

on capacity-building and good governance, it will engage more deeply to ensure that all members have the ability to reach their goals and agree time-scales and action plans to tackle problems. All Commonwealth members need to play their part in making the Commonwealth a seal of quality, a **'Commonwealth Kitemark'** for countries that are open and democratic, where the rule of law and a strong civil society provide the conditions for safe investment, whose members have got themselves in shape for the global age.

But the reality will need to match this image. Countries which are struggling may need extra help, but those which do not try to uphold common values must not be allowed to hold others back. The Commonwealth may need to create a warning list for countries who consistently and deliberately flout agreed objectives on democracy, good governance and civil society. Nobody can force them to do it – the Commonwealth's value is that it is a voluntary grouping of countries which have decided that they will benefit by working together. But the Commonwealth can ask its members to take their shared commitments seriously.

The conclusion of this report proposes a timetable for reform. We believe that it is an achievable one – which could greatly enhance the Commonwealth's value and status. All of the Commonwealth's peoples want similar things. All of its governments are committed to shared values. Those who are not living up to them will need to change if they want to prosper – that will be the case whether they want to use the Commonwealth to support reform or not. We do not think that any member would want to leave the Commonwealth – when it could