from the Director

2008 will be remembered for the unprecedented number of "crises" that affected the world economy.



"The situation is still evolving and it is difficult to predict how the various crises will interact."

Food prices peaked early in the year, oil prices reached their highest point in the middle of the year and then the financial crisis which originated in the United States quickly spread to emerging and developing countries.

As this issue of Advisory goes to print in early 2009, the situation is still evolving and it is difficult to predict how the various crises will interact. While food and fuel prices have declined, future volatility cannot be excluded. The financial crisis is still unfolding at a global level and is now affecting the economy of many developing countries.

I would like to reflect on how the work of SASD in debt management, agriculture, natural resources and trade can help member countries, both directly or indirectly, mitigate the effects of such challenges.



The Financial crisis

While the full impact and duration of the current financial crisis is difficult to predict, all indications point towards a global economic downturn in the short to medium term, with the consequences being felt by all countries whether developed, emerging or developing. Many countries, including a large number in the Commonwealth, are already seeing reduced growth prospects, rising unemployment, a deterioration of their external balance sheet and, in some cases, increased borrowing.

The Commonwealth Secretariat does not provide financial support. This is left to international financial institutions such as the IMF and the World Bank. Indeed, the latter have already come forward with rescue packages for countries experiencing difficulties. However we can help by assisting countries to assess their options and make the right decisions should they need to contract new borrowings.

Fortunately, in recent years the debt position of many Commonwealth countries has improved through a combination of better economic performance, improved debt management and debt reduction following initiatives such as HIPC and MDRI. Some 'room to borrow' has been created and this should allow countries to resort to additional borrowing, if the need arises, without necessarily creating an unsustainable debt situation. However, prudent debt management remains crucial and our

"Faced with an uncertain global economy, countries will need to make short-term adjustments while putting in place long-term strategies for sustainable development."

Debt Management Section can assist countries develop medium term borrowing strategies that will take perceived risks into account. We are currently doing this for The Gambia (see article on Page 4).

The global economic downturn is also likely to affect other areas such as tourism. Many Commonwealth members, especially small island economies of the Caribbean, Indian Ocean and the Pacific, rely on tourism as a source of foreign income. As the airline industry passes on the cost to consumers in the form of fuel surcharges, the main concern in early 2008 was how oil price increases would affect the industry. Following the sharp fall in oil prices in the second-half of 2008 the focus has shifted to the likely impact of the economic slowdown on the tourism sector.

In such circumstances, resilience depends on the capacity of the tourism industry to offer quality and innovative services. Over the last few years, SASD has assisted several countries to establish national tourism development strategies. Of late, we have emphasised the development of niche areas such as eco-tourism, sports tourism, health tourism and agro-tourism as these allow countries to tap into their comparative advantage. The article on health and wellness tourism in the Caribbean illustrates our work in this area.

The food crisis

The food crisis of 2008 will be remembered for the social upheaval that it caused in a number of countries. The World Bank estimates that the increase in food prices over the period 2005-2007 has pushed an additional 105 million people into poverty. Although prices of certain commodities started coming down towards the end of 2008, the structural causes of the food crisis still exist: low growth in agricultural productivity, low investment in the agricultural sector and increased demand for food and biofuels. In addition, the effects of climate change are likely to affect food production, especially in rain fed areas.

The problem is multi-faceted but the basic issue is that countries need to increase agricultural productivity in order to boost food supply. To tackle this, our Enterprise and Agriculture Section has been assisting member countries to formulate policies and strategies for diversifying and improving the competitiveness of the agricultural sector and for the sustainable management of fishery resources. The article on page 10 expands on this issue.

The Fuel crisis

The impact of the fuel crisis will primarily depend on whether a country is a net fuel importer or exporter. Energy importing developing countries tend to be more affected than industrialised economies by rising energy costs because their economic growth depends much more on the primary and secondary sectors, which are more energy intensive.



Accent colours
Using accent colours effectively can help guide the reader through a news story, and highlight important sections.

Newsletter: sample layout 2

4 | Debt Management

Debt Management 1.5

Debt Management Forum

COMSEC is working on a project to introduce debt management E-learning in partnership with the Commonwealth of Learning.

The project will be implemented in phases, with the initial phase covering training on external and domestic debt recording and interpretation of Loan Agreements and fixed income instruments. Analytical issues will later be incorporated in the curriculum.

This follows a survey, conducted by COMSEC on the eve of the last Commonwealth Secretariat Debt

Management Forum, that revealed a growing shift in demand for hands on training to cover debt analysis in relation to public debt management. One of the main aims of the forum was to hold discussions with various stakeholders and obtain feedback on the Secretariat's flagship debt management program, including its debt management software, the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS).

