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From Kuala Lumpur to Durban

The Report of the Commonwealth Secretary-General 1999



Commonwealth Heads of Government

as at 31 July 1999

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Head of the Commonwealth

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Prime Minister
Antigua and Barbuda

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Prime Minister
Australia

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HE Chief Emeka Anyaoku
Commonwealth Secretary-General

From Kuala Lumpur to Durban

The Report of the Commonwealth Secretary-General 1999



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Cover illustration: Neill Menneer

Map source: ComSec/Maps-in-Minutes™

Designed and published by the Commonwealth Secretariat

Printed in the United Kingdom by Napier Jones, London

Wherever possible, the Commonwealth Secretariat uses paper sourced from sustainable forests
or from sources that minimise a destructive impact on the environment.

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Stock Wave/COI: 6 (top and middle left); Telegraph Colour Library/Rommél: 60; Thomson Foundation: 98.

ISBN: 0-85092-628-9

Web sites: <http://www.thecommonwealth.org>

<http://www.youngcommonwealth.org>

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From Kuala Lumpur to Durban

INTRODUCTION TO THE SECRETARY-GENERAL'S REPORT 1999



Emeka Anyaoku

The Secretary-General's biennial report to Commonwealth Heads of Government has traditionally been limited in scope and time. In substance, it has usually covered the activities of the association in the two-year interval between summits; and my previous reports have been in that format. In this report, however, I intend to take a longer term perspective and to reflect on the work of the association in my time as its principal servant. There are a number of reasons for this approach.

In the first place 1999 marks the 50th anniversary of the London Declaration of April 1949, the decision which enabled India to continue in full membership of the Commonwealth after the adoption of its republican constitution, effectively making the modern Commonwealth possible. In the cold light of 1999, in which sovereign republics are commonplace within the Commonwealth, the decision may appear prosaic and uncontroversial. But in the world of 1949, when the assumption seemed to be that republicanism was incompatible with membership of the Commonwealth, the decision to allow republican India to remain within the association was nothing short of revolutionary. For some, who had serious misgivings about the wisdom of this revolutionary departure, it was considered a leap in the dark. On all sides, it called for vision, wisdom, imagination and courage of a special order to make that step possible.

The Commonwealth might easily have remained a small, closely

knit kindred group making little or no impact on the wider world but for the wisdom and vision of the founding fathers of the modern Commonwealth who opened its doors and windows to the outside world without compromising its singularity. If the Commonwealth is today a distinctive and dynamic organisation making a difference in the world, that is largely the outcome of the decision taken in London in the spring of 1949. Today's Commonwealth is much indebted to its founding fathers, especially Jawaharlal Nehru, India's first Prime Minister; and the 50th anniversary is an appropriate opportunity for *pietas*. Her Majesty Queen Elizabeth II, Head of the Commonwealth, has continued to care for the association in that special way which is all her own. The Commonwealth is much in her debt.

Successive generations of Commonwealth leaders have brought strength in various ways and through various measures to the association and have contributed to make it the flourishing institution it is today. If the decolonisation process had proceeded as smoothly as it did, with bonds of friendship replacing the old order, the credit for it goes to not only the generosity of the people on all sides, but also to the Commonwealth. But no less important, the 50th anniversary of the birth of the modern Commonwealth should be an opportunity to reflect on the future. It should be about how to make the association even more relevant in the uncertainties and challenges of the world which is

coming into view with a new century and millennium.

My second reason for taking a longer term view in this Report is a personal one. This is my last report to Heads of Government as Commonwealth Secretary-General. When I was elected to the position at Kuala Lumpur in October 1989, I pledged in my acceptance speech to work for the achievement of a number of key objectives which I believed to be of special importance as the Commonwealth and the world moved into the 1990s. In particular, I undertook to work for a Commonwealth which fostered its own values, promoted the economic and technological development of its member states, was unalterably committed to the equality of all human beings and, in Jawaharlal Nehru's memorable words, brought a "healing touch" to national and international relations. My valedictory report is accordingly the appropriate place to take stock of these past 10 years and to offer some reflections on the way forward.

I undertook to work for a Commonwealth which fostered its own values, promoted the economic and technological development of its member states, was unalterably committed to the equality of all human beings and, in Jawaharlal Nehru's memorable words, brought a "healing touch" to national and international relations.



In 1949, Commonwealth Prime Ministers (above, top) made a historic decision that led to the birth of the modern Commonwealth – an association which Jawaharlal Nehru (left) spoke of as being able to bring a 'healing touch' to international relations. Since then, developing countries have proudly claimed their independence, as Dr Kwame Nkrumah did for Ghana in 1957 (above), and worked together for the good of all.

The Global Setting

The beginning of my Secretary-Generalship coincided with an historic conjuncture in world politics as a result of which nothing would again be the same. The first element of this conjuncture was the ending of the Cold War which, for more than 50 years, had done so much to inhibit constructive international

co-operation. And with the ending of the Cold War another hopeful and expectant age seemed to be dawning.

Even during the Cold War period, the Commonwealth had always been an organisation apart. Because of the diversity of its membership, the Commonwealth

served as a unique facility for international understanding. It enabled those who were not members of committed alliances to interpret the attitudes of those who were aligned to their opponents. To a world irreducibly diverse, the multiracial and

confirmed by Heads of Government themselves. In their Kuala Lumpur Communiqué, they “expressed pride in the Commonwealth and appreciation for its contribution to peace, social justice and economic progress among its members and in the wider world”. Looking ahead to the future, they recognised that the “Commonwealth would continue to have a distinctive and enlarging role to play”. What that “distinctive and enlarging role” would be was spelt out by Heads of Government in the Harare Commonwealth Declaration of October 1991.

In the economic domain, the ending of the Cold War brought into the international market



The Commonwealth at work – at CHOGM 1989 in Malaysia (above). The ‘expression of pride in the Commonwealth’ at this meeting developed into the ‘distinctive and enlarging role’ drawn up by a high-level group of Heads of Government (right) and reflected in the Harare Commonwealth Declaration of 1991



It had been the considerable achievement of the Commonwealth to show that its diversity, far from being a source of division and disruption, could be a source of celebration and abiding co-operation.

multicultural Commonwealth pointed the way to the possibility of real unity in diversity. It had been the considerable achievement of the Commonwealth to show that its diversity, far from being a source of division and disruption, could be a source of celebration and abiding co-operation. And I saw in the emerging post-Cold War world, unprecedented opportunities for the Commonwealth to become an even greater force for good.

That optimistic assessment of the potential and future role of the Commonwealth was to be

economy more than 400 million people in Eastern Europe and the former Soviet Union and some 1.3 billion people from China and Vietnam. Globalisation, which had by then already emerged as a worldwide dynamic with all its opportunities and challenges, thus received a great boost. A number of developing countries, including some in the Commonwealth, were already making the most of those opportunities but the great majority were still to share in its benefits. The successful countries were becoming even more successful while the less success-



In the forefront of the struggle against apartheid ... the Commonwealth Eminent Persons' Group went to South Africa in 1986 to promote dialogue with the apartheid regime (above). The Commonwealth's implacable opposition to apartheid helped lead to the freeing of Nelson Mandela (below) and the establishment of a multiracial democracy in 1994

ful were falling further behind. The challenge was to narrow the gap and to promote universal growth.

The other development which was to have a transforming impact on the Commonwealth and, morally, a cleansing effect on the world as a whole, was the ending of apartheid in South Africa. The apartheid regime's repudiation of the Eminent Persons Group (EPG) mission sent by Commonwealth Heads of Government at the beginning of 1986 to promote dialogue between the regime and the representatives of the black majority had given many cause to fear the worst. In the circumstances, Heads of Government

the following year in Vancouver and in 1989 at Kuala Lumpur had little choice but to consider a further package of sanctions, this time of a financial character, to bring the regime to the negotiating table. As matters came to a head, President F W de Klerk, who had succeeded P W Botha, announced on 2 February 1990 the unbanning of the political parties, the release of Nelson Mandela and the other political prisoners and, most important of all, a readiness to negotiate with the African National Congress (ANC) and the other parties to end apartheid.

Commonwealth energies had hitherto gone into the mobilisation of international pressure in the form of sanctions and diplomatic isolation of the apartheid regime. But the new situation clearly called for a new approach and one with the right mix of pressure and co-operation to ensure the success of the negotiations then about to begin. The first five years of my Secretary-Generalship were therefore in great part devoted to assisting the transition in South Africa.

Democracy and Good Governance

If one area of activity can be said to have been emblematic of the Commonwealth in the period since 1991, it has been the promotion of democracy and good governance. In successive reports to Heads of Government, I have detailed the progress in democratisation in various Commonwealth countries and the assistance which the Commonwealth Secretariat has provided towards that end. Promoting democracy and good governance continues to form an important strand of the Secretariat's work and the body of this Report sets out what has been achieved in this area since



the Edinburgh Commonwealth Heads of Government Meeting (CHOGM), including the series of workshops to assist member countries consolidate their democratic institutions and processes. I shall therefore confine myself to making some observations on the Commonwealth's experience of democratisation since the turn of the 1990s.

A commitment to democracy and good governance was always implicit in membership of the Commonwealth. What was later expounded in the Singapore Declaration of 1971 as a belief "in the liberty of the individual, in equal rights for all citizens regardless of race, colour, creed or political belief and in their inalienable right to participate by means of free and democratic

accordingly directed to combating the evil of apartheid. But the price of thus diverting the Commonwealth effort was to compel the association to live with a contradiction – professing a democratic vocation but containing within its ranks governments which could not be described by any definition as democratic. Accepting this contradiction, and therefore being vulnerable to the charge of hypocrisy, may not have markedly reduced the Commonwealth's effectiveness, but it did lessen the moral stature of the association.

The frankness of the discussion at the Harare CHOGM of 1991, which made possible the landmark declaration of that year, could have taken place only within the Commonwealth. The Declaration is hardly a decade old but in the time it has been in force, it has transformed the Commonwealth morally and politically. It has added immeasurably to the credibility of the association. Because of Harare, the Commonwealth stands higher in the eyes of its constituents and its external influence has never been greater. This is a record of which the Commonwealth can justly be proud.

But even more indicative of the strength of the commitment to entrench democracy within the Commonwealth was the adoption of the Millbrook Commonwealth Action Programme on the Harare Declaration in November 1995. The Harare Declaration had spelt out what were to be the priority areas of Commonwealth endeavour in the 1990s and beyond but had provided no mechanism for the achievement of those ends. Millbrook repaired that omission with, among other measures, the establishment of a Commonwealth Ministerial Action Group (CMAG) "to deal with serious or persistent violations" of the Harare



Commonwealth commitment to democracy and good governance ... in 1990, the Commonwealth sent Observers to elections in Malaysia. Twenty-eight such Observer missions have been mounted since

political processes in framing the society in which they live" had always been held to be an integral part of the Commonwealth vision. It could hardly be otherwise with the modern Commonwealth, made possible by the emergence of its new members to independence from colonial rule.

Yet, for all that, the promotion of democracy remained patchy for many years. The Cold War had something to do with it, as did the internal domestic circumstances of some Commonwealth countries; but what really obstructed a sustained and purposeful promotion of democracy within the Commonwealth was the fact that as an objective it was forced into competition with the pursuit of a more urgent, if not higher, objective – the ending of the racist minority rule in the then Rhodesia and the elimination of South Africa's apartheid. Commonwealth unity was

If one area of activity can be said to have been emblematic of the Commonwealth in the period since 1991, it has been the promotion of democracy and good governance

Declaration's fundamental political values. Only a self-confident and resilient Commonwealth could have taken this further step of establishing a mechanism to invigilate compliance with its fundamental principles. In a real sense, therefore, CMAG marks the coming of age of the Commonwealth, self-assured in its internal cohesion and its fundamental unity of purpose.

Of the three countries with which CMAG was initially concerned – The Gambia, Nigeria and Sierra Leone – Nigeria was undoubtedly the most testing. Until the advent of the Abacha regime in

November 1993, Nigeria had played an inspiring front-line role in promoting all the causes to which the Commonwealth was committed. It had provided principled and consistent leadership in the campaign against apartheid, both within and beyond the Commonwealth. It had supported all the Commonwealth's initiatives to contribute to the achievement of a more just and equal world, and its attachment to the Commonwealth itself was beyond question. Nigeria's presence in the Commonwealth was good for the Commonwealth and good for Nigeria.



Dealing with 'serious and persistent violations' of the Harare Declaration ... CMAG has met since 1995 (top) and (below) at CHOGM 1995, Prime Minister Jim Bolger of New Zealand announces the suspension of Nigeria from membership

On the other hand, not only did the continuation of a military regime fly in the face of the Harare principles, its gross violations of human rights, including the holding of political prisoners, called for urgent action on the part of the Commonwealth. Then, on the eve of the Auckland Heads of Government Meeting in November 1995, the regime executed nine Ogoni leaders. Those executions provoked universal revulsion and led to the decision by Heads of Government to suspend Nigeria from membership of the Commonwealth "pending the return to compliance with the principles of the Harare Declaration", with provision for expulsion if no demonstrable progress had been

made towards the fulfilment of these conditions within a time-frame to be stipulated. In the event, Nigeria's return to full Commonwealth membership was made possible by the death of General Sani Abacha in June 1998 and the assumption of office by General Abdulsalami Abubakar whose transition programme led to the ending of military rule and the accession to power of a democratically elected government led by President Olusegun Obasanjo on 29 May 1999.

The decision to suspend Nigeria was a painful step for the Commonwealth, and even more painful for me personally. But not to have taken that step would have been more damaging. It would have called into question the seriousness of the Commonwealth's commitment to democracy and human rights and would certainly have led to an erosion of confidence in the association in Nigeria itself and wider afield. The restoration of democracy in Nigeria after such a long break has been warmly welcomed by the Commonwealth which had maintained a principled opposition to military rule.

South Africa

In June this year, South Africa held its second democratic elections and Thabo Mbeki succeeded Nelson Mandela as the second democratically elected President of post-apartheid South Africa. Those elections marked the conclusion of one phase of the transition. The wider task of reconstruction remains to be accomplished; and in the context of South Africa, to reconstruct is to repair a century and more of deprivation.

For my first five years as Secretary-General, assisting the transition in South Africa was a central concern of the

Commonwealth. The decision by Heads of Government to send me to South Africa in November 1991 to explore opportunities for Commonwealth assistance to the negotiations; the sending of Commonwealth observers to the inauguration of the negotiations; the contribution to the joint international effort to stem the violence in the run-up to the elections; the provision of Commonwealth technical assistance to the Independent Electoral Commission (IEC); the observation of the elections by the largest-ever Commonwealth election observer group, and the technical assistance which the Commonwealth provided to the newly elected democratic government – all this and much else is a matter of record. The struggle against apartheid may have had South Africa for its battlefield but, in its true and deeper meaning, it was a campaign of the human race for a more complete humanity, and the Commonwealth is honoured to have contributed to that cause.

To speak of the end of apartheid in South Africa is to speak of Nelson Mandela who, along with Oliver Tambo, Joe Slovo and others, will forever be linked to the epic struggle against apartheid. Nelson Mandela already occupies a unique place in the gallery of international statesmen, and his place in history will be equally secure. Nelson Mandela is an authentic example of true greatness, an example of the heights to which the human spirit can rise when actuated by the most noble of ideals. For South Africa, for the Commonwealth and for the world, his life has been a blessing.

Conflict Resolution

There is a growing area of the Secretariat's work which is rightly kept away from the glare of publicity despite the risk of



losing a publicity dividend. This is the area of conflict resolution. In a world where internal conflicts seem to have largely replaced inter-state conflict, the Commonwealth has not been immune; and increasingly Commonwealth governments are using help from the Secretariat to resolve domestic conflicts or defuse tensions. My response has usually been either to send an emissary or to go myself when the situation necessitates it and my other commitments allow. In the period since 1991, the Commonwealth has helped to resolve conflicts or defuse conflict situations in Bangladesh, Guyana, Kenya, Lesotho, Papua New Guinea, Sierra Leone, Solomon Islands and Tanzania, to name only some. The involvement of the Secretariat in what are essentially domestic affairs is a tribute to the Commonwealth connection. It needs to be ensured that nothing is done to diminish that confidence which governments are increasingly reposing in the Secretary-General and the Secretariat.

The Economic Agenda

The promotion of democratisation and the defence of human rights, the resolution of domestic conflicts or potential conflict situations and other achievements



Active in conflict resolution in South Africa, 1994 (top), the Commonwealth also contributed to the international effort to stem violence in the run-up to the elections (below)

... increasingly Commonwealth governments are using help from the Secretariat to resolve domestic conflicts or defuse tensions.



In Solomon Islands, Commonwealth envoys helped defuse tensions in 1999

Busy stock markets of the Commonwealth ... globalisation has brought economic opportunities for some, worsening poverty for others



have inspired a new confidence in the Commonwealth among its member states; and with this new confidence has come the expectation that the Commonwealth will do more to promote the interests of its members especially in the area of economic development.

Globalisation is the dominant reality of our age. It has brought about a phenomenal expansion in world trade, finance and investment, produced new technologies which have shrunk time and space and in the process transformed the world almost out of recognition from what it was only a few decades ago. For some it has been a world of unparalleled opportunities, the best of all times; but for others, it has been a time of deepening poverty, the worst of all times. In Sub-Saharan Africa, in South Asia, in Latin America and in the Caribbean – to confine myself to only the developing world – the ranks of the poor have risen to unacceptable levels and the depth of their poverty has reached new levels. Increasing disparities threaten peace and stability. As the UNDP's *Human Development Report* for 1999 puts it, poverty is everywhere. That same report also makes it clear that the economic growth and other advances made possible by globalisation offer "enormous potential to eradicate poverty in the 21st Century". Globalisation can easily be the crowning glory of our times; but unless its enormous potential is channelled into eradicating poverty, and creating a more humane world, it could easily degenerate into the moral shame of the international community. And therein lies probably the greatest of the challenges facing the world today.

The record of Commonwealth concern over global inequality is a long and honourable one. Throughout the 1960s, successive Commonwealth summits tried to

draw the attention of the world to the problem of growing inequality in wealth and its implications for world peace and security. But the alarm was first raised in a more systematic and sustained way in 1971 when Commonwealth leaders in their Singapore Declaration said that the wide disparities in wealth then existing between different sections of mankind were too great to be tolerated. In 1975 the late Michael Manley, then Prime Minister of Jamaica, recalling what had been said at Singapore, went on to suggest that the call for a new economic order constituted a challenge to the Commonwealth to help find the techniques of political management that would lead to the progressive removal of those disparities and so tilt the probabilities in favour of dialogue as against confrontation. In one way or another, what the Commonwealth has been doing in these intervening years has been devising and implementing measures which would lead to the progressive removal of inequality.

In my previous reports I set out the practical arrangements which the Commonwealth had put in place to assist the development efforts of its member countries. The four regional investment funds set up under the aegis of the Commonwealth Private Investment Initiative (CPII); assistance in the area of debt management; analytical work and sustained advocacy to reduce the debt burden of the heavily indebted poor countries; the programmes in support of capacity-building and poverty alleviation; support under the Trade and Investment Access Facility (TIAF); the contributions of various Commonwealth Expert Groups, and the economic policy advice which the Secretariat offers to member countries are all instances of Commonwealth assistance to members to improve their



many Commonwealth countries in a manner that has made a real difference in the lives of millions of people. Its cost-effectiveness is the envy of other development agencies. Beyond that, the Fund has proved to be an example of both effective South-South and North-South co-operation. It has been a source of considerable strength to the Commonwealth connection. And successive Commonwealth meetings – from meetings of officials to meetings of Heads of Government – have acknowledged with appreciation the contribution of the Fund to the development of member countries.

That recognition is reflected in the pledge made at Millbrook to restore the Fund's resources to their 1991/92 levels in real terms. Yet the reality remains one of continuing decline in the Fund's fortunes, from an actual expenditure of £28.0m in 1991/92 to £18.1m in 1998/99 – representing a decline of some 40 per cent in real terms – and with it, the Fund's ability to continue to contribute to the development of member countries.

The fall in the level of contributions in some cases, inordinate delay in redeeming pledges in others, and the resultant decline in resources have compelled a rethink of the Fund's priorities. I have directed that while the uncertainty over resources remains, the work of the Fund should concentrate on a number of priority areas. These include strategic gap-filling and capacity-building (through the provision of experts, training and advisory services on the basis of requests from governments); and special programmes of assistance on good governance, globalisation and support for negotiations with international organisations such as the World Bank, the International Monetary Fund (IMF) and the World Trade Organisation (WTO). In the long

economic performance. But there is no pretence that these measures in themselves are sufficient or that they alone can bring about the removal of inequality between nations. On the contrary, their successes have only pointed to what is achievable given a more concerted global approach within the framework of a creative internationalism.

Commonwealth Fund for Technical Co-operation

In any consideration of the developmental role of the Commonwealth, the Commonwealth Fund for Technical Co-operation (CFTC) must be accorded a place of prominence. For nearly 30 years, it has proved an effective instrument for the delivery of technical assistance to member countries, most notably in the provision of advisory services and the training of local capacity. It has contributed in the process to the socio-economic development of

Economic success, as in Singapore (*above*), points to what is achievable. Investment funds, such as the Commonwealth Africa Investment Fund launched in 1996 (*below*), attract capital to developing countries





The Commonwealth Fund for Technical Co-operation brings technical assistance where needed ... to the emergency services in Bangladesh (*above*) and the electronics industry in Sri Lanka (*below*)

run, however, the objective has to be to restore the Fund's resources which are modest by any standards. For, if the Fund's resources are allowed to continue to fall in real terms, an important pillar of the Commonwealth edifice would have been grievously undermined. I do not believe that this is what Commonwealth governments intend.

Small States

It has been clear for a long time that the Commonwealth has had a very particular vocation in the area of responsibility for small states, especially as the number of countries in the Commonwealth continued to grow, so that of the 54 member states, 29 could be



counted in the small states category with populations of less than 1.5 million people.

In the early 1980s when the Commonwealth was bringing the concerns of small states to international attention, their vulnerabilities had to do largely with issues of defence and security, environmental disasters, limited human resources aggravated by the brain drain and an even more severe lack of economic resources with economies usually dependent on one crop. It was then part of the challenge to get the international community to accept that small states had special needs which had to be differentiated from those of the generality of developing countries and accorded appropriate attention. To the old, unresolved vulnerabilities have now been added new vulnerabilities arising in the main from globalisation and threatening small states with further marginalisation. The uncertainty about the outcome of the current negotiations to agree a successor convention to the Lomé trade arrangements between the ACP countries and the European Union has put a question mark over the economic future of many Commonwealth small states. They lack the market size and resource endowment to attract significant investment flows; the wherewithal in human and material resources to participate effectively in the WTO negotiations; their scope for diversification is extremely limited; and, more than most developing economies, they have little protection against financial volatility and the accompanying disruption.