The forum looked at emerging trends in sovereign debt management; developing a public debt management strategy; accessing capital markets; institutional arrangements and capacity for sovereign debt management; emerging areas of debt management for developing countries; enhancing CS-DRMS

Product Line

- Strengthen institutional frameworks
- Provide debt recording and management software
- Assist in recording various types of debt
- Build capacity in debt management
- Provide policy advice and assist with debt analysis
- Add value through strategic partnerships

AT A GLANCE

The Gambia gets a second opinion

Located in West Africa, The Gambia is the smallest mainland country on the continent. It is now a post Heavily Indebted Poor Country (HIPC), having taken seven years from 2000 to 2007 to go through the Initiative and obtained an estimated USD\$14.0 million nominal debt relief under the enhanced HIPC and the Multilateral Debt Relief (MDRI) Initiatives.

Progress towards meeting the MDGs has been slow and the country faces a number of challenges on the economic front, notably declines in terms of trade but also erratic rainfall. It ranks 155 out of 177 in the 2009 UN Human Development Index and according to DFID, 59% of the population lives on less than a dollar a day.

Product Line

There is a marked improvement in the quality of external debt databases in countries using the CS-DRMS. This can be partially attributed to the CS-DRMS Regional Advisers Project, which was initiated in 2005 to support the use of CS-DRMS and maintenance of databases in those countries. Representatives of the CS-DRMS regional user groups underscored the remarkable contribution of this joint GIDD/SASD project. However the

Extra information

As a post-HIPC country, it is crucial that The Gambia maintains a sustainable debt position while securing the new borrowing and investment needed to finance its development strategy. An assessment of external debt sustainability, undertaken by the IMF-World Bank in November 2007, using data from the end of 2006 suggested that The Gambia would remain at high risk of debt distress even after receiving HIPC and MDRI relief on completion point in December 2007. The Debt Sustainability Analysis (DSA) report indicated that this was because revenue from exports of goods and services was inadequate to service external debt liabilities. Whilst the IMF-World Bank DSA report recommended

building of local capacity in debt data recording and ensuring good data quality still requires attention. Despite improvement in the quality of external debt data, the reporting of debt statistics to international agencies remains weak in many countries. There will, therefore, be a need for an extra push by ComSec in the future. In recent years, the demand for assistance on debt data issues has shifted towards the building of a comprehensive domestic debt database in member countries. In moving forward, the Secretariat has broadened its assistance beyond debt data recording and statistics to other substantive issues in debt management, mainly debt analysis and institutional strengthening. The Secretariat recognised the need for additional work in the area of domestic debt management as well as the need for countries to work towards making debt sustainability analysis and debt strategy formulation a home-grown process.



Columns
A story can be spread over three columns

Information boxes
Information boxes can be used with an image.



Caption here

Newsletter: Back cover

Section dividers

Mini sections can be created by drawing a 0.3pt stroke across the width of the page, and using a heading at 12pt/15pt in capital letters.

8 | News

NEW PUBLICATIONS

**Minerals
Taxation Regimes**



Ehler, C. and Douvrou, F. *Marine Spatial Planning: A Step-by-Step Approach toward Ecosystem-based Management.*

This Study, prepared by the International Council on Mining & Metals (ICMM) and co-published with the Commonwealth Secretariat, reviews current and past thinking on mining taxation. In particular, it examines the ways in which different sources of mining revenue can have implications for socio-economic development. In order to assist governments to design and implement transparent frameworks for mining taxation, the Study provides an overview of different fiscal systems applied to the extractive industries (oil, gas and mining) including various tax and non-tax instruments, and discusses the arguments for and against taxing the mining sector differently to other economic activities. The Economic and Legal Section of the Special Advisory Services Division collaborated with the ICMM by carrying out a review of the Study and its findings. Our involvement was considered important so as to ensure that the Study presented a balanced view, taking account of the experience of the Commonwealth Secretariat in advising governments on fiscal issues associated with extractive industries.

FORTHCOMING EVENTS



The Commonwealth @ 60

The Commonwealth has stood the test of time. Standing tall as an organisation of shared values, dedicated to protecting and advancing its principles, while meeting the changing challenges of its times, it has always been a part of the wider global community. As a champion of democracy, development and diversity, the Commonwealth has a powerful story to tell.