At Edinburgh, Commonwealth leaders agreed to "encourage international financial institutions to review their graduation policies, consider broader criteria covering the special vulnerabilities of their smaller members



Small states ... vulnerable to external forces

and establish a task force to address the concerns of small states". The meeting also approved my recommendation to set up a ministerial group to discuss the concerns of small states with major multilateral agencies.

The five-member ministerial mission which I subsequently appointed under the leadership of the Prime Minister of Barbados met with senior representatives of the World Bank, the IMF, the WTO, UNCTAD and the US State Department in July 1998; and one of the outcomes of that round of consultations was the establishment of the joint Commonwealth Secretariat/World Bank Task Force on Small States. The Task Force was charged with devising arrangements to assist in financing the rehabilitation and reconstruction of infrastructure damaged by disaster and focus on such issues as the transitional costs of integrating the economies of small states into the global economy, the effectiveness of aid, and globalisation and the associated risks of marginalisation. The report of the Task Force, *Making*

Small States Less Vulnerable: Supporting Development During Globalisation, will be one of the documents before Heads of Government at Durban.

In a world increasingly integrated through globalisation, it is in the interests of everyone to help ensure the viability of small states in our global society. The Commonwealth has given a lead; that lead deserves to be followed.

The Environment

At the time of the Langkawi Declaration of 1989 which marked a collective Commonwealth intervention in international efforts to protect the environment, the issue was to stem "the serious deterioration in the environment" and the threat which this posed to the well-being of present and future generations. The view within the Commonwealth was that any delay in halting this progressive deterioration would result in permanent and irreversible damage. In the intervening period, the crisis of the environment has become a continuing emergency, more urgent and

more threatening. In part, it is the result of a failure on the part of the international community at large to implement fully and effectively the existing conventions and to discharge the commitments entered into at Rio and Kyoto; but in a greater measure, it stems from unresolved and new economic problems which compel the poor of the developing world to exploit the environment in a non-sustainable manner. The link between economic development and environmental protection has long been recognised; yet little has been done to assist poor developing countries with the transfer of resources and appropriate technologies

necessary to turn the tide in favour of measures which would assist sustainability.

As the appropriate sections of this Report show, the Commonwealth commitment to environmental protection remains high. There now exists a permanent Commonwealth machinery in the form of the Commonwealth Consultative Group on Environment to provide a forum through which the Commonwealth can contribute to the implementation of the 1992 Rio Agreements and other subsequent international agreements and conventions on environmental issues.

important is not the knowing of it but the doing of it.

Gender and Development

No national development process can be meaningful or even possible without the full participation of women; and advancing the interests of women and integrating them into the development process has long been a Commonwealth objective. The Harare Declaration identified equality for women as one of the priority areas on which Heads of Government agreed "to work with renewed vigour". In 1995, the Commonwealth took a major step in advancing the interests of women with the development of the Commonwealth Plan of Action on Gender and Development, which sought to accelerate the empowerment of women, strengthen machineries within member governments concerned with women's affairs and to integrate gender issues into the mainstream of all government and Secretariat activities.

The Plan of Action has made a difference internally within the Commonwealth. It has brought about greater awareness of gender issues. In particular, the target set by Ministers responsible for Women's Affairs at their Trinidad and Tobago meeting of 1996 – 30 per cent women in decision-making in the political, public and private sectors by 2005 – continues to be a high priority for the Secretariat. In that task, we work closely with the Commonwealth Foundation and the Commonwealth Parliamentary Association to assist member governments to develop strategies to achieve that target. Internationally, the Commonwealth Plan of Action proved to be a much appreciated contribution to the 1995 Beijing Conference on Women. But much more remains to be done both within and outside the



The Iwokrama International Rainforest Programme remains a unique Commonwealth contribution to environmental issues

The Iwokrama International Rainforest Programme in Guyana remains a unique Commonwealth contribution to addressing international concern for sustainable forest management and biodiversity conservation. It has now passed through several stages of development to become a show-piece project. Increasing international support, especially from a number of Commonwealth countries in the funding and provision of technical experts for the programme, is a measure of its success. Environmental protection should be like virtue – what is



Celebrating Women's Day in South Africa

Commonwealth to ensure that social inequality is not gender inequality.

Human Resource Development

Promoting economic development in a globalised world requires the development of human skills. More specifically, it means mastering the new technologies – information and communication technologies as well as biotechnology – which are driving globalisation. It has rightly been said that knowledge is the new asset and “writing computer programs and revealing genetic codes have replaced the search for gold, the conquest of land and the command of machinery as the path to economic power”. But the new system of wealth creation

Working to enhance human skills, especially in mastering the new technologies



embodied in the mastery of the new technologies also threatens to exacerbate the world's existing divisions. According to the United Nations, “the global gap between haves and have-nots, between know and know-nots is widening”. There is a new global race for knowledge and the task for the Commonwealth is to assist its member countries to be among the winners; and that in turn means helping member countries to meet their human resource development needs.

Human resource development has for long been a Commonwealth priority. The scholarship schemes run by the Association of Commonwealth Universities, the programmes of the Secretariat's own Education Department, the various training activities of the CFTC and the distance learning programmes of the Commonwealth of Learning (COL) are all instances of the Commonwealth helping to expand the skills base of its member countries. It remains a priority area.

Science and Technology: Mobilising Networks

In no realm is the race against time more important than in that of science and technology. The Commonwealth Science Council, established nearly 25 years ago to promote the development of science and technology by mobilising the wealth of scientific networks within the Commonwealth, has constantly broadened its activities, and enlarged and adapted its networks for the future. It is also developing ways of furthering new interest in science education, a key pillar of its programme. The Commonwealth Partnership for Technology Management (CPTM), established by Heads of Government in 1995 and bringing together governments,

the private sector and professionals, offers a creative new way of helping Commonwealth countries make the most of opportunities offered by the new global market.

The race for the new knowledge born of globalisation is also a race against time which can only be won in the context of continuing and heightened Commonwealth co-operation.

Health: Basis for the Future

The integral role of health care as a factor in development has increasingly been recognised in the international community, as some of the more negative effects of trimming health budgets have begun to be felt. The Commonwealth has long had health on its agenda, and the triennial Commonwealth health ministers meetings parallel the education ministers meetings, as two of the Commonwealth's oldest institutions. Both play an important role in facing the challenges of the next century. The Secretariat in its advocacy, brokerage and catalytic roles seeks every opportunity to work with international agencies and Commonwealth non-governmental organisations (NGOs), helping to identify areas where a project or a training programme

may have a health dimension, never forgetting that health care is crucial for alleviating the scourge of poverty and safeguarding future generations.

Empowering Youth

One-third of the world's young people live in Commonwealth countries. The future of the Commonwealth therefore depends upon its youth. It was against the background of these considerations that Ministers responsible for Youth Affairs adopted a Five-year Strategic Plan in May 1995 focusing on three main areas: human resource development, youth empowerment and youth policy. The latest initiative in youth empowerment has been the Commonwealth Youth Credit Initiative (CYCI) which aims at setting up and managing micro-credit and developing business enterprises for young people at the national level.

But the challenges are a great deal wider and include the need to inculcate a culture of democracy, human rights and good governance in young people, placing youth concerns at the centre of economic policy, as well as facilitating their access to technology and the emerging global culture. A Commonwealth

Helping young people to develop business enterprises (*below*) but the wider challenge is to inculcate a culture of democracy, human rights and good governance in young people (*below, right*)





Plan of Action on Youth Empowerment (PAYE) to the year 2005 has been developed and will be presented to Heads of Government at Durban for their consideration.

Looking for new international initiatives which will bring a better life (*above*) and will intervene in times of conflict where frequently even the United Nations (*below*) is now bypassed

The Commonwealth and the Challenges of the 21st Century

The High-Level Appraisal Group appointed by Heads of Government at Kuala Lumpur to identify possible roles which the Commonwealth might play in the 1990s and beyond and out of which the Harare Declaration emerged, was a timely and imaginative initiative to keep the Commonwealth in step with the changing times and needs of its

constituents. I believe that the Commonwealth is immeasurably the better for that exercise. I do not propose to suggest another high-level appraisal so soon after the last one. On the other hand, if the Commonwealth is not to rest on its laurels, every Heads of Government Meeting must serve as an opportunity for reaffirmation and reflection. Reaffirmation of those fundamental values which are at the heart of the association and which give it its distinctive identity; and reflection as the basis for action to ensure that at all times it is up to the challenges of the hour. Durban presents another such opportunity.

Some of the political issues which preoccupied the Commonwealth for the past three decades have now been resolved: decolonisation has been completed, minority rule in Southern Africa is ended and in South Africa apartheid has been dismantled. Throughout the Commonwealth, democracy and good governance have been accepted as the course of political wisdom. In the main, the member countries of the Commonwealth have got the democratic processes and institutions which reflect their respective national circumstances. What they now ask for, to borrow the language of Sir Winston Churchill's Romanes Lecture of 1930 at Oxford, is "more money, better times, regular employment, expanding comfort and material prosperity". Will they get it? For the 1.3 billion in the Third World who subsist on a dollar a day in the shadows, the issue is not even one of expanding prosperity but of mere survival. Will they be provided the opportunity to better their lives?

On the basis of present trends, the pessimism of the intellect must override the optimism of the heart. The world, and in a particularly profound way, the developing world, enters the new century and



millennium on a footing of uncertainty and insecurity. The widening disparities in wealth between different sections of mankind have now grown horrendously wider. The OECD countries which account for only 19 per cent of the world's population control 71 per cent of global trade in goods and services and account for 58 per cent of foreign direct investment. On any realistic view of the matter, one must seriously wonder whether the gap between rich and poor can ever be narrowed sufficiently to make the unity of humankind meaningful.

In the world of globalisation, poverty also tends to imply marginalisation. In 1995 a World Bank report described the prevailing trends in the following terms:

"By almost any measure the global economy is becoming more integrated. International trade as a share of world output has roughly doubled in the past two decades. Financial flows across borders are on the rise. Private capital directed to developing economies, whether foreign direct investment or financial assets, have reached record levels."



The global economy is becoming more integrated and private capital directed to developing countries has reached record levels

But the report went on to say that not every region was participating in this world of exciting opportunities. "Sub-Saharan Africa", it said, "... has not been part of this process. Rather than becoming more integrated into the global market, the region has been marginalised."

Sub-Saharan Africa no longer stands alone in being margin-

alised. The new poor in the former Soviet Union and Eastern Europe have joined the old poor in South Asia, Latin America and the Caribbean and all stand threatened with marginalisation. Indeed it is the greater part of mankind which faces such a dark prospect.

George Soros, in his defence of capitalism, has warned against the social consequences of "market fundamentalism" and said that "there comes a point when distress at the periphery cannot be good for the centre". I believe that we have gone beyond that point and are now not far from the brink. Hence the importance of success in constructing the new international financial architecture the need for which is now widely recognised.

Then there is the threat from rising intolerance and xenophobia, especially in many pluralistic states: I have described this phenomenon as divisive pluralism. Everything associated with globalisation, be it in the area of communications or trade or finance, is conspiring to shrink time and space and to erode borders. The migration of peoples within countries and across continents has produced in many parts of the world, developed and developing, multiracial and multicultural societies. Yet, in many communities there are people who reject this comingling of cultures and races and who are determined to sow dissension by exploiting the racial and other differences in their communities. In opposition to pluralism they preach xenophobia and intolerance. Divisive pluralism also has implications for international peace and security. The case of Kosovo is only the latest example of what divisive pluralism can do if the problem is not tackled early and at its roots.

These are some of the major challenges which face the world as it enters the 21st century. They are global in character and urgent in nature. The world cannot allow a continuation of the present drift if the unprecedented opportunities of globalisation are to be the common patrimony of all humankind. This implies a new structure and new forms of international co-operation; what is now called global governance. And there is an emerging consensus of what should constitute the main elements of this new global governance.

For all the changes of recent years, the major international economic institutions – the IMF, the World Bank and even the WTO – are still dominated by the powerful and rich countries. Poor countries, in particular the small and specially disadvantaged, cannot participate effectively in these bodies. Consequently, there is a justified feeling that these institutions are more concerned with the interests of the rich to the neglect of those of the poor.

The financial crisis which began in July 1997 in Thailand and eventually engulfed other South-East Asian economies has also put into sharp relief the need for early warning mechanisms and crisis management institutions as well as an enhanced international lender of last resort with more ample resources than the IMF currently commands. Some time ago, Peter Sutherland, the first Director-General of the WTO, called for “revised structures for co-ordination on international economic issues at the highest political level”. That call must now be heeded as a matter of urgency. There is a massive democratic deficit in current arrangements for global economic governance and they are inherently unsustainable.

The reform of the United Nations to make it better reflect the realities of the 21st century will have to form part of this wider international restructuring to address the challenges of the new century. Ten years after the end of the Cold War, there is still no effective international order. We have no universally accepted criteria to determine the basis of intervention in conflict situations. Not infrequently, the United Nations is bypassed. In consequence, the world is more tense and unstable, and insecurity is on the increase. Ending the drift in the international political order is a challenge not only for governments but also for international civil society in all its ramifications.

A world environment agency has also been called for. Commonwealth support for such an agency should in the interest of all its members be a matter of course but especially for those of its small, island developing and other specially disadvantaged members. As for the proposed International Criminal Court with a broader mandate for human rights, such a proposal has already been endorsed by Heads of Government at Edinburgh.

Can the Commonwealth contribute to the achievement of these and other proposed reforms to address the challenges of the 21st century and “to turn the forces of globalisation to support human advance”? I believe it can. The expectation is that it will, possessing as it does endowments and experiences that well equip it for such a role.

The Commonwealth’s strength derives from a number of sources, the foundation of which is the fact that it represents a transcendent principle. It is not a military alliance, or an economic union or even a cultural grouping. It is not

held together by any binding parchment and its operations are not even rule-bound, except in the most general sense. At its best, the Commonwealth is a triumph of true human interests over the divisions of race, colour, culture and religion; and what promotes human advance is a legitimate Commonwealth objective. Its facility for communication and its representation in all the constituent continents of the world have reinforced its innate strengths, making it better placed to serve our wider human community. In this connection, it bears repeating that no other comparable international organisation has more experience of facilitating co-operation across the world’s divides than the Commonwealth. The grave challenges confronting the world on the very eve of the 21st century cannot be effectively addressed unless the world begins by accepting our common humanity; and if there is a grouping of nations which can make a decisive contribution in this regard, that grouping is the Commonwealth.

The Unofficial Commonwealth

I have referred to the sources of Commonwealth strength. Part of that strength derives uniquely from the role which the non-governmental Commonwealth has played in the evolution and development of the association and continues to play in advancing its objectives. What has come to be called the “peoples’ Commonwealth”, is a reflection of a vibrant reality. The scope includes more than what we have come to understand as strictly NGOs, and covers professional associations, religious bodies and trade unions, some with emphasis on key sectors like health and education, others in sport and the arts. Some are more easily identifiable as charitable bodies concerned with development,

and all in one way or another have a contribution to make to development in its broadest sense.

Economic reforms in many Commonwealth countries have opened up for the private sector more opportunities for involvement in intra-Commonwealth trade and investment. The Commonwealth Business Council (CBC) has been established following the first meeting of the Commonwealth Business Forum in 1997. Its purpose is to boost and encourage private sector involvement in trade and investment among our member countries. The range of activities undertaken by the Business Council now includes trade policy and facilitation; investment promotion; promoting good business practice; corporate governance and corporate social responsibility; E-commerce; publications and information exchange; and the young executive exchange programme. As the Commonwealth gains



Part of the strength of the association is derived from the role which the non-governmental Commonwealth has played in its evolution and development

increasing salience as a business network, the opportunities for the Business Council are bound to grow and so will its role in contributing to the economic well-being of our member states.

Civil society has emerged as a major actor in a wide range of areas – environmental protection, democratisation, good governance and human rights, including the protection of minorities, the promotion of peace and socio-economic development. I believe that on the whole, the global NGO movement has made for a saner and more sentient world and deserves to be fostered in the interests of better global governance. The Commonwealth is particularly well placed to appreciate the asset that is the NGO movement.

In the course of my time at Marlborough House as Secretary-General, I have endeavoured to promote the interests of Commonwealth NGOs. An NGO Desk now works within the Secretariat liaising closely with the Commonwealth Foundation, a sister intergovernmental institution whose work focuses on the non-governmental organisations. Clearly, much has been achieved but there is no room for complacency.

Projecting the Commonwealth

At the request of member governments, Derek Ingram, a senior Commonwealth journalist from the UK, undertook a review of the Commonwealth with the object of making recommendations on how “the Commonwealth’s image could be sharpened”. After visiting every region and interviewing some 600 people “at all levels from ministers to school students”, he concluded as follows:

“The lack of knowledge of what the Commonwealth is and does is

profound. In some places there is no knowledge full stop. Wrong perceptions are everywhere especially in the so-called old Commonwealth countries – Britain, Australia and Canada. The Commonwealth is much better known and understood in Africa and South-East Asia and to a lesser extent in the small countries of the Pacific and the Caribbean.”

The Commonwealth cannot continue to serve the interests of its members, let alone those of the wider international community, unless it remains a vibrant institution; and it cannot be so unless the citizens of its member countries understand and support its objectives. That is why Mr Ingram’s recommendations deserve serious attention by all concerned, most especially by Commonwealth governments.

The Opportunities of Durban

If Harare was about kitting out the Commonwealth for the challenges of the 1990s, Durban is about focusing it on the tasks for the 21st century, especially the challenge of globalisation.

For the first time in a generation and more, the Commonwealth will be meeting at the summit without the representatives of military regimes or one-party governments. This is a remarkable transformation and will enable the Commonwealth to speak on the pressing challenges of the new century with enhanced moral authority. I have already adverted to the role of CMAG in the promotion of democracy and in the defence of the fundamental political values of the Commonwealth. Durban will provide Commonwealth leaders with a timely opportunity to consider how best to safeguard and consolidate the advances made in democratisation in the past 10 years, including the future

role of CMAG. I hope that the discussion will lead to a reaffirmation of the importance of CMAG as an instrument for the Commonwealth's practical role in strengthening the adherence of member countries to the association's fundamental principles.

In all of this, South Africa as the venue of the 1999 CHOGM will contribute its own unique inspiration. No other country has in fact done more to shape the modern Commonwealth. It was the exclusion of the apartheid regime in 1961 which cleared the way for the Commonwealth to embark on its internationalist vocation in the service of a wider world. The debates over the issues of Southern Africa in the 1970s and 80s – issues which had their ultimate roots in the apartheid system in South Africa – enabled the Commonwealth to keep faith with the people of Southern Africa and to remain true to itself. The holding of the first democratic elections in the history of South Africa in April 1994 and the end of apartheid was in many ways the Commonwealth's finest hour.

Significantly also, the theme of the summit is about making globalisation people-centred – harnessing the great achievements wrought by globalisation to the advancement of the broadest cross-section of people. No government is more conscious of the imperative need to relate globalisation to human progress and nowhere is civil society more robust than in South Africa. The venue and the theme of the meeting could not have been better matched.

Tools for the Tasks

The tasks of the Durban Meeting then are clear; it remains to ensure that the necessary resources will be forthcoming. I have already dealt with the issue of the declining resources of the

CFTC, but the Secretariat too, has to grapple with the problem of resources. The two reviews by Professor Mike Faber and Professor John Toye respectively of the Secretariat's programmes on sustainable development and socio-economic work were followed by other reviews of the Secretariat's operations. As a result, the Secretariat had to reorder its priorities so as to concentrate on those areas where it had a proven comparative advantage. The reviews also resulted in a significant reduction in staff to make the Secretariat "leaner and fitter". But what continues to hinder the Secretariat from adding value in its programme deliveries is the fact that while membership has grown from 48 in 1991 to its present strength of 54, the total assessed budget has remained constant in real terms. The case for additional resources is more than justified and I hope Durban will accord the issue the urgent attention it deserves.

Passages

I wish to take the opportunity of expressing my sorrow at the passing away in the past two years of one incumbent Prime Minister, the Hon Tofilau Eti Alesana of Samoa, as well as three Commonwealth veterans, Dr Hastings Kamuzu Banda, former President of Malawi, the Rt Hon Vere C Bird, former Prime Minister of Antigua and Barbuda, and the Hon Ntsu Mokhehle, former Prime Minister of Lesotho.

Since the last CHOGM a number of Heads have left office: the Rt Hon Manuel Esquivel (Belize); HE Sir Ketumile Masire (Botswana); the Hon Maj-Gen Sitiveni Rabuka (Fiji Islands); the Hon Inder Kumar Gujral (India); the Hon Dr Alfred Sant (Malta); the Rt Hon James



The transformation of the Commonwealth and its peoples will continue into the next century



Commonwealth

Heads of Government Meeting
Durban '99



Heads of Government line up for the 'family' photograph at CHOGM 1997 in Edinburgh

Bolger (New Zealand); the Hon Bill Skate (Papua New Guinea); and HE Mr Nelson Mandela (South Africa).

There are also a number of Heads of Government who will be attending CHOGM for the first time in their present capacity: the Hon Said Musa (Belize); HE Mr Festus G Mogae (Botswana); the Hon Mahendra Chaudhry (Fiji Islands); HE Mr Bharrat Jagdeo (Guyana); the Hon Bethuel Pakalitha Mosisili (Lesotho); the Rt Hon Jenny Shipley (New Zealand); HE Mr René Harris (Nauru); HE General (Rtd) Olusegun Obasanjo (Nigeria); the Hon Sir Mekere Morauta (Papua New Guinea); the Hon Tuilaepa Sailele Malielegaoi (Samoa); HE Mr Thabo Mbeki (South Africa); and the Hon Atal Bihari Vajpayee (India).

Valediction

The Durban Heads of Government Meeting will be my last as Commonwealth Secretary-General. It has been an enormous honour and a great privilege to serve the Commonwealth for more than 33 years, including the past 10 as its chief executive. My first and greatest debt is to Heads of Government who elected me

to my post at Kuala Lumpur in October 1989 and who have been generous and unwavering in their support for my efforts to promote the interests of the association. I have also had the ready co-operation of Commonwealth Ministers, Cabinet Secretaries, High Commissioners and other senior officials. But I would not have been able to discharge my duties without the loyalty and assistance of my colleagues at the Secretariat in Marlborough House. I will always be grateful for their support.

The Commonwealth may be too complex an organisation to yield to a tidy definition but there can be no doubt as to its importance both for its members and the larger international community. Because it represents a principle that transcends narrow interests and divisions; because it works to translate the concept of our common humanity into a living reality; and because it works for a more just and equal world in which the security of the vulnerable and the poor is assured, it represents hope in the world. That is why caring for the Commonwealth must remain a priority charge on all its member governments.

31 August 1999

A Commonwealth of Principles

After celebrating its 50th anniversary in 1999, the Commonwealth enters the new millennium firmly committed to the fundamental values outlined in the Harare Commonwealth Declaration of 1991. The Commonwealth's distinctive roles, as identified in this landmark document, are in the promotion of democracy, human rights, good governance and the rule of law, sustainable socio-economic development and consensus-building on global issues.

The Harare Declaration has also become a benchmark for existing as well as aspiring members. Between 1995 and the end of this review period (30 June 1999), the Commonwealth Ministerial Action Group on the Harare Declaration (CMAG) has met 11 times to deal with serious and persistent violations of these principles by member countries. Commitment to these principles also lies at the heart of criteria for membership agreed by Heads of Government at the 1997 Commonwealth Heads of Government Meeting (CHOGM) in Edinburgh.

In advancing its fundamental political values, the Commonwealth has continued to promote and consolidate democracy in a number of ways: through the actions of CMAG, the observation of elections and strengthening of democratic practices and institutions (see Chapter 2), and the Secretary-General's good offices role. It also seeks to build consensus within the Commonwealth and in the wider

international community on a variety of issues, using its multi-layered consultative mechanisms, including CHOGM, various ministerial meetings and meetings at the level of senior officials.

The Commonwealth Ministerial Action Group on the Harare Declaration

The Commonwealth Ministerial Action Group on the Harare Declaration was created at CHOGM 1995 in New Zealand

At the heart of the Commonwealth ... consultation and consensus. The Secretary-General (left) and UK Prime Minister Tony Blair meet the media after CHOGM 1997



Commonwealth
Heads of Government Meeting
Edinburgh 97



Renewed mandate for CMAG, here meeting with Nigerian Foreign Minister Ambassador Ignatius Ollisemeka in 1998 (*front row, second from right*)

as one of the specific measures under the Millbrook Action Programme to support adherence to the Harare principles.

At CHOGM 1997, Heads of Government renewed CMAG's mandate and reconstituted CMAG's membership. Zimbabwe remained in the chair, New Zealand as vice-chair, Barbados replaced Jamaica, Botswana

replaced South Africa and Canada, Ghana, Malaysia and the UK remained as members. The group met five times during the period covered in this Report (1 July 1997 to 30 June 1999).

CMAG continued to focus on the three member countries then under military regimes during much of the review period: The Gambia, Nigeria and Sierra Leone. All three completed transitions to civilian rule by 30 June 1999. The terms of reference of the Group's future role are being considered, and it is expected to meet again before the November 1999 CHOGM in South Africa to prepare its report to Heads of Government.

Nigeria – Nigeria had been suspended from membership at CHOGM 1995 in New Zealand for violating the Harare principles. In 1997, CMAG reported to Heads of Government that the regime of General Sani Abacha had proposed a new timetable, ending on 1 October 1998, for a return to civilian democracy and

Membership criteria

When assessing applications for Commonwealth membership, Heads of Government will take into account the following criteria: the applicant country should, as a rule (a) have a present or past constitutional link with an existing Commonwealth member, (b) comply with Commonwealth values outlined in the Harare Declaration and (c) accept Commonwealth norms and conventions. Countries are accepted as members by consensus.

These criteria were recommended by an intergovernmental group comprising countries which had hosted previous CHOGMs. Membership of the Commonwealth reached 54 with the return of Fiji Islands on 1 October 1997 after a 10-year lapse.



Back in the family ... after a 10-year lapse, Prime Minister Sitiveni Rabuka (*right*) leads Fiji Islands back to CHOGM, here seen with Prime Minister Goh Chok Tong (*left*) of Singapore and Prime Minister Jean Chrétien of Canada at the Retreat in 1997



New era ... at the historical elections in Nigeria in 1999, President-elect Olusegun Obasanjo and the leader of the Commonwealth Observer Group, Sir Ketumile Masire (right)

recommended that Nigeria remain suspended. Any decision on Nigeria's future relations with the Commonwealth would be taken after that date.

The situation changed dramatically, however, following the sudden death, in June 1998, of General Abacha. His successor, General Abdulsalami Abubakar, put in place a new transition programme to restore civilian democracy by May 1999, and the state of human rights and the rule of law greatly improved in the months leading up to that point. In October 1998, CMAG met with the new Nigerian Foreign Minister, Ambassador Ignatius Olisemeka, and took note of the new transition programme.

Following the completion of the electoral timetable (see Chapter 2), culminating in the election on 27 February 1999 of General Olusegun Obasanjo as a civilian President, CMAG recommended Nigeria's full reintegration into the Commonwealth on the assumption of office of the democratically elected President

on 29 May 1999. This was subsequently unanimously endorsed by Commonwealth Heads of Government and Nigeria was fully reinstated as a member on that date.

Sierra Leone – Following the military coup in May 1997, CMAG led widespread international condemnation of the illegal regime and backed the military intervention from neighbouring member countries of the Economic Community of West African States (ECOWAS) which helped to restore the elected civilian government of President Ahmad Tejan Kabbah in March 1998. A CMAG Ministerial Mission, which visited Sierra Leone later the same month, underscored the Commonwealth's solidarity with and support for President Kabbah's elected government.

CMAG also appealed to the Commonwealth and the wider international community to provide humanitarian assistance to the country and responded quickly to a request from President Kabbah for

Commonwealth assistance with the reorganisation of the Sierra Leonean police force.

After a renewed outbreak of the fighting, CMAG encouraged President Kabbah to engage in dialogue with the Revolutionary United Front, and became one of the moral guarantors of a peace agreement signed on 7 July 1999 in Lomé, Togo.

The Gambia – With the completion of the transition to civilian governance in The Gambia in 1997, CMAG's focus on that country since CHOGM 1997 has

moved to the consolidation of the transition to democracy. This includes providing Commonwealth technical assistance and encouraging the creation of a more tolerant political environment, including by pressing for the removal of the bar to political activity on certain political parties and individuals.

Conflict Resolution and the Good Offices Role

The Secretary-General or his representatives often work

discreetly to help member countries resolve internal problems which threaten their stability or to assist the transition to democracy from one-party or military rule.

In this review period, the Secretary-General established close contact with General Abubakar's new administration in Nigeria in June 1998 to encourage the changes announced by him towards the return of a credible democracy in Nigeria. His appeal to Commonwealth countries led to widespread support for



On the ground ... a CMAG ministerial mission visited Sierra Leone in March 1998

Largest CHOGM

The 1997 CHOGM in Edinburgh, UK, brought together the largest number ever of member countries – 51 delegations, 43 of which were led by Heads of State or Prime Ministers (Nauru and Tuvalu were Special Members and as such did not attend CHOGM; Nigeria was ineligible to

attend because it was suspended). The meeting also celebrated the return of Fiji Islands to the association after an absence of 10 years, its membership having 'lapsed' in 1987 after a military coup.

This meeting had as its special theme 'Trade, Investment and Development: The Road to Commonwealth Prosperity' and

adopted the Edinburgh Economic Declaration, which underlined the Commonwealth's resolve to become a vehicle for enhanced commercial and economic co-operation. The next CHOGM is to be held in Durban, South Africa, from 12 to 15 November 1999. In the year 2001 it will be held in Australia.

Heads of Government at the 1997 CHOGM in Edinburgh



ECOWAS's efforts to restore constitutionality in Sierra Leone, and he and his special envoy have maintained contacts with all parties to the conflict in that country to promote dialogue to end the violence. The Commonwealth was one of the moral guarantors of the 1996 Abidjan Peace Accord and also of the Peace Accord signed by President Kabbah and the rebel leader Foday Sankoh in Lomé in July 1999.

In Tanzania, mediation efforts based on proposals put forward by the Secretary-General culminated in May 1999 with a Commonwealth-brokered agreement providing for an end to a four-year-old political impasse in Zanzibar. And mediation efforts in Solomon Islands by the Secretary-General's Special Envoy, General Sitiveni Rabuka, led to another Commonwealth-brokered agreement on 28 June 1999 to end inter-communal conflict on the island of Guadalcanal.

The Secretary-General has complemented CARICOM (Caribbean Community) efforts to find a solution to the political crisis that emerged in the aftermath of the December 1997 elections in Guyana. After implementation of the Herdmanston Accord had been stalled, his intervention and discussions with both government and opposition leaders led to the Government and the main opposition party agreeing to resume dialogue.

The Secretary-General remained in touch with the Lesotho Government and regional leaders with a view to promoting stability and constitutional rule in that country. The Commonwealth Secretariat also helped to establish and support a new Independent Electoral Commission in Lesotho. During the constitutional crisis in Pakistan in December 1997, the Secretary-General's visit helped to stress the importance of constitutionality and the sovereignty of parliament.

Support was also provided to the efforts of regional leaders to address the constitutional crisis in St Kitts and Nevis which arose from a proposal that Nevis secede. The Secretariat subsequently assisted the work of the Constitution Task Force that was established by the Government of St Kitts and Nevis in 1998.

Consultation and Consensus-Building

The Commonwealth plays an important role in building consensus on issues of global importance. At the apex of the system of consultations are the biennial CHOGMs. Widespread consultations are also held at ministerial level – in this review period, Commonwealth ministers of education, finance, health, law and youth affairs have met. Senior officials meet regularly every two years between CHOGMs and the Secretary-General meets Commonwealth representatives in London

Healing touch for police

Six senior serving and former police officers from four Commonwealth countries – Canada, Sri Lanka, the UK and Zimbabwe – began helping Sierra Leone to rebuild its police force in October 1998.

The Commonwealth Police Development Task Force for Sierra Leone was led by Mr Keith Biddle, a

retired Assistant Inspector of Constabulary in the UK. The others were: Mr Adrian Horn (UK), Senior Assistant Commissioner Rudo Muchemanyi (Zimbabwe), Inspector Earl Peters (Canada), Senior Deputy Inspector-General Dr Dharmadasa Silva (Sri Lanka) and Chief Inspector David Tingle (UK). The six were each sponsored by their governments and the UK Government supplied additional operational and logistical support to the group as a whole.

The reorganisation of the Sierra Leone Police Force (SLPF) was considered an urgent priority by the Government after the

months of widespread devastation by the previous illegal military junta. The Commonwealth team worked with the SLPF and in consultation with the UN Observer Mission in Sierra Leone to develop a strategic plan for the rebuilding of the force. Drafting a mission statement for the SLPF, entitled 'A Force for Good', was one of the Commonwealth team's early achievements.

The Commonwealth police experts worked in Sierra Leone until they had to be withdrawn following increased rebel activity at the end of 1998 and the project was suspended in February 1999. Following the signing of the Lomé Peace Agreement between the Government and the rebels, the Task Force is to be reactivated later in 1999.



Rebuilding job ... the Commonwealth Police Development Task Force meets the Secretary-General before leaving for Sierra Leone

periodically to exchange views on current issues and for briefings on important Commonwealth meetings.

To help small states have a voice in the international community, the Joint Office for Commonwealth Permanent Missions to the United Nations in New York, under the overall management of the Secretariat, has continued to provide an important service. Nine Commonwealth small states (Belize, Dominica, The Gambia, Grenada, Maldives, Seychelles, Solomon Islands, St Lucia and Samoa) were provided with office space and facilities to

maintain their representation at the UN. Australia, Canada and the United Kingdom continued to assist with the bulk of its funding, together with annual contributions from India, Malaysia, New Zealand and Singapore.

In its pursuit of consensus-building on global issues, the Commonwealth places great emphasis on its relations with other international bodies. As in the past, the Secretary-General and other Secretariat officials met UN officials and Permanent Representatives of Commonwealth countries during the annual sessions of the UN

regional organisations concerning issues of peace and security.

Relations with La Francophonie have been progressively strengthened. In March 1998, the Commonwealth and La Francophonie jointly fielded an election observer group for the Seychelles Presidential and National Assembly Elections – the first such joint exercise with another international organisation. In the same month, the Secretary-General attended La Francophonie Day celebrations in Paris as a guest of Dr Boutros Boutros-Ghali, the Secretary-General of La Francophonie. A joint colloquium between the two organisations on Democracy in Pluralistic Societies is being planned in the next biennium.

Relations with UNESCO were also strengthened. In March 1998, the Commonwealth Secretary-General participated in the UNESCO Conference on Cultural Policies for Development in Stockholm and was a regular contributor to a high-level group which, under the joint auspices of UNESCO and the City of Valencia, prepared a Draft Declaration of Human Duties and Responsibilities in the Third Millennium. The Secretariat and UNESCO jointly organised a colloquium, entitled *Towards a Constructive Pluralism*, in Paris in January 1999 (see Chapter 2).

The Secretariat also works to build Commonwealth-wide and international consensus on a variety of other issues which are described elsewhere in this Report.



Bringing people together ... the Secretary-General (*middle*) at the signing of an agreement between opposing political parties in Zanzibar in 1999

General Assembly. Bilateral meetings were also held in London and Brussels with representatives of the European Commission. The Deputy Secretary-General (Political) attended the summit of CARICOM in July 1998 and, in December that year, co-chaired a UN-sponsored meeting on co-operation between the UN and

Deepening Democracy

The principles enshrined in the Harare Commonwealth Declaration of 1991 – encompassing fundamental political values such as democracy, human rights and the rule of law – are widely accepted in the Commonwealth. Indeed, since the Commonwealth Heads of Government Meeting at Edinburgh in 1997, adherence to these principles is essential for an application for membership to succeed. Since 1995 the Commonwealth Ministerial Action Group (*see previous chapter*) has met to deal with 'serious and persistent' violations of these principles.

Progress has been marked since 1990. At the time of the Harare Declaration, nine countries were under military or one-party rule. In 1997, two military governments remained; by the end of June 1999 there were none (although at the time of publishing recent developments in Pakistan indicate a possible setback).

The Secretariat helps countries to consolidate democracy in several ways – for example by observing elections, providing expert advice and assistance to democratic institutions, and promoting discussion on key aspects of the democratic process, through conferences, workshops and meetings.

The Secretariat ensures that gender considerations are to the fore in all these activities, such as by requiring that Commonwealth election observers specifically look for a number of indicators regarding the participation of women at election time.

Observing Elections

Observing elections is one of the most visible means by which the Commonwealth helps strengthen democracy in member countries. Since October 1990, the Secretary-General has sent 28 observer groups to 19 member countries. Observers are eminent

Commonwealth citizens drawn from all regions of the Commonwealth. Although constituted by the Secretary-General the Observer Groups are independent of the Secretariat. Between 1990 and 30 June 1999, 385 observers (297 men and 88 women) from 46 countries had served as members of Commonwealth Observer Groups.

In this review period the Commonwealth observed seven elections – in Guyana (December 1997), Seychelles (March 1998), Lesotho (May 1998), Nigeria (two elections in February 1999), Antigua and Barbuda (March 1999) and South Africa (June 1999). In addition, the Secretary-General sent teams comprising Secretariat staff members to witness Nigeria's local government elections in December 1998 and state elections in January 1999, to Malawi for its Parliamentary and Presidential Elections of June 1999 and to Vanuatu for the March 1998 general election.



Justice Muhammad Habibur Rahman (*left*) of Bangladesh led a Commonwealth Observer team to the elections in Antigua and Barbuda in March 1999

At the Seychelles Presidential and National Assembly Elections, the Commonwealth for the first time mounted a joint observation exercise with another international organisation. The Commonwealth's five observers were joined by three appointed by La Francophonie and they presented a jointly agreed report to the Commonwealth Secretary-General and Dr Boutros Boutros-Ghali, the Secretary-General of La Francophonie.

The Secretariat also provides technical assistance in the electoral field. Prior to the 1998 multi-party elections in Lesotho, advisers were sent to help in the drafting of electoral legislation, the establishment of the new Independent Electoral Commission and other preparations for the elections. Assistance was also extended to Nigeria's Independent National Electoral Commission in the run-up to the 1999 elections (*see previous chapter*).

The Secretariat and the Department for International Development of the United Kingdom (DFID) jointly extended assistance to the Electoral Commission of South Africa by providing three trainers of election officers and a budget adviser. Advisers were made available in response to requests from the Electoral Commissions of Malawi and The Gambia, while other forms of assistance were provided to the election management bodies of Botswana and Namibia and the constitutional review process in Guyana. A training programme was organised for senior African election officials.

Strengthening Democratic Structures and Institutions

Important though elections are, the Commonwealth recognises that democracy amounts to much more and that the association has a key role to play in strengthening the practices, culture and institutions



The Commonwealth encourages women to participate fully in elections

Training domestic election observers featured in the new initiative on Deepening Democracy (*facing page, bottom*)

South Africa

The Commonwealth's special country programme for South Africa ended on 30 June 1998 – five years after it began. Originally designed to help that country's transition to a non-racial democracy, its focus later shifted to strengthening democratic institutions.

There were four priority areas in the programme's final year:

- ❖ **Democratic and constitutional development:** 90 officials were trained in legislative drafting; an adviser was attached to the Independent Electoral Commission to assist it in preparing draft electoral legislation for the June 1999 elections;
- ❖ **Justice:** A Senior Legal Adviser has been provided to the Ministry of Justice from August 1998 to July

2000 to advise on the implementation of the Vision 2000 strategy for the transformation of the justice system;

- ❖ **Gender:** An adviser was attached to advise the Commission on Gender Equality on policies, implementation of its Programmes of Action, gender sensitisation and awareness, and with preparations for a major Southern African Development Community conference on violence against women;
- ❖ **Public sector reform:** An expert was placed with the Presidential Review Commission on the Transformation of the Public Service and other experts placed with provincial administrations in collaboration with the UNDP; further expert assistance was given to the provinces in specialised areas including financial management, project management, information technology,

human resource development, communications and the clarification of roles and responsibilities of provincial public service officials.

The programme ended on 30 June 1998 with a major conference on 'South Africa and the Commonwealth: Partnership for the New Millennium' in Pretoria. Commonwealth assistance to that country is now delivered through other Secretariat programmes. The Secretariat will continue to attach priority to requests from that country to help it to consolidate itself as a non-racial democracy.

In its five years, 272 experts or consultants from 27 countries were involved in the special programme. Total expenditure over this period was £3.2 million. In addition, £2.7 million in external funding was secured under this special programme, of which over £500,000 was administered by the CFTC.

which sustain and deepen democracy in between elections and, more importantly, for the long term.

Largely through the Commonwealth Fund for Technical Co-operation (CFTC), technical assistance is offered to election management and judicial bodies, parliaments, human rights commissions and government departments so that they may make the fullest possible contribution to the proper functioning of the democratic system.

In the period under review the Secretariat organised five major conferences and workshops on aspects of democracy. Following a two-year series of regional workshops for election management bodies, the Secretariat organised a pan-Commonwealth Conference of Commonwealth Chief Election Officers in Cambridge, UK, in March 1998 to stimulate discussion and an exchange of information with a view to the promotion of best practice and further improving Commonwealth elections. Chief election officers and other senior election officials from 43 countries participated with observers from the United Nations, the

Organisation of African Unity, the Commonwealth Parliamentary Association (CPA), the International Institute for Democracy and Electoral Assistance (IDEA) and DFID. The conference was financed by a grant from the British Government.

In June 1998, the Secretariat and the CPA together organised a workshop in London on the Role of the Opposition to consider the reciprocal rights and responsibilities of government and opposition parties. Participants included parliamentarians, academics and journalists from 19 Commonwealth countries. This was the first in a series of workshops on the theme Deepening Democracy. It was followed by a workshop for Commonwealth domestic election observers held in Jamaica in May 1999, attended by representatives of the domestic observer bodies of 10 Commonwealth countries. This meeting has recommended a number of initiatives to strengthen domestic election observation in the Commonwealth.

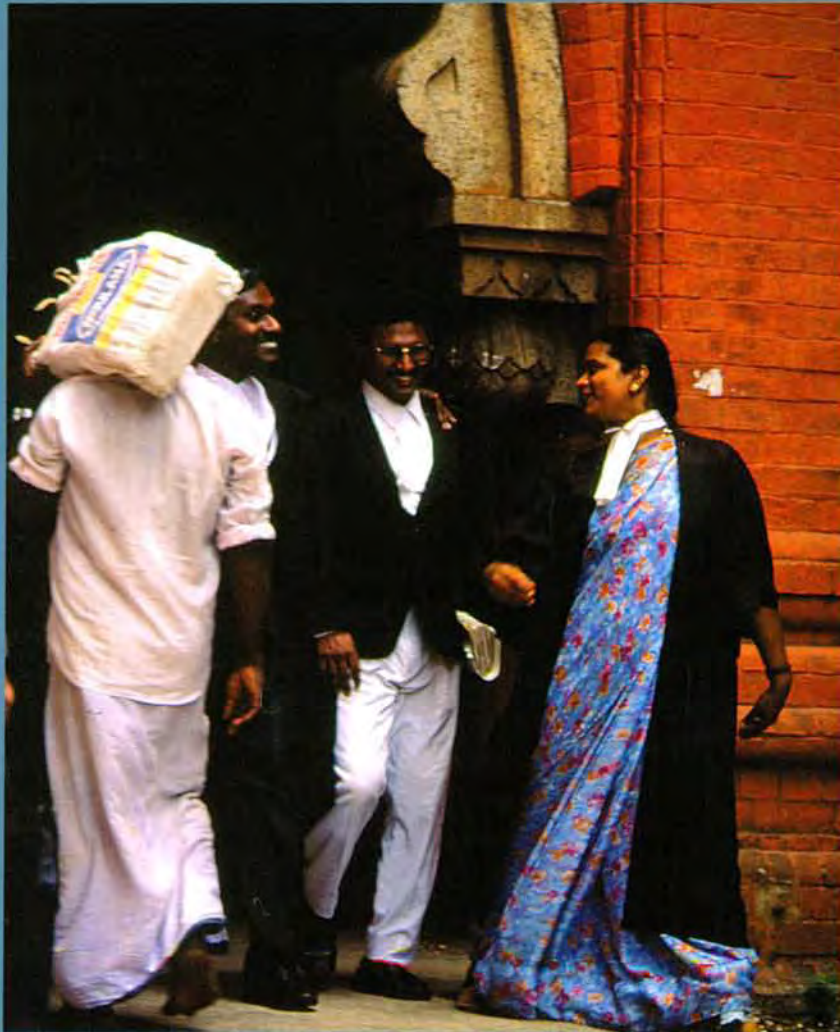
A colloquium on Parliamentary Supremacy and Judicial Independence was held in June

1998 with support from the UK's Foreign and Commonwealth Office and the Commonwealth Foundation. Its objective was to promote good governance, the rule of law and human rights through establishing guidelines on good practice in the co-existence of the Executive, Parliament and the Judiciary. The resultant principles and guidelines, called the Latimer House Guidelines, have since been distributed throughout the Commonwealth.