Our task this year is to look straight ahead – and ask how we can continue serving a new generation in 2009 and beyond. What sort of 21st Century will our young people inherit? Will they know greater peace and prosperity than their parents? Will they exercise their most basic entitlements to food and education, healthcare, a vote?

The Commonwealth has always had an eye on the people and the tasks of tomorrow. Now, it must be present again in safeguarding and promoting the guarantors of the best hopes for its future: its young people.

Selected Forthcoming Events

April 2009

20-29 April 2009 Mbabane, Swaziland
Joint MEFMI-Comsec Regional Workshop for South and East Africa on Domestic Debt Recording in CSDRMS and Auctioning System

May 2009

25-28 May 2009, London, UK
National Export Strategy Learning Workshop
Singapore Commonwealth Third County Training Programme

December 2009

Nurturing Medium and High Technology Start ups

April 2010

Mainstreaming SME development in National Economic Policy and Planning
Developing the Tourism Sector in Commonwealth Developing Countries

Please see the Commonwealth Secretariat website for updates on SASD programmes.



For further information on SASD programmes and copies of the Advisory please contact: Stefan Bicknell, Advisory, Special Advisory Services Division, Commonwealth Secretariat, Marlborough House, Pall Mall, London SW1Y 5HK, United Kingdom. Tel: +44 (0)20 7747 6428 Fax: +44 (0)20 7747 6307 Email: s.bicknell@commonwealth.int www.thecommonwealth.org

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Recruitment advertisements

Dimensions 90mm x 130mm :
5mm margin

Title: Effra Regular 14pt / 17pt

Descriptor: Effra Light,
10pt /13pt

Contents Body: Effra Light,
7pt /9pt, Black

More information:
Effra Light and Regular,
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 **The Commonwealth**

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£00,000pa + benefits \ Location

For an enthusiastic, energetic and seasoned communications / media adviser or campaigner, reporter or correspondent, this is the ideal opportunity to move up a gear as you help shape and develop the dynamic communications which will raise the public profile of the Commonwealth.

This will include implementing the strategic plan; monitoring international developments and recommending appropriate interventions; and supporting editorial outputs, notably the writing and contributing to key communications materials.

With a degree in communications, journalism, media studies, international affairs or similar, you must have substantial experience as a communications / media adviser or campaigner within a major global institution, or as a reporter or correspondent within the media. Competency with audio-visual and / or print journalism is crucial.

We promote democracy, advance development and celebrate diversity. We are the Commonwealth – an association of 54 member countries who share the common values of peace, security and sustainable development. To join us you must be a citizen of a Commonwealth country, able to operate effectively in our multi-cultural setting.

Closing date is Monday 3 June
For more information and to apply, please visit thecommonwealth.org

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Banners

Dimensions 1500mm x 2150mm :
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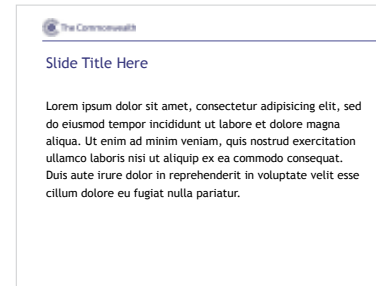


Option with supergraphic

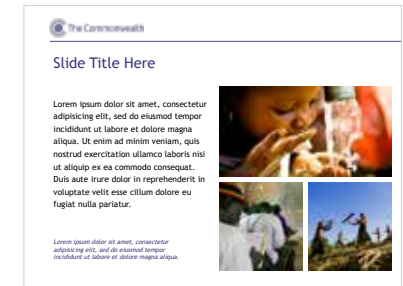
PowerPoint templates

Dimensions
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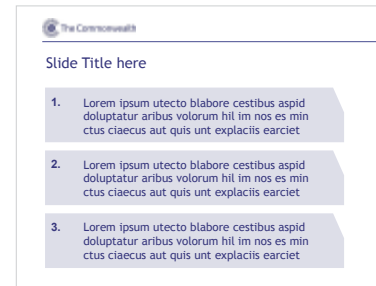
All text
Trebuchet Regular



Introduction page



Text and image page example



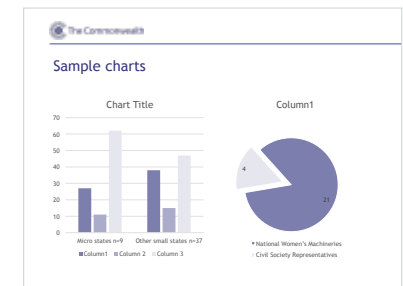
Bulleted points example



Diagram page



Sample flow chart



Sample charts

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