In January 1999, the Secretariat and UNESCO jointly organised a colloquium in Paris entitled Towards a Constructive Pluralism. This considered the characteristics of culturally, religiously and ethnically diverse societies, the prevention and combating of 'divisive pluralism' and ways in which a positive and constructive pluralism may be promoted for the future. It was attended by 40 participants from 29 countries including politicians, academics and representatives of civil society. Participants urged the Commonwealth Secretariat and UNESCO to stimulate further discussion on issues of pluralism, best practice and encourage the creation of "early warning mechanisms".



Strengthening Good Governance and the Law



Helping member countries improve the quality of their legal and judicial systems through, for example, judicial colloquia which have been valuable for the development of human rights jurisprudence

The rule of law, and just and honest government are the strongest underpinnings of democracy. The main thrust of the Secretariat's activities in the legal field have been in four complementary directions: assisting governments to strengthen their constitutions and constitutional instruments (see Chapter 1); helping member countries improve the quality of their legal and judicial systems; promoting greater awareness and compliance with human rights conventions and associated agree-

ments; and facilitating member country participation in global co-operation to combat serious crime.

The series of judicial colloquia launched in 1988 in conjunction with Interights, the London-based International Centre for Human Rights, to promote the domestic application of international human rights norms, has been valuable for promoting a better understanding of human rights and contributing to the development of human rights jurisprudence. The eighth in the series was held in Bangalore, India, in December 1998.

Administrative law and access to justice workshops have complemented the judicial colloquia and their objective has been to sensitise public officials to the important role played by administrative law in facilitating good government through the judicial review of administrative action. At the heart of the exercise is the need for all executive power to be exercised in accordance with the law. Since the 1992 Lusaka Statement on Government Under the Law, workshops on administrative law and access to justice have been held in all regions – in the period under review, workshops were held in India and Jamaica. The outcome has been an increase in awareness of the need for transparency and accountability in government.

The Secretariat, with the assistance of the Attorney-General's Department of Australia, is developing a database on the independence of the judiciary which will



Opening the Commonwealth Law Ministers' Conference in 1999 (from left), Mr Ramesh Maharaj, Attorney-General of Trinidad and Tobago, the Commonwealth Secretary-General and Prime Minister Basdeo Panday

include information on the terms and conditions of service and every aspect of the status of the judiciary.

Corruption and Good Governance

The impact of corruption on economic management and public life is of deep concern. Following statements by Commonwealth Law and

Finance Ministers, the Secretary-General appointed an Expert Group to study how to tackle the problem. This Group produced a draft framework which could be used as a basis for a document containing Commonwealth Principles on Promoting Good Governance and Combating Corruption. These principles would help the development of a culture of 'zero tolerance' against corruption and will be considered by Heads of Government when they meet in November 1999 (see Chapter 4).

Global Rules on Trade

Many members do not have the human resources to comply with various World Trade Organisation (WTO) Agreements, especially those on Trade-Related Aspects of Intellectual Property Rights (TRIPs). And yet compliance could bring trading benefits and non-compliance severe penalties, including trading sanctions. It is in governments' interests, therefore, to ensure understand-

An Agenda for Children

A Commonwealth regional workshop for Asia, hosted by the Government of Bangladesh, launched A Commonwealth Agenda for Children: The Asian Chapter in May 1998. This Agenda will be further developed by drawing on contributions from other regions of the Commonwealth and early in the new millennium a Commonwealth-wide Agenda for Children is expected to be ready.

The Agenda and the Commonwealth Programme on the Rights of the Child seek to assist member governments in their implementation of the UN Convention on the Rights of the Child (1989) through:

- ❖ the review and reform of legislation concerning child rights;
- ❖ the development of child-centred institutions; and

- ❖ the dissemination of good practice as regards child-centred policies, strategies and programmes.

In its present form, the Agenda asks, among other things, that:

- ❖ National policies on children should be formulated in accordance with the Convention on the Rights of the Child and based upon child-adult participatory processes.
- ❖ National policies on children should make sufficient budgetary allocations for all children including the girl-child, children with disabilities, rural children and children living and working on the streets.
- ❖ An annual Children's Budget should be introduced in Parliament to enable the full implementation of national policies on children.



The Commonwealth Agenda for Children seeks to ensure that national policies are in accordance with the Convention on the Rights of the Child



The Secretary-General and the UN Commissioner for Human Rights, Mrs Mary Robinson, signed a Memorandum of Understanding in December 1998 on joint planning and implementation of activities, exchange of information and materials, and sharing skills and experience

ing of, as well as compliance with, these rules.

The Secretariat has accordingly organised a series of regional workshops focusing on legal implementation of the WTO Agreements in Wellington, New Zealand, for the Pacific (1997); in Port of Spain, Trinidad and Tobago, for the Caribbean (1997); in Sri Lanka for Asia (1998); and in Arusha, Tanzania,

for Africa (1998). The Secretariat is now following up by developing legal resource and training materials. For example, a draft guide/manual for government legal advisers on implementation tasks concerning the WTO Agreements is being finalised. A pool of Commonwealth WTO legal experts and government legal officers has been identified to consider specific areas for further assistance.

Human Rights

The Secretariat seeks to promote human rights in an integrated manner in all its programmes. As part of its review of the progress made in 50 years since the Universal Declaration of Human Rights, it organised a pan-Commonwealth workshop on Advancing Economic, Social and Cultural Rights in Accra, Ghana, in December 1998 to focus attention on the advancement of these rights in tandem with civil and political rights.

Open Government and the Right to Know

A Commonwealth Expert Group on the Right to Know has developed a set of principles and guidelines to assist member governments who wish to introduce legislation on the Right to Know which would guarantee citizens the right of access to certain types of government-held information.

In May 1999, Commonwealth Law Ministers considered the Group's recommendations and recommended the following Commonwealth Freedom of Information Principles for endorsement by Heads of Government:

- ❖ Member countries should be encouraged to regard freedom of information as a legal and enforceable right.

- ❖ There should be a presumption in favour of disclosure and governments should promote a culture of openness.
- ❖ The right of access to information may be subject to limited exemptions but these should be narrowly drawn.

- ❖ Governments should maintain and preserve records.
- ❖ In principle, decisions to refuse access to records and information should be subject to independent review.

Citizens should have access to certain types of government-held information



In working with the UN and other relevant international, regional and national agencies, the Secretariat has developed strategies for the promotion of human rights through:

- ❖ information exchange and human rights education and training;
- ❖ strengthening relevant national institutional structures and capacity-building;
- ❖ targeted action as regards the Advancement of Economic, Social and Cultural Rights, National Implementation of the Convention on the Rights of the Child, and the Right to Information.

At the request of governments, the Secretariat has organised training of trainers workshops in Cameroon and in Mozambique. In Cameroon, an intensive training course was conducted for senior prison officers and a training manual was produced as a contribution towards capacity-building for the National Training School of Penitentiary Administration. In Mozambique, the focus was on strengthening the non-governmental sector as an important partner in the promotion of human rights.

Following the 1995 Commonwealth Oxford Declaration on Human Rights Education and the recommendations of the Commonwealth Values in Education project, a framework curriculum for learning human rights in schools and model curricula for the teaching of human rights in law schools were developed in 1998.

Regional and national workshops aimed at strengthening national human rights institutions and oversight bodies such as Human Rights Commissions, Ombudsman offices, and Permanent Commissions of Inquiry have been held in

Tanzania, Uganda as well as in Asia and in the Caribbean.

Work has been done on promoting the right of political participation and the right to information within the broader objective of entrenching democracy. Before the elections in Lesotho in May 1998 the linkages between the promotion of democracy and human rights were examined. The importance of the Right to Know in achieving open and accountable government is widely recognised and a Commonwealth Expert Group has developed Commonwealth Principles and Guidelines on the Right to Know.



Cameroon Minister Mr Antar Gassagay closes a training course for senior prisons officers

The Commonwealth has placed special emphasis on the rights of women and children. The Asian members of the Commonwealth have launched a Commonwealth Agenda for Children which is a plan for the effective implementation of the Convention on the Rights of the Child. A recent study is seeking to identify special measures to protect women and children from commercial sexual exploitation. Another study seeks to document good practice in law and the implementation of programmes to protect children from different types of exploitation.

Transnational Crime and Mutual Legal Co-operation

The Secretariat has continued to work in the areas of mutual assistance in criminal matters including extradition, drug trafficking, money laundering, computer and computer-related crime, and other issues relating to international and transnational crime and international co-operation to combat serious crime.

It provides information regarding new national laws on mutual assistance in criminal matters and money laundering. This is distributed in the form of supplements to the loose-leaf publications entitled *Mutual Assistance in Criminal Matters: Guide to National Practice and Procedure*, and *Combating Money Laundering: Guide to National Laws*. It also publishes two newsletters, *Commonwealth Legal Assistance News* and *Commonwealth Crimewatch*. A computerised index of holdings of laws on subjects relating to



Combating computer and computer-related crime

criminal justice and business regulation is maintained. The collection currently stands at approximately 500 indexed statutes and 100 treaties.

Transnational Organised Crime

Modern information technology and the ease of travel make the task of investigating and prosecuting serious crime complicated and costly. The problem is more grave for small states, who must also find the human and financial resources to deter, detect and deal with transborder crime.

The Secretariat seeks to strengthen the capacity of member countries to deal with these issues by providing government legal practitioners with relevant information and skills. Periodicals containing information on legal developments in the fields of extradition, mutual assistance in criminal matters, the transfer of convicted offenders and other forms of international co-operation to combat crime are produced. They also deal with issues relating to

money laundering, drug trafficking, corruption and the confiscation of the proceeds of crime. Where appropriate, the Secretariat also combines with other inter-governmental organisations, including the UN, to address common problems.

Subjects of particular relevance to Commonwealth countries are also dealt with in specialist manuals and in publications giving information on national laws enacted to implement the Commonwealth Schemes in the area of international co-operation to combat crime.

The balance between the protection of human rights and the needs of law enforcement when countries seek to co-operate to combat crime was addressed in the 1998 Oxford Conference on International Co-operation in Criminal Matters. More than 100 participants from 36

countries identified those fundamental rights which should influence all actions taken in support of international co-operation to combat crime. Commonwealth Law Ministers asked their Senior Officials to consider the feasibility of adopting recommendations concerning, among other issues, the possible amendment of the Extradition Scheme so that a requested state would be required to refuse extradition if there were substantial risk that the return of a fugitive would result in serious violation of a human rights treaty to which the requested state is a party, or to an obligation under customary international law.

Crimes using sophisticated information technology have been identified as presenting a particular threat to small Commonwealth jurisdictions and the laundering of the proceeds of crime using emerging

Upon request, information has been provided to countries seeking assistance with the development of laws to combat money laundering and the modernisation of laws relevant to international co-operation. The Commonwealth model law for the prohibition of money laundering has been drawn upon by a number of member countries in the development of national laws. In response to a specific request from Mauritius, the Secretariat was able to assist in the drafting of a comprehensive law to combat money laundering and establish an economic crime division.

In June 1998, the Secretariat convened a joint meeting of Senior Officials of Law and Finance Ministries to consider establishing national co-ordinating bodies to work on countering money laundering, money laundering in the cash and parallel economies, and the establishment of regional anti-money laundering groups.

The Secretariat participates in meetings of the Financial Action Task Force and in the co-ordination meetings of international and regional organisations concerned with combating money laundering. One of the major activities of the international co-ordination group is the development of a global database, to be made available to governments on the Internet, of information on national laws and procedures for dealing with money laundering. The Secretariat is co-operating with the UN to establish this collection.

International Co-operation on Human Rights and Combating Crime

Governments recognise that transnational crime is increasing as well as becoming increasingly complex. They are concerned that, in their present form, arrangements for mutual assistance in the administration of justice may not be sufficient. It is not only a matter of strengthen-

ing international co-operation, the rule of law and the rule of international law to secure the safety of nations and their citizens and to protect them from the effects of criminal activity, but also of concern is the protection of the fundamental rights of the individual. The appropriate balance between the two was the subject of discussion at a conference in Oxford organised by the Secretariat in August 1998.

cyber-technology as one of the most insidious of these crimes. A workshop to consider this issue and make recommendations for action by member countries was held with the Caribbean Financial Action Task Force. Substantially supported by the United States, the workshop sought to familiarise participants with developments in technology, explain the methodologies used by money launderers and identify problems and potential solutions.



Senior law practitioners from the Commonwealth discuss the balance between the protection of human rights and the needs of law enforcement at Oxford

Promoting Prosperity: After the Edinburgh Declaration



At Ottawa (from left) Chancellor of the Exchequer Gordon Brown, Barbados Prime Minister and Finance Minister Owen Arthur, the Secretary-General and Canadian Finance Minister Paul Martin meet at the Commonwealth Finance Ministers' Meeting following the CHOGM 1997 statement on promoting prosperity

In their 1997 Edinburgh Economic Declaration, Heads of Government adopted a programme of action to promote prosperity throughout the Commonwealth by enhancing trade, investment, development and the environment. They also emphasised the need for globalisation to be carefully managed in order to minimise its inherent risks. These risks were exposed by the worsening of the financial

crisis in East Asia in 1997-98 and when it spread to other parts of the world.

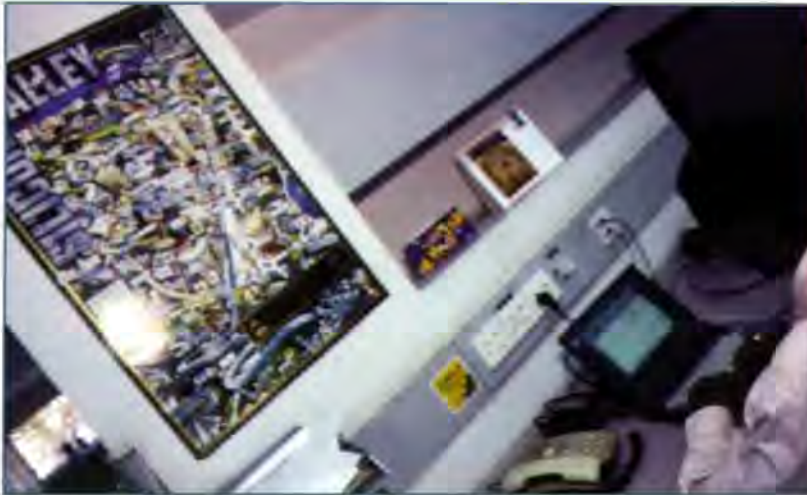
Crisis Prevention and Management

When Commonwealth Finance Ministers met in 1998 in Ottawa, Canada, the world economy was in the throes of possibly its worst crisis since the Great Depression of the 1930s. In their Ottawa Statement on the Global Economic Crisis, the Ministers called upon the international community to respond swiftly to preserve the stability of the international economic and financial system, and protect the hard-won gains of economic liberalisation in the developing world.

They made several specific proposals for crisis prevention and management. In particular, they urged the establishment of international arrangements, including peer reviews, to achieve improved supervision and regulation of financial systems and steps to identify and fill any regulatory gaps; an orderly and cautious approach to capital account liberalisation; the establishment and strengthening of regional arrangements and mechanisms to serve as a form of constructive contingent arrangement; and reform of the international monetary and financial system and development of a new international financial architecture.

The Ministers called for the urgent consideration for a global meeting, involving representation from





international regulatory frameworks.

The Commonwealth will continue to exert its collective influence on discussions on fundamental reform of the international monetary and financial system and the governance of international financial institutions, which have been largely confined to forums such as the G7 group of developed countries.

Fundamental reforms in the international financial architecture was the special theme of the Commonwealth Finance Ministers Meeting in September 1999.

Capital Flows and Market Volatility

At their 1998 meeting in Ottawa, Finance Ministers also endorsed a code of good practice for member countries for attracting private capital flows and coping with their volatility.

Key policies and measures proposed in the code are:

- ❖ the adoption of sound and credible macroeconomic policies;
- ❖ the promotion of a stable and efficient business environment through sound financial regulations, a competition policy that discourages collusion and predatory pricing, an institutional framework which facilitates transfer and dispersion of technology, and modernisation of company law;
- ❖ the establishment of robust financial and banking systems through the creation of an institutional and financial infrastructure necessary for a sound credit culture and establishing well-managed regulatory and supervisory arrangements;
- ❖ the promotion of open trade and investment policies and regional integration; and



Capital investment is wanted in the industries of developing countries. Mr Chris Liebenberg (above) headed an Expert Group which examined how these countries were affected by market volatility.

industrial, emerging and developing countries, including vulnerable small states, to give the necessary high-level political impetus for the agreement of reforms of the global monetary and financial system by the year 2000. These proposals were promoted by some of the Ministers at the 1998 annual meetings of the International Monetary Fund (IMF) and the World Bank.

The Ministers based their discussions on the Report by a Commonwealth Expert Group, *Protecting Countries Against the Destabilising Effects of Capital Flows*. They had asked in 1997 for such a study on the lessons to be learned from the East Asian crisis and on how countries could be protected from the destabilising effects of market volatility, including those resulting from speculative activities.

The Expert Group, headed by Mr Chris Liebenberg, former Finance Minister of South Africa, concluded that a comprehensive strategy for dealing with financial crises needed to be directed at four levels: national action to reduce the likelihood of future crises; regional action to limit damage in the immediate neighbourhood; international action to prevent and/or manage future crises; and strengthened



The Commonwealth investment funds help attract capital to economic activities in developing countries

the potential or actual volatility of private flows, including their contagion effects.

Boosting Private Investment

The Commonwealth has continued to help to increase private investment in developing member countries primarily through the Commonwealth Private Investment Initiative (CPII) which was launched in 1995. The CPII is designed to mobilise long-term capital flows to a much larger group of developing countries than has been covered under traditional approaches which have tended to encourage short-term speculative investments primarily in blue-chip companies.

The implementation of the CPII by the Secretariat and the Commonwealth Development Corporation (CDC) has proceeded according to plan with four regional funds established by March 1999. These have raised a total of over US\$200 million for

- ❖ targeted strategies for investment promotion and marketing.

The code recommends various options for handling sudden surges of capital inflows and outflows and emphasises that, in addition to the implementation of appropriate policies at the national level, the international community should facilitate private capital flows and put in place the multilateral infrastructure to help countries cope with

Mauritius Mandate Framework

When they met in Mauritius in September 1997, Commonwealth Finance Ministers endorsed proposals, thereafter called the Mauritius Mandate, by the British Chancellor of the Exchequer. The Mandate urged creditor countries and multilateral institutions to speed up debt relief for eligible countries under the HIPC Initiative by the year 2000, and debtor countries to adopt and persevere with sound economic policies needed to make sustainable economic development possible. The Mandate proposed specific targets for making real progress on debt relief:

- ❖ Every eligible poor country should, at least, have embarked on the process of securing a sustainable exit from its debt problems by the year 2000.

- ❖ By the year 2000, there should be firm decisions on the amounts and terms of debt relief for at least three-quarters of these countries.

Simultaneously, the UK announced a five-point plan for its debt relief programme under the Mandate:

- ❖ a contribution of US\$10.5 million towards reducing Uganda's debt to the African Development Bank;
- ❖ cancellation of the remaining debt due to the UK from lower income Commonwealth countries;
- ❖ financing, through the UK's aid programme, of technical assistance to assist debt management for poor countries, especially in the Commonwealth;
- ❖ implementation of the UK's pledge to the IMF without conditions; and
- ❖ the UK would ensure that export credits for poor heavily-indebted

countries would only support productive expenditure. The UK would also seek a firm international agreement that all officially supported credits for poor countries are focused in this way.



Sound economic policies are needed to make sustainable development possible

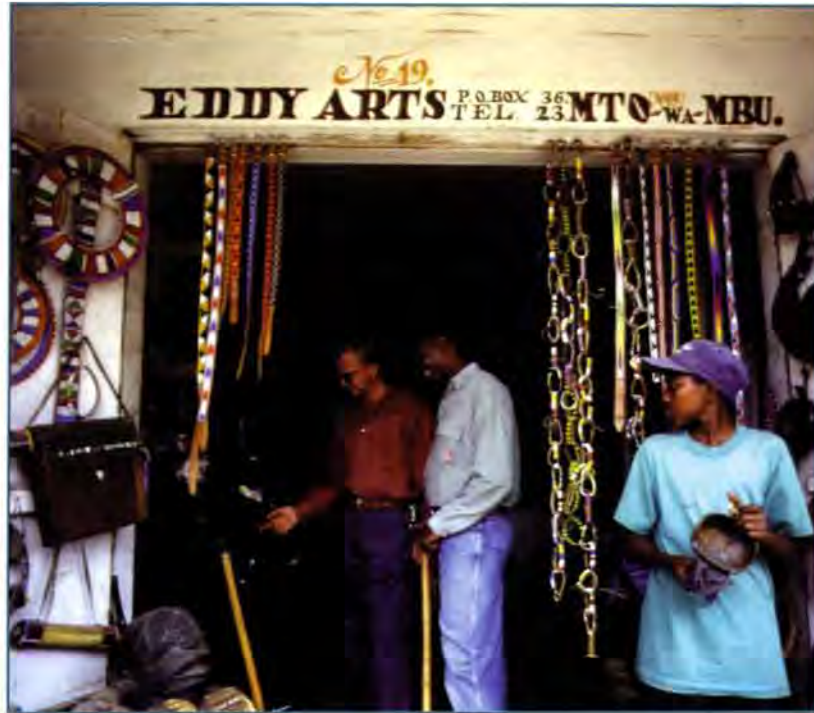
investment in commercial projects.

The first fund in the series, the Commonwealth Africa Investment Fund (COMAFIN), was launched in 1996. With total commitments of US\$63.5 million, it had invested \$20 million by the first quarter of 1999 in several projects, including agribusiness in Ghana and Zambia, aquaculture in Zimbabwe, commercial property and shopping centre developments in Kenya, South Africa and Zambia, telecommunications and tourism in Tanzania, and private sector infrastructure in Kenya.

The Kula Fund for the South Pacific was established in August 1997, with commitments of \$16.9 million by the Fiji National Provident Fund, the CDC, the Asian Development Bank and other development finance institutions active in the region. Its first three investments comprise a coconut palmwood furniture business, a fisheries company and a regional retailing network.

The third fund, the South Asia Regional Fund, has total commitments of \$108.3 million, and is able to operate in all the member countries of the South Asian Association for Regional Co-operation (SAARC). Its investors include the CDC and 15 other Commonwealth investment institutions from Bangladesh, Brunei Darussalam, India, Malaysia, Mauritius, Pakistan, Singapore and Sri Lanka. About \$20 million has been invested in projects in Bangladesh, India and Sri Lanka in cellular telecommunication, cement manufacturing plants, information technology, manufacturing, tea production and tourism.

The fourth fund, the Tiona Fund for the Commonwealth



Caribbean region, was established in March 1999 with \$20.5 million. In addition to investments by the CDC, the Inter-American Development Bank, the Caribbean Development Bank and the European Investment Bank, the private sector in the Caribbean has contributed 12 per cent of the fund's capital base.

The tourism industry (*above*) and the communication and information technology sectors (*below*) attracted investment funds





At the joint Commonwealth Secretariat-World Bank consultation on debt relief in March 1999, Mr Masood Ahmed (*left*), the Bank's Vice-President, and Mr Axel van Trotsenburg, HIPC consultant

The Secretariat and CDC are finalising plans for launching successor funds for Africa and the Pacific islands in 2000 and to explore new avenues for extending the CPII.

Debt Relief for Poor Countries

There have been significant changes in the debt relief initia-

tive for heavily indebted poor countries (HIPC) since it was launched in September 1996 with active participation from the Commonwealth.

In October 1997, Heads of Government endorsed the Mauritius Mandate agreed by Finance Ministers a month earlier. These proposals are aimed at enabling HIPCs to embark, by the year 2000, on securing a sustainable exit from their debt burdens under the HIPC Initiative launched by the World Bank and IMF in 1996. In 1998, Finance Ministers called on the international financial institutions to accelerate the implementation of the Initiative to meet the Mauritius Mandate target and urged a comprehensive review in order to ensure, specifically, that 22 countries reached their decision points for eligibility for debt relief by the end of 1999.

The Boards of the World Bank and IMF subsequently agreed to undertake a review of the HIPC Initiative, and in March and

The Commonwealth Business Council

The 1997 Edinburgh Economic Declaration highlighted the reality that the modern Commonwealth is a truly global economic and business association – one which has a vital function in the new global market. Heads of Government approved, in particular, the establishment of the Commonwealth Business Council to encourage greater private sector involvement in the promotion of trade and investment.

The first Commonwealth Business Forum was held on 22-23 October 1997 in London, days before the Edinburgh summit. It was timed so that views of the Commonwealth business community could be taken into account when Heads of Government discussed the summit

theme, 'Trade, Investment and Development – The Road to Commonwealth Prosperity'.

The Forum, which brought together Heads of Government, senior ministers and chairpersons and chief executives from leading companies, has now been established as an annual event which takes place on the eve of CHOGM and in alternate years in conjunction with the Commonwealth Finance Ministers Meeting. It provides an opportunity for high-level private sector recommendations to be communicated directly to Heads of Government and Finance Ministers. The theme of the September 1999 Forum in Johannesburg, South Africa, is 'Making Globalisation Work: Economic Advance with Social Development'.

In addition to the Forum there has



At the CBC's forum in New Delhi, CBC chairperson Lord Cairns (*left*) and Mr Yashwant Sinha, India's Minister of Finance

August 1999, the Secretariat convened two consultative meetings of governments and interest groups who have strong concerns about the HIPC process. These meetings made useful proposals for the refinement of the HIPC Initiative framework and the linkage between debt relief, aid and poverty reduction.

The Secretary-General discussed these proposals with the President of the World Bank and the Managing Director of the IMF in April 1999, and also brought them to the attention of the Heads of State and Government of the G8 before their summit meeting in Cologne, Germany, in June 1999.

Based on these consultations, a Commonwealth contribution to the HIPC review has been prepared by the Secretariat for discussion by Finance Ministers in September 1999. The Commonwealth has successfully argued for: extending the current HIPC Initiative so as to benefit a broader group of debtor countries



The Secretary-General discusses HIPC proposals with Mr James Wolfensohn, President of the World Bank

on more generous terms and in a shorter time-frame; and agreement on gold sales by the IMF to release additional resources for debt relief.

The Commonwealth has been pressing for:

- ❖ strengthening the HIPC framework by linking it more closely with growth and poverty reduction objectives;

been rapid progress in other areas:

- ❖ under the leadership of Lord Cairns and Cyril Ramaphosa, the CBC has been established as a membership organisation with a management board of 12 leading business executives from all regions of the Commonwealth and more than 120 private sector members from 21 countries;
- ❖ recommendations have been put forward by the CBC to Heads of Government on developing a Commonwealth consensus in the World Trade Organisation and to Finance Ministers on reshaping the international financial architecture and liberalisation of financial services;

- ❖ the second Business Forum was held in Ottawa to coincide with the Commonwealth Finance Ministers Meeting in 1998 and a regional trade and investment event for Asia took place in New Delhi in February 1999;
- ❖ two Commonwealth meetings for bankers and financial services companies were held in London in 1998 and 1999;
- ❖ a public-private symposium on trade facilitation and customs modernisation was to be organised in London in 1999;
- ❖ a series of Trade and Investment Almanacs have been published. These outline opportunities and contact points in each

Commonwealth country. The CBC is also developing investment links to facilitate contacts between investors and potential partners;

- ❖ the CBC has published surveys of private sector views on barriers to investment and creating a good environment for business and investment;
- ❖ the Commonwealth Association for Corporate Governance, formed under the aegis of the CBC, has published a set of Principles for Good Corporate Governance in the Commonwealth and has helped to set up institutions for corporate governance in a number of member countries.

- ❖ giving domestic debt and fiscal sustainability more prominence in eligibility criteria, and shortening the six-year performance period to no more than three years;
- ❖ reviewing the IMF's Enhanced Structural Adjustment Facility with a view to giving its programmes a stronger poverty reduction focus;
- ❖ front-loading debt relief, backed by appropriate conditionalities that ensure it is directed to growth and poverty reduction objectives; and
- ❖ agreeing a complete and immediate write-off of external debt for countries in desperate situations.

International Trade

Assistance to members of the African, Caribbean and Pacific (ACP) Group of States in their negotiations with the European Union (EU) on successor arrangements to the Lomé IV Convention has been a major Secretariat activity in the area of



trade policy. Studies have been prepared on two core areas of the negotiations – alternative trade arrangements and private sector

Assistance is extended to developing member countries in negotiations with the World Trade Organisation

Sustainable Livelihoods for the Rural Poor

The Secretariat has been among the many agencies which have questioned established rural development strategies and adopted what is referred to as a 'livelihood approach'. This requires a reorientation of development efforts to work with people and communities, supporting them in building upon their own strengths and allowing rural people to realise their potential.

The Secretariat has used this approach in projects which encourage farmers, livestock owners, and fishing communities to increase their levels of income. At the grassroots level, for example, the publication of technical material for beekeepers in East Africa was a response to a steady demand for such information to be made

available in an easily accessible manner. This type of low key activity enables rural communities to earn much needed cash.

At another level, Secretariat consultants have assisted the dairy industry of Solomon Islands to identify new demand for fresh, locally produced, milk. Seafood processors in Tonga have been trained, thus enabling small business enterprises to enter the export market without the need for expensive processing equipment.

Another major concern is ensuring that the use of renewable natural resources is sustainable. Two books, *The Uganda Timber Users Handbook* (1997) and *Nature Conservation Source Book for Forestry Professionals* (1998), were published to help Uganda's Forestry Department train forest guards to be more aware of the needs

of the increasing number of visitors interested in nature and conservation. Encouraging eco-tourism also brings much needed income to rural communities.

At the macro level, agricultural projects also aim to encourage the emerging commercial and entrepreneurial spirit in rural communities, by helping governments in policy-making. In Uganda, consultants have assisted the Government in formulating a strategy for the development of industries which process food crops; and in Southern Africa, the Commonwealth has been instrumental in paving the way for a large European Union intervention in support of improved animal health.

A feature of these projects is the key leverage role played by the Commonwealth in assisting



Approaches to successor arrangements to the Lomé IV Convention are discussed with members of the African, Caribbean and Pacific Group of States

development – and were discussed with ACP delegations in Brussels, Belgium, in November 1998 at a workshop organised jointly with the ACP Secretariat. They were revised and distributed to Commonwealth negotiators in January 1999.

As a contribution to regional capacity-building on post-Lomé IV arrangements, a workshop for senior officials from Pacific island countries was organised jointly

with the South Pacific Forum Secretariat in Suva, Fiji Islands, in March 1999, in order to examine the regional implications of the EU's proposed free trade agreement. This and several other projects have been implemented with funding from a new Trade and Investment Access Facility (TIAF), established at the request of Heads of Government in 1997 (see Chapter 8).

The Commonwealth Secretariat also assists the association's developing member countries in participating in negotiations at the World Trade Organisation (WTO). It has organised workshops for legal officials on the implementation of WTO agreements, based a trade adviser in Geneva to give on-the-spot assistance to delegations to the WTO, provided an adviser on multilateral trade issues for Pacific island countries, prepared business guides to the Uruguay Round agreements and to the General Agreement on Trade in Services, analysed specific issues



The 'livelihood approach' enables rural people to build upon their own strengths

governments to involve larger donors and international funding agencies in supporting sound projects which have been carefully framed with the help of governments and the communities involved.

Commonwealth concern over the levels of poverty has been expressed in a Commonwealth Poverty Initiative, endorsed by Heads of Government in 1997. Since then, the Secretariat has considered how best the Commonwealth could contribute to poverty efforts, given its resources.

One ingredient which seems vital to those striving to break out of the poverty trap is the availability of small scale loans. Some work has therefore centred on improving the performance of micro-credit schemes. Where the Secretariat has been asked for assistance in defining poverty assistance programmes, areas such as micro-finance have been identified for

(such as the potential for the export of business services from developing countries), and organised a workshop on the use of pre-shipment inspection services.

Support is also provided at regional levels. The Secretariat is assisting trade liberalisation in the Southern African Development Community (SADC). It has prepared reports on an industrial strategy for the region and on policies needed at national level to complement trade liberalisation. These were discussed at a workshop for participants in the SADC Trade Negotiating Forum in Harare, Zimbabwe, in January 1999.

Work is also being undertaken on new issues such as electronic commerce, which is presenting developing countries with

valuable economic opportunities as well as major policy challenges. The Secretariat prepared a report for Commonwealth Law Ministers in 1999 outlining economic as well as legal implications of electronic commerce for developing countries. This will be used for building members' capacity to address in the WTO the issue of global rules for electronic commerce.

Elimination of Corruption

A Commonwealth Expert Group has been studying issues related to the promotion of good governance and combating corruption in economic management at both national and global levels. Its interim report was discussed by Finance Ministers in 1998, who

emphasised the need for action-oriented and balanced proposals for combating corruption and agreed that all countries should adopt a policy of 'zero tolerance' for corruption. Law Ministers received a revised report from the Group in May 1999 (see Chapter 3) and agreed that Commonwealth initiatives could include the development of a Commonwealth scheme of assistance, accession to existing international anti-corruption conventions or the promotion of initiatives within the UN for an international convention against corruption.

Finance Ministers were expected to endorse the Report and commend a Framework for Commonwealth Principles for Heads of Government to consider at CHOGM 1999.

support. Lack of institutional capacity to manage schemes is of concern. The innovative Commonwealth Youth Credit Initiative (see Chapter 12) has begun to tackle some fundamental flaws and under the umbrella of the poverty initiative, training has taken place to build institutional capacity both in governments and in the NGOs working in rural areas.

A common thread running through all these activities is that making rural enterprises profitable is the most effective way of tackling poverty and at the same time preventing environmental degradation caused by farmers forced on to marginal land or fishing communities into

unsustainable levels of overfishing. New approaches to land husbandry in the Caribbean were discussed at a workshop in Jamaica in 1998, which illustrated the point that soil erosion is reduced when farmers are engaged in profitable enterprises which encourage good stewardship of land.

Another feature of the livelihood approach is a move away from the simplistic categorisation for rural people as farmers, foresters or fisherfolk. Highly varied activities are often undertaken to sustain rural livelihoods and to identify the most pressing constraints and the most promising opportunities. This means that participation of all those involved

needs to be a prerequisite of any activity. Work in the fisheries sector in Lake Victoria, Tanzania, for example requires a lengthy period in the field identifying local needs before any planning is undertaken.

The theme of multi-faceted rural enterprises as a means of reducing rural poverty is also reflected in various industrial projects, ranging from the production of handicrafts and souvenirs on small Caribbean islands with a potential tourist market, to the development of small scale businesses.

These activities are funded by the CFTC.

Small States: Overcoming Vulnerability

The Commonwealth has taken several major initiatives to increase international awareness of the vulnerability of small states and assist their sustainable development. It is especially concerned as 32 of its 54 member states are classified as small states – they have populations of less than 1.5 million, or are deemed to have characteristics that make them as vulnerable as small states. They all have similar developmental, political, economic,

human resource and security problems.

Commonwealth policy and assistance is developed through a three-tiered framework: the Commonwealth Ministerial Group on Small States (MGSS), which provides strategic direction; the Commonwealth Consultative Group on Small States (CGSS), a forum of senior officials who examine issues in depth; and a Secretariat task force

which services the two groups and co-ordinates assistance.

The Secretariat allocates a considerable proportion of its resources to address the needs of small states. In 1998/99, 60 per cent of the programme expenditure of the CFTC went to Commonwealth small states.

Further Secretariat assistance, especially in the areas of upgrading and providing skills, and in training, are described elsewhere in this Report.

Ministerial Mission on Small States

The different dimensions of vulnerability were analysed in a 1997 Report, *A Future for Small States: Overcoming Vulnerability*, prepared by a Commonwealth Advisory Group. At the Edinburgh CHOGM, Heads of Government, on the recommendation of the MGSS, requested the Secretary-General to constitute a small ministerial group which would discuss with major multilateral organisations several issues raised in the Report. In July 1998, a five-member Ministerial Mission, led by the Prime Minister of Barbados, Mr Owen Arthur, and including the Deputy Prime Ministers of Lesotho and Mauritius, and the Foreign Ministers of Fiji Islands and New Zealand, visited heads and senior officials of the World Bank, IMF, the US State Department, WTO, UNCTAD, and the European Commission, before reporting back to the CGSS in London.



Small states, big concerns ... the Commonwealth Ministerial Mission visited multilateral organisations to bring this message home. Here (from left), mission head and Prime Minister of Barbados, Mr Owen Arthur, meets the then Commissioner for Development Policy at the European Commission, Professor Joao de Deus Pinheiro, with the Deputy Prime Minister of Mauritius, Mr Rajkeswur Purryag, and the Deputy Prime Minister of Lesotho, Mr Kelebone Maope





The Mission helped to generally secure greater recognition of the concerns and problems of small states, as well as commitments to take action to address these problems. In particular, it prompted Mr James Wolfensohn,

President of the World Bank, to establish a joint Task Force with the Secretariat in order to identify effective policies and strategies to help small states reduce their vulnerability and accelerate their economic development.

Storms which sweep over small states can leave the infrastructure and economy in ruins

Human Resource Development

Human resource development has always been a priority area for the Commonwealth. Training modules for financing of education have been developed with the involvement of resource persons from Trinidad and Tobago and reviewed by specialists in India and the Pacific.

The modules are intended for education administrators and other non-specialists who have to cope with the implications of structural adjustment and similar economic/financial policies in their normal duties. They are especially useful for small states where administrators often have to play multiple roles due to a shortage of specialists for the various roles that are required in the system.



Children in Seychelles ... due to the small size of schools and classes, teachers must handle learners from all grades

Commonwealth/World Bank Joint Task Force on Small States

The Task Force, comprising representatives of the Secretariat and the World Bank, was established in September 1998 with a mandate to examine the case for special and differential treatment of vulnerable small states in the international system and to recommend policies to address this and related issues. An Advisory Board of 17 people, representing the international donor community, regional organisations, governments and academic institutions, was also established to provide strategic guidance.

The Task Force met several times and its work was helped by a series of background reports by the Bank and the Secretariat on a number of subjects. These included: politics and diplomacy; economics; vulnerability, including an index of vulnerability; aid effectiveness; lessons to be drawn from more developed small states

(case studies on Cyprus and Mauritius); World Bank policy towards small states; natural disaster insurance and mitigation; global trade regime shifts and their implications for small states; and knowledge management.

The most notable among these meetings was a conference held in St Lucia in February 1999 which was attended by other partner organisations of the Task Force – the European Union, the IMF, the WTO and UNCTAD.

A broad consensus emerged on the need for multilateral lending policies to be adjusted to meet the special needs of small states. The high transitional costs for small states of integrating their economies into the global trading system were recognised, as was the acute vulnerability of many small states which do not fall into the Least Developed Country category. Financing mechanisms for disaster insurance were discussed as was the need for small states to have

access to knowledge for promoting development and taking advantage of new technologies in the field of communications.

It was agreed that the Commonwealth's Vulnerability Index provided an operational tool for synthesising the concerns of small and vulnerable states and testing the case for their special treatment.

In July 1999, the Task Force visited Geneva and Brussels for consultations on the draft report which had then emerged and provided a progress report to an extraordinary meeting of the CGSS. Further reviews of the draft were expected before CHOGM 1999.

The World Bank is expected to present the report to its Board of Directors and to the Development Committee meeting in April 2000.

Work has also been completed on the development of training modules to cover the area of multi-grade teaching, which is again of particular importance in small states. Due to the small size of schools, with low enrolment in each grade, teachers in small states need to be trained to handle learners from more than one grade in the same classroom at the same time. At a workshop in Belize in February 1999, the Commonwealth of Learning helped to convert the materials into an appropriate form for distance learning.

The Secretariat has collaborated with UNESCO to spearhead work on establishing a network for the management of tertiary institutions

in developing small states. This seeks to help such institutions to share efforts, expertise and experiences in dealing with the special management problems they face. The Association of Caribbean Tertiary Institutions is a key member of this Network for the Management of Tertiary Institutions in Developing Small States, and institutions in Mauritius, the South Pacific and The Gambia are also members.

Efforts are also being made to help member institutions link into SIDSnet (Small Island Developing States Network), which was recently set up with assistance from UNDP. This network will make it easier for institutions to work with each other via the Internet.

The Vulnerability Index

At the 1997 CHOGM, the MGSS reviewed a preliminary report on a vulnerability index prepared by the Secretariat. The group called for further action to refine the work and develop an index which could be used as a policy instrument in determining development assistance requirements.

The Secretariat then undertook extensive analytical work on the index and its results were presented to a number of high-level meetings in 1999 for further discussion, for example, at the St Lucia Conference of the Task Force on Small States; a Wilton Park International Conference on Small States in the UK; a joint meeting on indexes with the UN working group of the Committee on Development Policy; and meetings of ACP Ambassadors and a group of senior European Commission officials. Taking into account the comments made at these meetings, the Secretariat



produced a Commonwealth Vulnerability Index.

The Index used a sample of 111 developing countries (37 small and 74 large states) for which data was available. The results indicate that, generally, small states are more vulnerable than other developing countries,

High levels of vulnerability mean that small states are often unable to achieve and sustain levels of development and income which would allow them to weather the impacts of globalisation

Working with Civil Society

Some support for promoting sustainable development in small states includes enhancing income-generating opportunities among the disadvantaged and the poorer communities of tourism-dominant small island economies. Specific activities include custom-designing premium quality craft products that utilise post-consumer recycled and naturally occurring materials. These can be manufactured by women, the disadvantaged and the disabled.

In Grenada, St Vincent and the Grenadines, Dominica and The Bahamas, such work has been done with the co-operation of civil society organisations such as local community groups, NGOs, Chambers of Commerce, women's groups, trade unions and trade associations, development institutions and parish leaders.



In The Bahamas, the CFTC lends support for projects enhancing economic opportunities, such as in the making of jewellery and fashion accessories

irrespective of income levels. After making allowance for the resilience of developing countries to external economic and environmental shocks over which they have little, if any, control, the results showed that:

- ❖ of the most vulnerable 25 countries, 24 were small states (of which 12 were also Least Developed Countries and 17 were small islands);
- ❖ of the 50 most vulnerable countries, 33 were small states (of which 27 were LDCs and 23 were small islands);
- ❖ all the least vulnerable 25 states were large (of which 2 were LDCs); and
- ❖ of the least vulnerable 50 countries, only two were small (with 7 LDCs in this category).

More vulnerable small states have different problems than LDCs but they are no less significant. High levels of vulnerability create constraints that prevent these countries from

achieving and sustaining levels of development and income which would allow them to weather the impacts of globalisation and increased competition in global markets.

International Representation

Since 1983, the Commonwealth has maintained in New York a Joint Office for Permanent Missions at the United Nations, which provides office space for the representatives to the UN of a number of small member countries. The governments of Australia, Canada, India, Malaysia, New Zealand, Singapore and the UK make annual contributions towards the running of the Office.

Through its observer status at the UN General Assembly, the Secretariat continues to monitor developments relating to areas of concern to small states.

Products from these CFTC-funded projects are sold in some of the leading boutiques, stores, resort and airport shops in the Caribbean, and also marketed directly to customers. Secretariat assistance at grassroots level, often delivered on a relatively small budget, over time makes projects self-sustaining and thriving, thanks to the groups themselves. These projects make a real impact in the wider community.

The product and concept ideas given to people with disabilities in Nassau in The Bahamas, for example, are being replicated by entrepreneurs in the Family Islands. People with disabilities in The Bahamas, assisted by the Secretariat, have themselves

become trainers: they are now assisting the blind artisans from Grenada in new marketable product designs.

As a developmental tool, many families break the 'poverty cycle' through the production and marketing of crafts and the Secretariat's work in this area, with its distinct focus on innovation and practical results, has also come to the notice of other agencies, such as the International Trade Centre (ITC) and UNESCO who see it as complementing their own activities and have initiated collaboration with the Secretariat in this area. The Secretariat's niche work has also been recognised in the ITC's global strategy for the artisanal sector.

Strengthening Economic Management

The 1997-98 financial crisis in East Asia and in emerging markets has underlined the need for sound economic management based on market forces and a strong private sector. The Secretariat supports the efforts of member countries to strengthen this management through policy advice and assistance with implementation of policy in the areas of debt management, private sector development and exploitation of mineral, petroleum and marine resources.

Much of this advice is delivered by the Secretariat's in-house CFTC professional staff and CFTC-funded experts are also provided on a short- or long-term basis.

Debt Management

Demand for advisory services both in policy and training in debt management has continued to be high, especially in the areas of debt sustainability and strategy, monitoring of private debt, handling Euro conversions of loans and institutional reorganisation and strengthening. The Secretariat organised six regional workshops and one in London, some jointly with other international institutions. A compendium on effective domestic debt management was produced to assist countries whose financial markets are not fully developed and whose domestic debt is reaching unsustainable levels.

The Secretariat has been active in generating international support for debt relief for heavily indebted poor countries (see Chapter 4). In

the past two years, country specific missions to assist with debt management went to Barbados, The Gambia, Ghana, Guyana, India, Jamaica, Kenya, Lesotho, Maldives, Mauritius, Mozambique, Namibia, Papua New Guinea, Seychelles, Sierra Leone, South Africa, Tanzania and Tonga.

A new version 7.2 of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS), which includes integrated links to the World Bank's Debt Sustainability Model (DSM+), is being released to the 50 member countries, overseas/associated territories and non-Commonwealth countries who use the computer software. South Africa is the latest member country that has requested its usage and hotline support services are used frequently. Special missions have been undertaken to assist in introducing CS-DRMS in a networked hardware environment and about 150 staff members – about one-third of them women – were trained in usage in this review period.

Development has continued in the modernisation of CS-DRMS 2000+, scheduled for release in the latter half of 2000.

Debt Sustainability

A common theme underpinning the Secretariat's advisory programme in debt management is to assist countries to achieve and maintain debt sustainability – the ability to service all borrowing of both the public and private sectors. This applies to countries

Sound economic management creates growth and dispels poverty



that are saddled with a huge debt burden as well as those that are opening up their economies and may face a more volatile economic environment.

Maintaining sustainable debt levels allows countries to reap the benefits of productively using the proceeds from borrowing while at the same time ensuring that they are able to meet their debt service obligations without jeopardising economic development goals.

The Secretariat therefore lays great emphasis on strengthening the debt management framework in Ministries of Finance and Central Banks. It does this by helping to improve the institutional arrangements for debt contracting and monitoring, strengthening skills of local staff, building and maintaining databases on various types of debt, and guiding countries to develop sound debt strategies and policies.

While the Secretariat has taken the lead in the review of the Heavily Indebted Poor Countries

(HIPC) Initiative, at country-level, its advisory programme is assisting countries such as Malawi, Mozambique and Tanzania to learn the techniques of measuring debt sustainability to enable them not only to access debt relief but also to become an integral part of effective debt management operations.

In October 1998, the Commonwealth Secretariat, UNCTAD and the World Bank signed a Partnership Agreement to work jointly in the area of assisting countries in undertaking debt sustainability exercises. An integral element is to jointly develop, disseminate and train country staff in the special computer software introduced for this purpose called DSM+, which has links with the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS).

Debt sustainability concerns were also triggered by the 1997-98 East Asian financial crisis which spread to other countries. The crisis

underlined the need for countries to have efficient debt information systems for monitoring their debt situation and ensuring that borrowing remains sustainable. It also raised questions on the traditional ways of measuring and achieving debt sustainability. The Secretariat has been making inputs to an Inter-Agency Task Force comprising, among others, the IMF, the World Bank, the Bank for International Settlements and the OECD to look into ways of producing better debt information standards.

A special focus is on improving the monitoring of private capital flows including short-term debt, as well as on improving domestic debt operations. In these areas, the Secretariat has worked jointly with the Macroeconomic and Financial Management Institute (MEFMI) for Eastern and Southern African Commonwealth countries as well as in Kenya, India and Guyana.

A country's ability to handle a variety of different portfolios in

New Plus for Managing Debt

In response to the changing economic and financial environment and advances in new technology, the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS), currently being used by 50 countries – both within and outside the Commonwealth – is being redeveloped as part of a three-year modernisation plan.

Scheduled for release in the year 2000, the new CS-DRMS 2000+ software will be fully Windows-based and is being designed to work on popular platforms such as Oracle, Informix and Microsoft SQL. The new software will be easier to integrate in the existing IT environment of countries, making it more accessible to a wider range of users, including senior managers and policy-makers.

CS-DRMS 2000+ will build on the strengths of the existing debt management software and will enable countries to better meet their needs. The new software will allow countries, especially those that are gradually liberalising economically, to manage, in a more effective and integrated manner, various types of portfolios – external and domestic; public and private; short-term and long-term; as well as government on-lending.

More powerful analytical tools will be incorporated to enable managers to assess sustainability of various flows, evaluate risks faced by debt portfolios and develop strategies to ensure that debt levels remain sustainable. Improved linkages with other systems, including the World Bank's Debt Sustainability Model (DSM+) and Debtor Reporting System, will also be available in CS-DRMS 2000+.



More powerful analytical tools for the debt management software

an integrated manner is expected to improve with the introduction of CS-DRMS 2000+.

Private Sector, Capital and Financial Market Development

Since the 1980s, the Secretariat has provided support for privatisation programmes in member countries. This has been broadened over the years to include the development of the private sector and strengthening the state's ability to facilitate that development. An increasing number of member governments request advice on privatisation and for the facilitation of the mobilisation of private capital for development.

In the past two years, regional workshops have been held for senior officials in Africa and the Caribbean on privatisation issues, including the restructuring of public enterprises, the regulation of privatised utilities and issues relating to financial sector reform. Advice has also been

given on the privatisation of specific enterprises, such as the lake transport services of the Tanzanian Railway Corporation, and assistance has been given to member countries to develop their domestic financial and capital markets.

Regulatory legal frameworks for collective investment schemes were prepared for the Government of Uganda. Similar regulatory subsidiary legislation was also prepared for Ghana, and for Maldives (regulating the trading of securities and improving the regulatory framework for companies), Tanzania (for governing mergers and acquisitions) and Brunei Darussalam (insurance industry).

The Secretariat has assisted governments on aspects of financial sector reform and macroeconomic management. It has advised the Government of Zimbabwe on bank restructuring and the Eastern Caribbean Central Bank on improving the payments systems in its member



The successful development of mineral and petroleum resources is highly dependent on large amounts of capital and sophisticated technology

The CFTC: Development on Demand

The Commonwealth Fund for Technical Co-operation, which was established in 1971, has retained as its primary aim the promotion of economic and social development. Often called the developmental arm of the Commonwealth Secretariat, the CFTC provides technical assistance and support through Secretariat programmes which focus on accelerating economic growth and public sector reform, alleviating poverty, strengthening infrastructure and institutions, providing policy advice and building the skills base of member countries.

It does this through the provision of:

- ❖ experts – meeting long- and short-term needs in many fields;



The CFTC has helped industries, such as this rubber reclamation project in Kenya

countries. It organised a successful workshop in Kenya on bank restructuring for operators from the industry across Africa.

The Secretariat continues to assist governments in integrating gender concerns into national budgetary policies and procedures. South Africa, Sri Lanka, Barbados, Fiji Islands, and St Kitts and Nevis have been participating in the pilot phase of this initiative (see Chapter 14).

Mining and Petroleum

The successful development of mineral and petroleum resources is highly dependent on large amounts of capital and sophisticated technology, both of which are in short supply in most developing countries and must usually be obtained from multinational corporations. In the face of increasing international competition for investment, Commonwealth member governments must find ways of improving their invest-



Methane embedded in coal fields could provide a new source of energy

ment environment to attract foreign capital flows on terms that promote and protect their long-term national interests.

The Secretariat's in-house economic and legal advisers assist member governments in developing the relevant policies, legal, economic, fiscal and contractual frameworks to attract new private

- ❖ training – through workshops, seminars and other programmes; and
- ❖ in-house consultancy services – giving economic, legal and policy advice directly to governments, management advice to accelerate public service and public sector reform, and the provision of consultants to assist in various aspects of economic development.

Since mid-1997, CFTC support has included:

- ❖ more than 580 long- and short-term experts and consultancies assigned to 53 developing countries or overseas/associated territories and to regional organisations;
- ❖ more than 7,000 participants from 50 developing countries and 10 overseas/associated territories trained in courses, workshops and seminars;
- ❖ 14 member countries and 1 overseas territory assisted in the development of their mineral and petroleum resources;
- ❖ more than 100 public sector reform assignments undertaken in 36 Commonwealth countries; 5 countries and 1 regional organisation assisted in defining maritime boundaries;
- ❖ 57 projects in export, enterprise and agricultural development undertaken in 29 developing countries;
- ❖ 16 joint ventures established in export promotion programmes; and
- ❖ CS-DRMS debt management system in use in 38 Commonwealth countries, 5 overseas/associated territories and 7 non-Commonwealth countries.

About 60 per cent of the CFTC's technical assistance is channelled to

the 32 member countries classified as small states (see Chapter 5).

The CFTC's funds come from voluntary contributions from member governments, who in turn can draw upon the technical skills and assistance offered. In 1998/99, the contributions to the Fund stood at £20.5 million.

risk capital for the exploitation of their petroleum and mineral resources. They also offer impartial advice to governments on investment issues and negotiations and participate, as part of government negotiating teams, in talks with mining and petroleum companies.

Since 1997, they have assisted 17 member countries in this area, about half of them small states. New mining projects were initiated in The Gambia, Guyana, Mozambique and Namibia and new petroleum projects initiated in India, Pakistan, Tanzania and Uganda.

The Secretariat's activities reflect an increasing concentration on the development of known petroleum and mineral deposits (which hold the prospect of more immediate and certain economic and social benefits), including the development of gas-to-electricity projects. Thus, in Namibia, Tanzania and Zimbabwe assistance was provid-

ed to governments to negotiate major mineral and gas development arrangements with foreign investors. Advice was also offered in relation to the possible development of deep-sea mining and coal-bed methane operations in the Cook Islands and India respectively. Assistance was given to Trinidad and Tobago in the formulation of a licence for a major project involving the liquefaction and export of natural gas.

Workshops were conducted for senior government officials in Solomon Islands and Zimbabwe on enforcement of mining taxation provisions and implementation of mining legislation and investment agreements.

Gender concerns were addressed in mining and petroleum projects through the encouragement of the participation of women officials in policy discussions and workshops and through the drafting of gender neutral legislation and agreements.

Maritime Boundary Delimitation

The Secretariat runs a programme of assistance for Commonwealth states, especially small island states, seeking to maximise returns from their maritime resources within the areas over which they have sovereign rights. This assistance includes the preparation of hydrographic and technical reports, the updating of legislation in conformity with the United Nations Convention on the Law of the Sea, the preparation of negotiating briefs and assistance with the negotiations of bilateral maritime boundary agreements. Training of senior officials involved in the negotiation of national maritime boundaries is an essential part of such programmes. Barbados, Grenada, Jamaica, Samoa and Seychelles have received assistance under this programme since 1997.

A study is currently being undertaken on issues relating to

Gold Ridge Mine – Solomon Islands

With assistance from the Secretariat's in-house advisers, the Government of Solomon Islands has concluded a major investment agreement with a foreign mining company for the construction of the Gold Ridge Mine on Guadalcanal Island. Secretariat advisers reviewed the feasibility study prepared by Ross Mining, an Australian mining company, and advised the Government on the legal, financial/taxation, environmental and policy aspects of the project. A Secretariat lawyer and an economist participated as part of the Government's team in negotiations with the mining company to settle the terms for the development and operation of the project.

Following the successful conclusion of the negotiations, the Secretariat



Mining for gold



Officials from L'Agence de la Francophonie and the Secretariat discuss distribution and development of the French version of CS-DRMS

the extended continental shelf, and this will be followed by a high-level workshop for Commonwealth states identified in the study as potential extended shelf claimants.

advisers conducted a workshop to familiarise civil servants with the administrative and regulatory implications of the agreement for their departments. Construction of the mine was completed on schedule in July 1998 at a cost of US\$110 million and gold production started the next month.

Gold Ridge is the first such mine in Solomon Islands. It is producing gold at a rate of 100,000 fine ounces per year and will generate more than US\$100 million in government revenue over its life. It employs more than 600 Solomon Islanders – many of whom are women – who will benefit

from training programmes at home and abroad to upgrade their technical and managerial skills.

On a world scale, Gold Ridge ranks as medium-sized. Exploration nearby, however, has confirmed further gold deposits which will extend the mine's life. Plans to expand the mineral processing facilities at the mine are at an advanced stage. The Gold Ridge project is significant for the long-term development of the mining sector in Solomon Islands in so far as its successful execution has caught the attention of other investors looking to develop similar projects in the country.

Public Sector Management and Public Service Reform

The Commonwealth recognises that an efficient, effective, transparent and dedicated public administration is one of the main foundations of national development. The Secretariat therefore assists member countries to build their national administrative capacities (in the forms of government and civil institutions, knowledge and skills) to manage the policies which are essential for good governance in the 21st century.

This programme in public sector reform sprang from the 1995 initiative 'Towards a New Public Administration', which in turn was built on previous work, also undertaken by the CFTC, on public sector management.

While the long-term direction of the Secretariat's work continues

to be reform for good governance, the medium-term focus is adjusted in accordance with the requirements of successive CHOGMs and Commonwealth ministerial meetings. Thus the development co-operation activities for 1997-99 were adjusted slightly to concentrate on the new themes arising from the Edinburgh Economic Declaration of 1997: trade, investment and economic issues in public sector reform and policy management.

In this two-year period, therefore, the Secretariat moved to assist member governments develop public sectors capable of promoting a competitive national economy in the global market, while safeguarding the essential duties of maintaining democratic governance, social cohesion and environmental sustainability.

Government on the move ... towards efficiency, effectiveness, transparency and dedication



Delivering Reform

In many cases, the most critical factor in good governance lies in the linkages between different parts of the public sector. By developing a holistic and structural approach to assisting in public sector reform, the Secretariat covers not only the core civil service and public administration, but also the public goods, services and responsibilities of the private sector, especially in the context of current moves to reduce the role of government.

The Secretariat seeks to provide an integrated range of services, consisting of support for policy initiatives, applied research on best practice, advisory services and institutional capacity-building. They are geared to member countries' public sector priorities, and cover emerging issues as well as the immediate challenges facing countries. The services are also designed to include concerns for gender equality, the needs of small states, institutional capacity and human resource development.

A special feature is the fostering and the use of Commonwealth professional associations. Many were established by the Secretariat, together with interested groups in member countries, for the specific purpose of continuing and extending various public sector reform activities after these had been launched by the Secretariat. Examples are the Commonwealth Association for Public Administration and Management (CAPAM) established in 1994, the Commonwealth Local Government Forum and the Commonwealth Network of Information Technology for Development (COMNET-IT) in 1995, the Commonwealth Business Council in 1997 (covering the private sector

responsibilities in the delivery of public goods and services – see Chapter 4) and the Commonwealth Association for Corporate Governance in 1998.

These associations have become substantial and independently financed organisations in their own right. They provide external human resources, administrative capacities and fundraising abilities, and, together with the Secretariat, form a Commonwealth group structure for development co-operation, which greatly extends the reach of Commonwealth activities in this area.

As a first step when designing the projects in this programme, policy roundtables are used to

Delivery of services to the public is one of the yardsticks by which government is measured



review research into best practice and as launch platforms for initiatives. Second, a series of national policy projects are arranged to 'cascade' the initiatives among member countries. Third, a range of technical assistance and training projects are organised to support the implementation of the new policies among member countries. Many of the projects are organised with and co-funded by other international organisations and donor agencies.

More than 100 public sector reform assignments in 36 member countries have been completed and 18 publications produced over the two-year period since mid-1997. They were concentrated in three



Old systems and structures are slowly giving way to new ideas

broad areas: good governance, improving quality and efficiency in the public sector, and assisting the public sector in understanding and meeting the challenges of globalisation.

Good Governance

The main projects in this area covered the administrative structures, systems and relationships which are essential for good governance. In December 1998, the relationship and system of linkages between parliament and the executive were examined at a meeting in South Africa organised jointly with the Commonwealth Parliamentary Association. Publications on this subject have been developed.

Cabinet decision-making and policy management was also a special focus. The Cabinet Decision-Making Improvement Scheme was initiated in 1998 to run workshops and retreats for Cabinet ministers and their senior officials, to clarify their roles and

Changing Roles

The role of government is changing – and with it, that of the civil service. With governments turning to stewardship, orienting themselves to facilitating and refereeing rather than leading with large projects, the people at the centre of this reform are Permanent Secretaries. Whether they are known by this or any other post-titles, they are the top civil servants in a ministry.

The changing role of this echelon of civil servant was highlighted in a 1998 international seminar in Ottawa, Canada, which was co-sponsored by Canada's Public Policy Forum and funded by the CFTC.

Participants and speakers agreed that the Permanent Secretary was now expected to advise not just on policy, but also on policy areas covered by a wide range of organisations in the



Where once civil servants used to run large projects, now they facilitate and referee

Minister's portfolio. These could include service delivery agencies, citizens' charter bodies, and quasi-judicial tribunals.

Participants also discussed the dual loyalty – to the departments they lead and the ministers they serve. They felt that a balance had to be reached between the political environment and departmental concerns.

relationships, and to help them improve the way they address strategy, policy co-ordination and budgetary control. The programme has been run in six countries so far, as well as a regional and national seminar for central agency officials.

Under the same goal, there is a project specifically on the changing role of the Permanent Secretary. A pan-Commonwealth roundtable in Canada in 1998 was linked with seven regional and national projects to re-examine the importance of increased transparency, accountability and efficiency in relations with ministers and other officials, thereby leading to better governance.

In the African region, a successful project has been launched for the training of senior officials in modern budget policy and financial management.

The Oversight Institutions Project deals with the function agencies, such as the ombudsman and national audit offices, and has set up five national initiatives and two regional organisations.

Quality and Efficiency in the Public Sector

Projects on public records management, to reduce the extensive administrative bottlenecks caused by lack of proper systems, were completed in 11 countries. Management and training projects to deal with civil service performance improvements, covering appraisal, job classification and pay review systems, began in six countries, and quality management training programmes, covering total quality management, benchmarking and ISO standards, were held.

A large project on improving provincial administration was organised in South Africa, and one on industrial and urban sector administration in India. Both were jointly administered with the UNDP.

Challenges of Globalisation for the Public Sector

A Commonwealth Corporate Governance Initiative has been launched. A generic Commonwealth Code on

Corporate Governance was initiated and 14 regional and national projects designed to develop capacities in corporate governance as an essential element for the public responsibilities of the private sector in privatisation and in global financial markets.

Other activities included a series of policy, training and policy review workshops focusing on the issues of commercialisation, post-privatisation and regulation of public services and utilities. Courses were also held on international economic diplomacy and negotiation for government officers. Special training programmes were also designed to develop cadres of public enterprise managers with essential knowledge and skills to deal with the economic challenges and social impacts of globalisation in their respective sectors.

Trade and Enterprise Development

The Secretariat has been engaged for some time in assisting governments in developing countries to cope with what has been called a global industrial revolution. This 'revolution', which is linked to the globalisation process, gives developing countries the opportunity to improve their economic growth by creating more competitive enterprises on the one hand, and a more vibrant trade sector on the other. In 1997, Commonwealth Heads of Government placed trade and investment high on the development agenda and reaffirmed their commitment to support programmes in these critical areas which are funded by the CFTC.

Opportunities of the World Trading System

The challenge is to assist member governments to adjust to the trade and enterprise opportunities offered by globalisation. One effective way has been the continued placement in Geneva of a Commonwealth Trade Adviser who has provided advice and guidance to Commonwealth representatives and missions to facilitate their understanding of the complex issues of, and thus their participation in, World Trade Organisation (WTO) negotiations.

Assistance has been provided at national level to developing member states, such as The Bahamas and Tonga, on the accession process to the WTO and the implications for their domestic economies. Barbados received help to create greater

awareness in its public and private sectors on how the WTO functions, and to develop a network arrangement between the government and the private sector on matters relating to the international trading system, thereby speeding up the application of the various agreements.

Publications, such as business guides to the General Agreement on Trade in Services and the Uruguay Round, have been produced for the benefit of all member countries.

Boosting Exports

The Secretariat assists member countries to improve their export performance by responding to requests by governments for assistance in identifying opportunities in trade and investment promotion.

For countries with a strong export base, a range of multi-faceted practical programmes have been launched. These include the preparation of product profiles and the investigation of market opportunities prior to face-to-face, buyer-seller meetings in target markets. Export market development strategies that include reviews of the external trade sector, the institutional framework and required skills are formulated with a view to enhanced competitiveness, and the removal of administrative bottlenecks. Such export promotion programmes have recently been undertaken for Bangladesh, Ghana, Mauritius and Swaziland.

Guides on individual commodities have been published to assist exporters with market entry. Such a guide on medicinal herbs has been produced as part of Secretariat efforts to assist with exports to developed country markets for a range of products in which developing member states have a comparative advantage.

To support national initiatives for export promotion, the Secretariat, in collaboration with the Government of Singapore, organises annually an advanced training course on the various aspects of export market development. Participants are middle-level management officials from export promotion agencies throughout the Commonwealth.



In Sri Lanka, expert assistance in the electronics industry



Similarly, Botswana benefited from investment-oriented studies in the following sectors: garments, diamond polishing and jewellery assembly, consumer products and pharmaceuticals. These studies identified areas for further investment.

Four joint venture arrangements and sales collaborations were concluded in an investment promotion programme in Germany, the Netherlands and UK for Indian herbal medicines, and a group of Sri Lankan industry representatives secured joint ventures and initial export business in an investment promotion programme organised in Europe.



Bringing business together (top) through the Commonwealth Business Network and (below) by bringing exporters together with potential customers

Chambers of Commerce are an important tool in the promotion of exports and a pilot scheme launched in 1996 created the Commonwealth Business Network (COMBINET), a web site which links Chambers in the developing member countries through the Internet and provides potential exporters with access to a global market.

Promoting Tourism

Tourism can bring considerable benefits to economies and the Secretariat assists member countries by supporting appropriate development both at national and regional level to stimulate the growth of this industry. A study on the liberalisation of the tourism sector in East Africa made a number of recommendations on the way forward in marketing tourist destinations in Kenya, Tanzania and Uganda. As a result, an East African Tourism Council has been established as part of moves to co-ordinate the industry regionally.

Seeking Investors

To improve export performance, countries must invest to enhance their capacity to supply goods for trade. The Secretariat assists countries to create the appropriate policies to increase inward investment and helps to identify foreign investors. In Cameroon, assistance was provided to review and simplify trade, industry and investment policies, and Kenya was helped with the identification of potential East Asian investors who are interested in relocating their operations.

The Southern African Development Community has also received assistance in tourism development and promotion, and more recently in the formulation of tourism protocols for the harmonisation and co-ordination of the industry at regional level. At national level, Jamaica has been assisted in the preparation of a Tourism Master Plan for 1998-2007 and workshops were organised on the development of sustainable tourism in The Bahamas.

Looking for markets ... the textile industry in Bangladesh



Enterprise Development

Promoting industrial co-operation among member countries has been guided by a number of reviews which have stressed the need to focus Secretariat activity in areas which larger agencies do not cover. Activities therefore concentrate on the requirements of small states (*see Chapter 5*); assistance to small or previously disadvantaged groups; small and medium-sized industries; advice on the sourcing, adaptation and transfer of new technology at the enterprise level; practical training; technical and economic analysis to prepare state-owned enterprises for privatisation; strengthening industries in the areas of import substitution; and the development of new products for export markets in the context of structural adjustment programmes.

Assistance includes entrepreneurship promotion, especially for women and disadvantaged sections of the population, and



Assistance in Ghana for a small-scale formulation facility for medicines which are plant-based

the fostering of competitiveness in response to economic liberalisation and globalisation. Technical assistance and advice is now geared to help entrepreneurs produce goods and services that are competitive in the global market place.

At the institutional and macro level, a project for preparing an industrial development strategy for the SADC region was concluded. Other projects involved the rationalisation and

Trade and Investment Access Facility

In 1997, Heads of Government recognised that not all member countries were benefiting equally from increasing global trade and investment. They agreed that a special effort was needed to especially help small states and least developed countries integrate with the emerging global economy.

They asked, therefore, that a Trade and Investment Access Facility (TIAF) be set up. This was launched in December 1997 and is funded by the Governments of Australia, Canada, New Zealand and the UK. It is administered under the terms and conditions that apply to the CFTC.

Sixteen TIAF projects have been completed or are ongoing. They include:

- ❖ investment promotion projects for Indian herbal products and Sri Lankan electronics exporters which



Some countries need special help to integrate with the global economy

yielded sales orders and joint venture agreements with European investors;

- ❖ a seminar at the WTO on pre-shipment inspection which compared country experiences and examined proposed changes to the WTO agreement;
- ❖ expert advice to the Government of The Bahamas on practical implications of accession to the WTO; and

- ❖ assistance to the representatives of the African-Caribbean-Pacific group of developing countries in negotiations with the European Union on arrangements to follow the Lomé IV Convention.

The Secretariat will conduct an independent evaluation study of the impact and effectiveness of the TIAF in 2000.

development of technical information services of the Ministry of Industry in Kenya, and assistance to the Ministry of Industry and Trade in Tanzania for the development of small business policy frameworks. Studies were initiated on the competitiveness of the small and medium-sized enterprise sector in Mauritius and Zimbabwe and a guide on manufacturing competitiveness is being prepared.

Much of the Secretariat's development efforts were directed towards providing practical advice to small and medium-sized enterprises. In the South Pacific, an entrepreneurship development programme for the outer islands of Vanuatu was completed. Technical assistance was provided to women's co-operatives in garment making and handloom weaving in Brunei

Darussalam and Kiribati, and in St Kitts and Nevis, a handicrafts production and training centre was set up to produce souvenir items made from local raw materials. A major project for small-scale brick and roofing tile manufacture in Sierra Leone was launched and assistance was provided for a foundry practice course for technicians at the Faculty of Engineering at the University of the West Indies.

These projects were first evaluated technically by Secretariat staff and external consultants. Assistance is practical and aimed at supporting the enterprise over a period.

In agro-processing, assistance was provided for the development of fruit and vegetable processing in Brunei Darussalam and Malawi and towards formulating a strategy for Uganda. Other projects supportive of agro-based

industry included the development of rubber and jute industries in Sri Lanka and Bangladesh respectively. Assistance continued for a small-scale formulation facility for herbal plants-based botanicals at a centre for traditional medicine in Ghana and for the development of a hard gelatine capsule industry in South Africa.

Overall, the Secretariat continues to respond to requests for practical assistance in the development of low-entry industries such as textiles, food and agro-processing, light engineering and building materials. There is also a demand for advice on global trends and their implications for competitive enterprises of the future, such as in information technology, herbal medicines and botanicals, skill and knowledge-based entrepreneurial businesses and creative industries.

Electronic Boost for Business

The Secretariat has developed a Commonwealth Business Network (COMBINET) on the Internet to give chambers of commerce, industry associations and businesses on-line access to up-to-date market intelligence, contacts and opportunities, new markets, and information on new technologies and training opportunities.

This network was first mooted in 1993 when, at a roundtable meeting organised by the Secretariat, representatives of chambers of commerce and industry associations agreed that an information network linking themselves could enhance business and trade. This network was first serviced by traditional publishing methods. In 1997, the Secretariat established the network on the Internet.



In order to promote awareness of the potential of electronic commerce and the networking opportunities offered by COMBINET, the Secretariat organised a series of workshops in 1997-98 in Barbados, Botswana, Fiji Islands and India. These were attended by representatives from over 50 Chambers of Commerce and manufacturing associations from more than 45 countries.

COMBINET currently links some 300 Chambers of Commerce,

manufacturing associations, individual businesses, trade-related government web sites and international organisations in all Commonwealth countries. It is the official on-line networking partner of the Commonwealth Business Council and has strategic alliances with the World Chambers Network and the International Bureau of Chambers of Commerce in New York.

COMBINET can be accessed at the following Internet addresses:

<http://www.combinet.net>
and <http://www.combinet.org>.

Capacity-Building

Member countries are experiencing rapid economic, social and political change and need to strengthen their capabilities in order to cope with and take advantage of the opportunities in the new global economic environment. Many, however, especially small states, do not have sufficiently skilled personnel or the institutional structure they need to formulate and implement appropriate government policies.

For the Secretariat, the provision of technical assistance aimed at building national capacities and strengthening institutions is therefore critical for fulfilling the potential of these developing countries. It does so in three ways: providing experts to fill identified gaps in skills, training to enhance

skills in specified needs, and consultancy in critical systems and processes.

In the two years since mid-1997, more than 580 long- and short-term experts were assigned and consultancies carried out in 53 countries or overseas territories and in regional organisations. Over 6,000 participants from 50 developing countries and 10 overseas territories were trained in workshops and seminars. These programmes were funded by the CFTC and the Secretariat worked closely with multilateral and bilateral agencies to ensure that programmes met the particular needs of individual countries.

A full list of Secretariat projects in capacity-building is at *Appendix II*.

Expert Skills

In some cases, experts fill operational posts within a government ministry and in others they have an advisory role working alongside national counterpart staff. They not only fill gaps where skills are needed but also transfer the necessary expertise to local officials. In this way they are able to enhance the local capacity. Similar assistance is provided to regional or sub-regional organisations, especially in the Caribbean, South Pacific and Southern Africa, which serve a substantial number of Commonwealth members.

Most experts recruited on long-term assignments are from developing Commonwealth countries, and offer ideas and solutions which have proved successful in their own environments. The range of sectors in which the Secretariat is able to respond to priority needs identified by governments is wide: in the two years since mid-1997, experts have commenced assignments throughout the Commonwealth, and especially in small states, in such sectors as electoral management, legal drafting, tertiary education lecturing, fisheries development, livestock production, trade statistics, public health, gender studies, civil aviation, taxation, financial management and infrastructure development.

A number of short-term assignments have also been undertaken to meet specific urgent priorities – some of which have been carried



A CFTC expert (*above*) talks with Barbados fisherfolk on the importance of the Fisherfolk Organisations Development project. CFTC experts work in a wide range of areas which are critical for developing countries (*right*)



out by volunteer experts under the Commonwealth Service Abroad Programme, which in this review period fielded 28 male and 12 female experts.

Some examples of assistance by Secretariat experts are described below.

Strengthening Democratic Values and the Rule of Law: Lesotho and Malawi received expert assistance before their elections in 1998 and 1999 respectively and election management advice has been given to The Gambia Electoral Commission. A senior legal adviser has been provided to the Ministry of Justice in South Africa for the implementation of the Vision 2000 strategy aimed at the development of a more fair, efficient and effective justice system, and a constitutional adviser is assigned to Fiji Islands.

In Belize, a volunteer judge assisted the Government to clear a backlog of more than 500 civil cases and trained the Court Registry staff. An expert also provided policy guidance to assist in the establishment of the Office of the Ombudsman in Belize, and another is providing legal advice to the Office of the Ombudsman in Vanuatu.

Economic Management: Support to member countries has included fielding experts in such areas as taxation policy and revenue collection (Antigua and Barbuda, Maldives and Papua New Guinea) and banking (Namibia, Uganda and Vanuatu). In Maldives, where previously there had been no structure for tax administration and proper collection of revenue, an appropriate administration system has been established and local counterparts trained.

Trade, Industry, Agriculture, Poverty Alleviation and Infrastructural Development: The Secretariat sent two civil

engineers to Seychelles in early 1998, following a flood disaster, to plan and implement drainage schemes and advise on flood prevention measures. An expert has been assisting Guyana to manage and develop the national drainage and irrigation systems which are crucial to the economic development of the country. Other experts working on infrastructure projects

livestock production, veterinary science and cocoa production.

Human Resource Development: Upgrading of local skills through the provision of curriculum advisers, trainers and lecturers has continued to be a priority. Lecturers and curriculum development experts have been fielded at tertiary and technical institutions in a range of subjects



Senior auditors in Lesotho discuss a review of audit reports with a CFTC expert (left)

especially involving the upgrading of land and air transport links have been assigned in The Gambia, Grenada, Jamaica, Maldives, Mauritius, Solomon Islands and Tanzania. Over 100 local counterparts have been trained in these projects.

Advisers have assisted a number of countries to address their obligations under the WTO, develop for SADC countries a regional trade database which supports trade liberalisation negotiations in the region, and produce a service sector development plan for CARICOM countries in pursuit of economic diversification.

Agriculture and poverty alleviation programmes have been supported through experts working in fisheries, dairy and



Speech therapist working in Botswana

including chemical pathology, physics, legal drafting, information technology and marine engineering. National institutions in Bangladesh, Cameroon, Ghana, Guyana, Kiribati, Namibia, St Lucia, Seychelles, Solomon Islands, Sri Lanka and Zimbabwe, and the regional Universities of the West Indies and the South Pacific, have been assisted in this way. Experts have helped Cayman Islands and The Gambia review and plan new human resource development strategies.

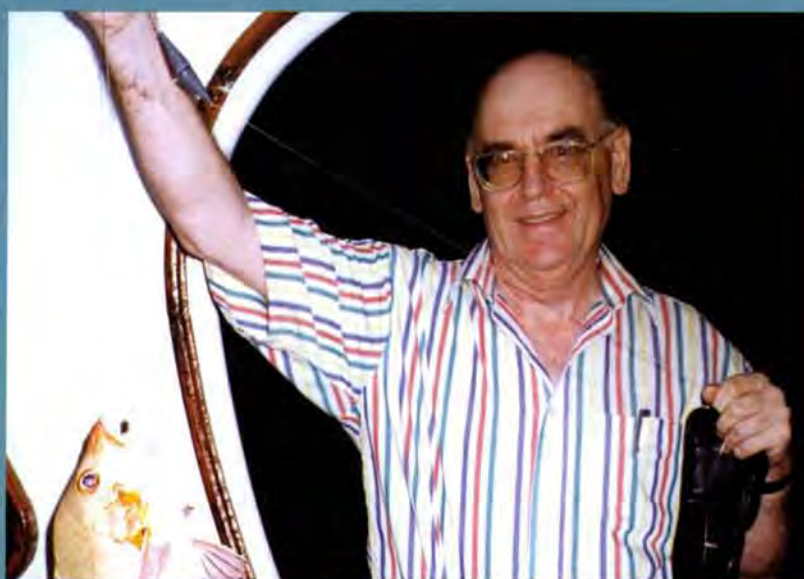
Commonwealth experts in health included an anesthetist posted to a major hospital in Tonga, a management expert to the National Health Training College in Lesotho, a speech therapist to Botswana, and experts in health insurance and environmental health to St Lucia. Another speech therapist assigned to Mauritius has given rehabilitation support to over 600 patients, as well as provided training to parents of children with speech disorders.

Gender and Youth Affairs: In support of Secretariat programmes promoting gender equality, an adviser has assisted in the implementation of a pilot gender management system in St Kitts and Nevis (*see Chapter 14*). Other experts in gender training have been assigned to Makerere University in Uganda (gender teaching, research and training outreach workers) and in South Africa where an adviser is attached to the Gender Equality Commission. The Zambian Government has

Tax First

In Maldives, Mr Bob Mitchell has an important task: together with an Indian colleague, Mr Surwa Wadhaya, the British officer from the UK Inland Revenue training centre in Leeds has been drafting the first-ever income tax legislation for the country, a string of small islands in the Indian Ocean. Up till this point in time, the Government's main sources of revenue had been taxes on tourists, customs duties and vehicle licences. Income tax had never been levied.

The decision to introduce direct taxation was made after a visit from the International Monetary Fund (IMF) at the beginning of 1997. The IMF suggested that instead of applying for further international loans, the Government should raise the money from its own inhabitants. In turn,



the Maldives Government turned to the CFTC

In Maldives, a CFTC expert helped draft that country's first ever income tax legislation

received assistance with developing a policy framework for youth as part of the implementation of the Commonwealth Plan of Action on Youth Empowerment.

Environment: Three long-term experts continue to assist Pacific small states – two at the South Pacific Regional Environment Programme in Samoa (building capacity for environmental management and public sensitisation of environmental issues) and a hydrographer in Tonga (surveying and consolidating a database on coastal areas and monitoring environmental effects). In the Caribbean, CFTC-funded projects have supported public awareness programmes, and the strengthening of natural resource management capabilities.

Public Sector and Public Service Reform: A number of experts were assigned to assist governments review their regulatory frameworks, improve delivery of public sector services, promote commercialisation of public sector activities, and carry out training in public sector management. For example, a consultant was posted to the public service training centre in Namibia to strengthen its institutional capacity for providing high-quality training programmes for senior managers in the public service, and two experts addressed civil service performance and management issues in Swaziland. Experts developed new public records management systems for Belize, Cameroon and Namibia.

Training and Institutional Development

The Secretariat training programme supports a mix of mainly short-term, with some long-term, activities for specific

needs. It is also linked to advisory assignments as part of a broader reform initiative. Courses and related training activities are carried out in-country, regionally and at pan-Commonwealth level.

Training activities are designed either for a 'cluster' of people in priority areas or a few select individuals who have a key role in national development. The objective is to establish a 'critical

ment in the public sector and information technology.

There has also been some support for long-term training for critical skills in national development where the lack of relevant skills in a few key individuals, especially in small states, has been a significant constraint. This type of training (largely in the form of courses for Masters degrees) has been arranged in specialist subjects such as



CFTC expert demonstrates equipment at a medical school in Ghana

mass' of resources, whether in the form of a cadre of skilled personnel in an important area or a strengthened institution which will fulfil a strategic role in national development. The overarching goal is to upgrade the human resource base of a country, enabling it to sustain a higher level of development.

In the two years since mid-1997, assistance has been largely provided for short-term training in areas designated as high priority by countries. These include developing middle management cadres for organisational effectiveness, records management, tourism management, environmental education, human resource planning and development, financial manage-

computer science, business administration, public sector management, international marketing, accountancy, finance and taxation, environmental science, education, occupational health and safety, statistics and demography, international maritime law, international shipping, legislative drafting, control engineering, banking and finance.



The Commonwealth meets over the effects of the 'Millennium Bug'

In-country training on a cost-shared basis with governments was arranged in a wide range of areas, from high-level specialised training programmes for senior civil servants to capacity-building programmes such as the training of trainers. There were other initiatives to build linkages between institutions in the more developed member countries and those in developing countries.

The Secretariat continued to promote various training institutions as Centres of Excellence. Formal agreements reached with Malta and Singapore to jointly conduct Commonwealth training programmes have led to nine specialist courses provided each year in Singapore and four in Malta. Centres of Excellence now provide pan-Commonwealth training programmes in all regions, and a Secretariat-initiated centre of excellence in training senior public executives in performance budgeting and financial management has recently been established for the Africa region.

Public sector policy and planning in information technology (IT) continued to be a focus. Training in techniques and best practice have assisted governments to address issues related to IT, communications and the Internet, and to move towards knowledge-based learning organisations.

One particular outcome was the Commonwealth Year 2000 Preparedness Initiative which was funded by a special grant from the UK Government. This initiative is designed to ensure that Commonwealth governments have taken steps to prevent, or at least remedy, the potential harm to administrative, economic and other structures by the 'Millennium Bug' which could cause computer systems to fail when the new century is ushered in. After initial work, the initiative was launched by Commonwealth Finance Ministers in 1998. A series of regional and national programmes have been held since then.

Bananas to Beaches

As in many other island states in the Caribbean, farmers in St Vincent and the Grenadines harvest bananas as a principal crop. For decades, it has been the mainstay of the economy.

That idyll was shattered early in 1999 when a trade row erupted between the United States and the UK and other European markets which were importing Caribbean bananas under special trade arrangements. The US said this was against WTO agreements and put US-owned South American banana companies at a disadvantage. After a protracted argument, Europe agreed to terminate the special arrangements.

Mr Geoff Hyde, an Australian expert in tourism who finished his CFIC contract

with St Vincent and the Grenadines in early 1999, said the islands now have to look to other means for revenue – and tourism as an industry is being seriously considered. While on assignment, he assisted the Government with the development of a strategy to attract more 'stayover' holiday tourists. "They stay longer and spend more," he explained.

Mr Hyde also helped to develop a cruise marketing plan. As many cruise ships ply Caribbean waters, he suggested that the Government attract them by building a new cruise ship berth in the main harbour in Kingstown. His plan outlines a number of initiatives and activities which could convince the main cruise operator companies to place St Vincent on their itineraries.



CFIC expert who helped develop a strategy to encourage tourism in St Vincent and the Grenadines

The Environment



The environment programme aims to build consensus on major environmental issues and promote the integration of economic and environmental policies

In the Langkawi Declaration on Environment in 1989, Commonwealth Heads of Government expressed their belief that environmental protection should be balanced with promoting economic growth and sustainable development. Eight years later, at Edinburgh, they re-emphasised the shared interest of all countries in protecting the environment and strengthening co-operation in this area in order to achieve sustainable development.

Since the Langkawi Declaration, the Secretariat has developed an environment programme which aims to build consensus on major environmental issues, promote the integration of economic and environmental policies in member countries, and strengthen national capacities for environmental management.

Consensus and Co-operation

The Commonwealth Consultative Group on Environment (CCGE) is the principal Commonwealth forum for building consensus and strengthening co-operation on environmental issues such as those concerning forestry, fisheries and climate change. It meets annually in the wings of meetings of the United Nations Commission on Sustainable Development (CSD).

The CCGE's discussions in June 1997 paved the way ultimately for Commonwealth consensus on climate change in the 1997 Edinburgh Commonwealth Economic Declaration. This consensus contributed to the ability to attain agreement on a Protocol for reductions in greenhouse gas emissions until the year 2012, at the December 1997 Kyoto Conference of Parties to the Convention on Climate Change.

In April 1998, the CCGE agreed an agenda for action to promote sustainable management and use of freshwater resources which was presented as a Commonwealth contribution to the CSD's discussion on the subject. In 1999 the CCGE's discussions on overcoming vulnerability and accelerating the sustainable development of small states enabled the Commonwealth to influence the CSD's preparations for the UN General Assembly's Special Session later in the year which reviewed overall progress in implementing the 1994 Barbados Programme of Action for the Sustainable Development of Small Island Developing States.

Policy Development

The Secretariat supports the efforts of member states to integrate their environmental and economic policies so that economic development becomes environmentally sustainable.

Regional workshops were held in Trinidad and Tobago in March

1998 and Zimbabwe in January 1999 which helped economic and environmental policy-makers, and representatives of regional institutions, NGOs and the private sector, to gain a better understanding of the links between economic activities and the environment. They also identified priority areas where market-based economic instruments, such as pollution charges and taxes, could be deployed to implement the 'polluter pays' principle and achieve environmental objectives. The Secretariat has published an overview of environmental economics called *Integrating the Economy and the Environment: Policy and Practice*.

The Secretariat monitors major international policy developments concerning environment and development and reports on them through its quarterly journal *International Development Policies*. This service is especially intended to assist those member countries which are not always able to attend international

meetings whose deliberations may have implications for their environmental policies.

Environmental Management

The Secretariat assists governments, on request, to strengthen their capacities to deal with a range of environmental problems. This includes advice on the implementation of multilateral environmental agreements; the development of environmentally sensitive industries and processes; natural resources management (forests, fisheries, mining); training in environmental management; and technical assistance through the exchange of Commonwealth expertise.

In 1998, countries in the South Pacific were advised on the implementation of parts of the UN Convention on the Law of the Sea, the role of criminal law in strengthening enforcement of international environmental conventions affecting the region,

Environment's Economic Value

Professor David Pearce, an environmental economist working with the Secretariat to help member governments better integrate their economic and environmental policies says: "Most of what goes wrong in the environment ... is that we don't buy and sell it. We don't buy and sell the global atmosphere or the world's oceans. People treat them as free, and so don't carefully think what we're doing with them.

"Although the environment has no economic value, it has to compete against activities that have market prices such as agriculture, forestry and transportation. The result is that the playing field is uneven. The environment loses because it appears worthless, while the activities that degrade it have economic value."

'Selling' genetic material for pharmaceuticals means that someone is paying for their conservation





Field training on how to conduct environmental impact assessments for officials from the Indian Ocean states

and implementation of the Convention on Biological Diversity. In Africa, the Secretariat provided consultants to help Namibia review existing arrangements for the management of straddling and highly migratory fish stocks, and training in South Africa on the phasing-out of ozone-depleting substances under the Montreal Protocol. A workshop was held in the Caribbean in 1998 on the Clean Development Mechanism of the Kyoto Protocol.

The Secretariat also advises a number of governments on WTO agreements and their implications for the protection of plant varieties as well as other environmental measures.

Assistance is being provided in a number of other areas. In the Caribbean, the Secretariat has encouraged the development of craft industries using recycled and naturally occurring materials, manufacture of solar water heaters (in Dominica, for example) and implementation of low-cost methods for waste management. Work has been done on the environmental implications of tourism development in East Africa and Jamaica.

In the agriculture sector, projects on integrated pest management in the Caribbean and Zambia are promoting the use of biological control to combat invasive species. Training and technical assistance projects on soil conservation and the rehabilitation of degraded lands have been implemented in Commonwealth

According to him, one approach is to estimate the economic value of environmental resources and apply these values in decision-making on development. In the case of clean air, for example, its economic value would be partly calculated by looking at the damage from pollution to human health and the value that people place on having clean air to breathe.

Another approach is to establish markets in environmental goods. He adds: "People in tropical forests are now 'selling' genetic material in forests for pharmaceuticals, agriculture and even fragrances. People are selling carbon dioxide stored in forests. But 'selling' doesn't mean getting rid of the forests, it means that instead of destroying them, somebody pays for their conservation."

These concepts formed the basis of workshops in the Caribbean in March 1998 and Africa in January 1999 which brought together senior policy advisers from environment, finance and economic planning ministries, and representatives from the private sector and the NGO community.

They focused on agriculture, water, forests, energy, tourism, industry and waste management, and the issues and practical problems related to economic valuation techniques, natural resources accounting and economic instruments. These included improved decision-making, environmental taxes which influence behaviour and can raise revenue for conservation programmes, and appropriate charges for the use of environmental resources, for example by tourists.

Africa and the Caribbean. Biological diversity conservation is being promoted in several countries through projects to improve biodiversity information management and increase the use of under-utilised crops. A *Nature Conservation Source-Book for Forestry Professionals* (1998) is an illustrated volume of teaching materials for forestry staff and others to encourage forest conservation, research and eco-tourism in Uganda.

In the fisheries sector, the Secretariat has examined human resource requirements in Africa, the Caribbean and the South Pacific. Assistance is given to member countries in drafting legislation for maritime areas and fisheries, and in negotiating fisheries access agreements. Relevant provisions that are included in maritime legislation cover marine parks development, protection of coastal areas, and conservation of mangrove swamps and other wetlands. Assistance is also provided in integrating environmental concerns into the drafting of legislation and when negotiating agreements in the petroleum and mining sectors.

Specialised short training courses have been used to develop skills

in environmental impact assessment, remote sensing, geographical information systems and environmental education. The Secretariat has developed two long-term programmes in collaboration with the University of Botswana (offering an MSc in Environmental Science) and the Centre for Environmental Studies at the University of the West Indies in Trinidad and Tobago (an MSc in Environmental Engineering).

Under the Commonwealth Science Council's Chemical Research and Environmental Needs (CREN) project, training has been provided on cyanobacteria, chemical emergencies, and low-cost instrumentation for environmental monitoring, air pollution modelling, risk assessment and other aspects of hazardous waste management.

Other examples of environment-related projects are described elsewhere in this Report.

Iwokrama International Rainforest Programme

The Iwokrama Programme is an exemplar of the Commonwealth's practical contribution to the implementa-

tion of the 1992 Rio Earth Summit's agreements on forests, biodiversity and climate change. The 360,000-hectare project in Guyana is dedicated to demonstrating how tropical rainforest resources can be both conserved and sustainably used for human development.

Half of the area is being maintained as a Wilderness Preserve for scientific research. The remainder, a Sustainable Utilisation Area, will be developed in environmentally sound ways, in partnership with local Amerindian communities and the private sector, to generate economic benefits.

The Iwokrama International Centre, which manages the Programme, has launched several projects in core areas: sustainable forest management; conservation and use of biodiversity; human development; forestry research; and information and communication. Local communities, as well as the people of Guyana in general, will benefit in terms of employment, skills development and improved facilities. The wider global community will benefit from the practical experience with conservation and sustainable use of tropical forest resources in Iwokrama.

The Secretariat continues to support the development of the Iwokrama Programme through policy advice, technical assistance and the use of its good offices to catalyse international funding. As the result of a meeting of donors in Brussels in January 1998 (jointly chaired by the Secretariat, the World Bank and the European Commission), new funding commitments amounting to US\$8 million were secured to expand the Iwokrama Centre's operations. These met over half of the Iwokrama Programme's total funding requirement of \$13 million for the period 1998-2002.



The Iwokrama project ... 360,000 hectares dedicated to demonstrating how tropical rainforest resources can be conserved and sustainably used for human development

The Human Dimension of Development



The competitive power of countries is more and more reliant on the quality of their human resource base

Development entails sensible use of available resources, especially human resources. This was emphasised in the report *Foundation for the Future* (1993) which has been the basis for Secretariat initiatives in human resource development since then. The report reiterated that an educated and healthy population should be at the core of efforts to raise skills and knowledge needed for social, economic and political progress. It also recommended that human resource development as a whole should be characterised

by good governance; partnerships between the government, NGOs and the private sector; promotion of gender equality; appropriate use of technology; and innovative mobilisation of resources.

Since mid-1997, these mandates for activity in human resource development strategies, education and health have been reviewed and renewed by Commonwealth Education Ministers who met in Botswana in July 1997 and Commonwealth Health Ministers who met in Barbados in November 1998. Pan-Commonwealth workshops were organised to help build capacity and develop training materials for implementation of these principles. Participants reviewed difficulties involved in promoting partnerships between ministries, the private sector and NGOs at a workshop in Zambia, while others met in India to review the plight of urban poor and rural landless women and how non-formal education could help them. A workshop in Bangladesh explored how non-formal education programmes could be reformed to help poor women by making greater use of technology.

Human resource development activities in small states are discussed in Chapter 5.

Education

The competitive power of countries is more and more reliant on the quality of their human resource base. Better education has therefore always been a central concern for the Commonwealth

and the Secretariat's current priorities are in:

- ❖ basic education – school management, supervision and professional support for teachers;
- ❖ non-formal education – promoting improved links between providers and better management;
- ❖ inclusive education – advocating the removal of obstacles to access faced by people with disabilities;
- ❖ science, technology and mathematics education – increased access to and improved

performance, especially by girls, in these subjects;

- ❖ higher/tertiary education – quality assurance, increased access, especially for women, promoting student exchange and improving the role of women in management; and
- ❖ education in small states.

Basic Education: Promotion of basic education in the formal school system has concentrated mainly in African member countries where the need is greatest. The emphasis is on school management and

supervision, advocating change in the conditions under which teachers work and ensuring they are properly equipped.

The Secretariat has produced high quality modules for training head teachers, school inspectors and supervisors, trained local trainers in using these materials and worked with senior education officials to ensure these initiatives enter education systems.

The state of the teaching profession has been reviewed, especially in the wake of public sector reform programmes that have badly affected education budgets, and a baseline study of Teacher Resource Centres designed to establish how these centres could give more professional support to teachers. The Secretariat is also working with ministries of education and teachers unions to develop strategies that would encourage and empower teachers to take greater responsibility for their own professional development and ethical standards.

Non-Formal Education: A substantial percentage of people in developing countries either have not had any formal education or have had to leave school prematurely. In most countries, very little provision is made for these people to access non-formal education such as adult classes. The Secretariat has sought to change this by working with partner agencies to raise the profile of non-formal education, strengthening community schools in Zambia, for example, and making it more available to nomadic populations and street children in Kenya. A major workshop on the state of non-formal education in East and Southern Africa was also organised in Botswana in June 1999.



Some countries struggle with basics ... here (top) a school library has few books. Elsewhere, adult education classes are arranged (right) for those who had to leave school prematurely



Inclusive Education: This new area of work has been introduced at the request of Education Ministers in 1997. Given its limited resources, the Secretariat is working with partner agencies that provide support for including learners with disabilities in standard education institutions. It also helped shape the agenda and programme of the International Working Group on Disability and Development.

Science, Technology and Mathematics Education: The Secretariat has continued to encourage more boys and especially girls to study these subjects and improve their performance (see Chapter 13). Studies on gender bias in the

primary school mathematics curriculum in India have been carried out and work initiated to enable teachers in South Africa to teach these subjects more effectively. Laboratory technicians can now be trained through distance learning.

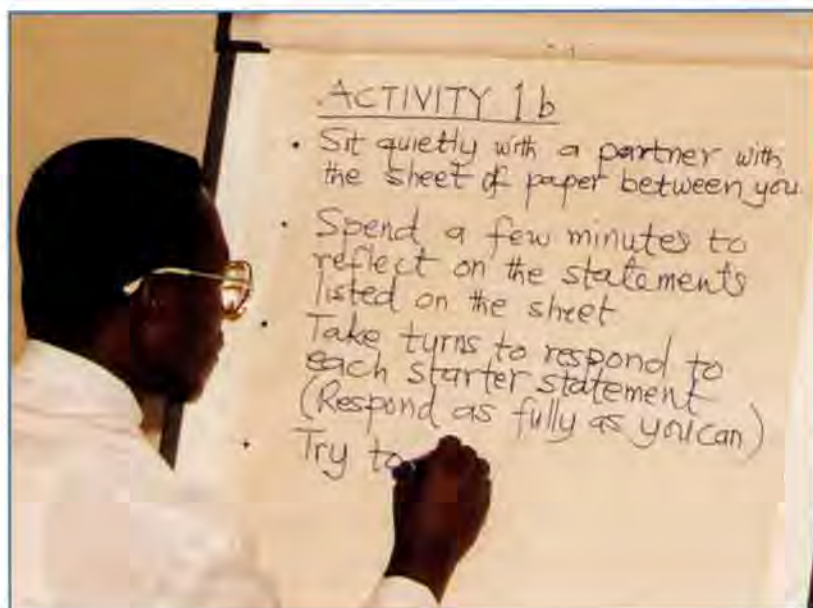
The Secretariat, in collaboration with other agencies, such as UNESCO, is promoting science and technology as an integral part of popular culture in developing societies. Regional Expert Group meetings for Commonwealth countries were held in Malawi, Singapore and Trinidad and Tobago, and a training programme on communications skills for popularising the subjects is being developed.

Higher/Tertiary Education: Mindful of the fact that universities can play a role in serving the development of basic education, the Secretariat launched a project designed to identify and replicate best practice in universities in this area. Guidelines and case studies have been produced.

The Secretariat has also worked on a project to strengthen the role of women in the management of universities. Modules developed for training senior women university staff were tested at workshops in India in 1997 and Malaysia in 1999.

The Commonwealth Universities Study Abroad Consortium (CUSAC), launched by the Secretariat in 1993, has developed into a viable partnership of 44 Commonwealth institutions. It allows for students and staff to transfer between institutions on a short-term basis as part of a formal course or research programme. The administration of CUSAC was taken over by the Association of Commonwealth Universities (ACU) in July 1999 and it will be expanded into a pan-Commonwealth scheme by the ACU.

Education in Small States: The Association of Commonwealth Examination and Accreditation Bodies was launched in New Zealand in October 1998 to assist small states which do not have the resources to conduct examinations or have difficulty in accreditation, equivalencies and recognition of qualifications. A concern over the management of tertiary institutions in states with low economies of scale and limited human resources has also led to the formation, with support from UNESCO, of a Network for the Management of Tertiary Institutions in Developing Small States.



Training modules have been produced for head teachers, school inspectors and supervisors

Health

Priority areas in the development of health have been in women and health, child survival, human resource development for health, reduction of substance abuse, HIV/AIDS and health sector reform, with the latter replacing women and health as the main activity following the meeting of Health Ministers in 1998.

Women and Health: The Secretariat recognises the need for a comprehensive gender perspective that acknowledges the different health experiences and health care needs of women and men.

With the Commonwealth Medical Association, the Secretariat continued to assist member countries to develop national plans of action for mainstreaming gender in the health sector, using the strategy of Gender Management Systems (GMS). Six GMS training workshops were convened in Cape Town, South Africa, 1997; Colombo, Sri Lanka, 1997; Port of Spain, Trinidad and Tobago, 1998; Nadi, Fiji Islands, 1998;



The Secretariat promotes training for key health workers and the sharing of information and expertise among countries

Frigate Bay, St Kitts and Nevis, 1999; and Halifax, Canada, 1999. These workshops have attracted support from the World Health Organisation (WHO), Pan-American Health Organisation (PAHO), United Nations Population Fund, Canadian International Development Agency and Unicef.

A publication exploring the role of community participation in the development of projects on women's health was produced and related issues discussed by community-based health workers and NGOs working with women at a training workshop in Tanzania in 1998.

Curriculum outlines for 15 distance learning courses in gender and health have been published and strategies identified for enhancing their delivery as well as supporting those institutions who wish to adopt these curricula.

Child Survival: Immunisation programmes are achieving poorer coverage in some countries because of resource constraints, slowing progress in achieving decade goals for child survival. Two papers on the sustainability and financing of immunisation programmes were prepared for the pre-World Health Assembly meeting in 1998. Models of sustainable immunisation programmes are being identified.

Human Resource Development for Health: The Secretariat continued to promote the development of human resources for the health sector through stimulating regional training programmes for key health workers, encouraging the sharing of expertise and information among countries, and providing technical assistance by supplying experts, facilitating training and assisting individual projects.

Assessing the achievements of the Commonwealth Action Plan for Nursing and Midwifery, Ministers in 1998 praised the work of the Commonwealth Nurses Federation in providing technical assistance to nursing and midwifery leaders to enable them to develop their national plans of action. Close working relationships with Commonwealth NGOs continue in the field of health.

Reduction of Substance Abuse: The Secretariat is using its advocacy role with WHO, PAHO and other organisations to encourage the adoption of strategies that reduce dependence on the use of tobacco. Documents on the subject can be downloaded from the Secretariat's health page on the Internet.

Acquired Immune Deficiency Syndrome: The HIV/AIDS epidemic continues to be a major source of concern for many member states. The 1999 report to Health Ministers addressed the current trends of the epidemic, the development of national multi-sectoral responses and how these could be implemented. The Secretariat participated in two UNDP-funded training workshops in Ghana and South Africa aimed at helping policy-makers and programme officers to develop their skills in implementing multi-sectoral programmes. Training materials have been developed on gender and HIV/AIDS for youth leaders.

Health Sector Reform: Since health sector reform replaced women and health in the work programme in November 1998, the Secretariat has begun to identify models of good practice in health sector reform. It is also developing a directory of NGOs involved in health to facilitate collaboration between the Secretariat, governments and NGOs.

Empowering Young People

By the year 2005, more than half of the world's population will be below 30 – perhaps as much as 70 per cent in the world's least developed countries. Young people are the most important resource for the future development of Commonwealth nations – as well as being a key sector of society today.

Empowering young people (those aged 15-29) to take charge of their lives and transform their

societies in a positive way is therefore of vital importance. The Commonwealth Youth Programme (CYP) works to achieve this through programmes in three strategic areas: youth empowerment, the development of national youth policies and human resource development. The Secretariat carries out these activities at the pan-Commonwealth level and through the CYP's Regional Centres in Lusaka, Zambia (for

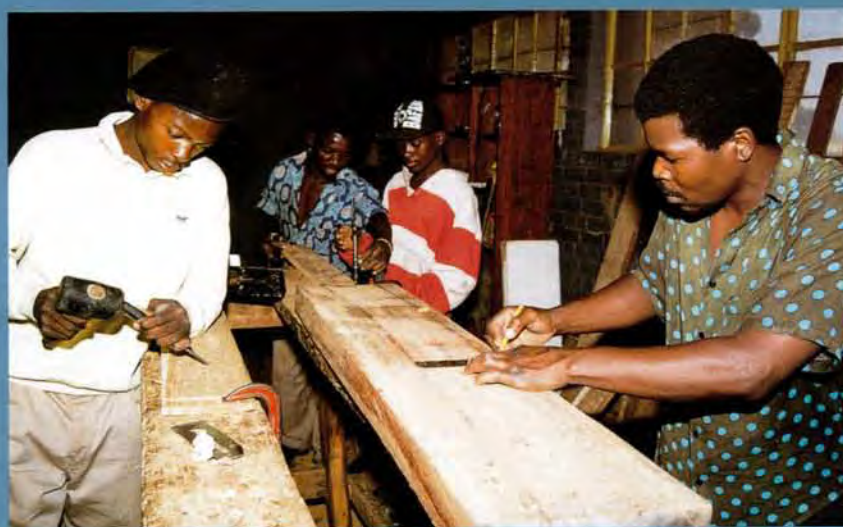
Africa), Chandigarh, India (Asia), Georgetown, Guyana (Caribbean), and Honiara, Solomon Islands (South Pacific).

Youth Empowerment

Through the CYP, the Secretariat has worked with governments and young people to develop a Commonwealth Plan of Action on Youth Empowerment (PAYE). Endorsed by the 1998 Commonwealth Youth Ministers Meeting in Malaysia, the PAYE presents a guiding framework for addressing the needs and concerns of young people in the Commonwealth, and assisting governments in establishing and maintaining the enabling conditions for youth empowerment in the new millennium.

The economic empowerment of young people is the goal of the Commonwealth Youth Credit Initiative (CYCI), which presents a methodology for micro-credit and enterprise development for young people. Pilot projects are running in India, Guyana, Solomon Islands and Zambia in partnership with local NGOs experienced in credit management. More than 1,000 young people have benefited from these projects, mainly in India where the pilot has been particularly successful.

The CYP is working with the Secretariat's Poverty Alleviation Task Force to promote and develop the CYCI as an approach to poverty alleviation. The response has been positive: several governments have



Empowering youth by assisting in business in Zambia (*above*) and in a literacy programme in Bangladesh (*right*)





Furniture-making enterprise by young people in Zambia with assistance from the CYCI

expressed interest in applying the CYCI methodology to their credit schemes, and working partnerships are being forged with international agencies. The CYP has developed a toolkit with practical, hands-on mechanisms for implementing the CYCI model at the national level.

The CYP also empowers young people by facilitating their participation in decision-making. Members of the Commonwealth Youth Caucus participate in CYP consultations and planning meetings, ensuring that young people's perspectives are taken into account. The CYP's Regional Youth Forums participate in regional youth networks and international meetings, and work with governments and other stakeholders in all regions on youth policy formulation and implementation, and human resource development. The CYP has also developed partnerships with youth NGOs to promote youth participation in civil society organisations.

National Youth Policy Development

In order to maximise the potential of young people, it is essential to have a coherent and comprehensive national youth policy. The National Youth Policy (NYP) 2000 project set the target of a national youth policy in place in every Commonwealth country by the year 2000. In 1995, when NYP 2000 was set up, only 17 Commonwealth countries had such policies. By mid-1999, more than 40 member governments had requested technical assistance to formulate national youth policies, and policy formulation was in progress in some 35 countries. The NYP 2000 Toolkit has been extensively used as core material by member governments, and non-Commonwealth countries in Africa and Latin America and regional organisations have requested permission to adapt and use it for their own programmes.

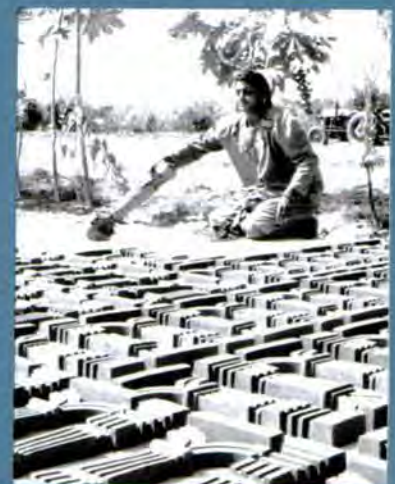
A Credit to Her Community

Varsha was living in a single room built especially for her on top of her father's two-room apartment in Guptanagar, India. Although educated to grade 10, she had no marketable skills, and with no earnings of her own, she struggled to support her three children on her labourer husband's wages.

In 1997, she attended a workshop presented by the International Centre for Entrepreneurship and Career Development (ICECD), the CYP's partner agency for the CYCI pilot project in India. After an initial assessment, the ICECD selected her as a project beneficiary and recommended that she consider opening a school for children aged three to six.

She conducted a survey of the neighbourhood and found that there was demand for such a school. She prepared a room in her father's apartment and, with the help of a CYCI loan, purchased a rug, a ceiling fan, chalks, slates and educational toys. The initial enrolment of 15 children soon grew to 35; the children learn the alphabet, numbers, songs and nursery rhymes.

Varsha now earns more than 700 rupees per month. The experience of setting up the school has brought her not only a much-needed income, but also the satisfaction of contributing something valuable to her community.



Making cement pilasters in India for the building industry

A New Approach to Human Resource Development

The CYP has, since its inception, been a leader in the provision of training for youth development workers. Now, the accessibility and scope of the Diploma in Youth in Development programme has been greatly

expanded through its remodeling in modular form and the building of national capacities to deliver the programme by supported distance education.

The new programme has been launched in all four regions of the Commonwealth, through the establishment of partnerships

with 15 tertiary educational institutions and the collaboration of the Commonwealth of Learning. Thirteen core training modules have been developed for programme delivery and for stand-alone use in other contexts such as capacity-building workshops at the CYP Regional Centres. By providing linkages to other degree programmes, the Diploma has helped to establish a professional career path in youth affairs.

Priorities for the New Millennium

In 1999/2000 work will begin on the Youth Development Index, one of a series of tools being developed to provide governments with a framework to analyse their current status in relation to youth empowerment, strategies for developing national action plans and targets, and indicators to ensure that progress is measurable.



Professor Abdul Khan, Vice-Chancellor of the Indira Gandhi National Open University, signs a Memorandum of Understanding with the Commonwealth Youth Programme on delivery by distance learning of the Youth in Development Diploma

The Commonwealth Youth Service Awards

A group of teenagers hanging around a local cafe in Summerside, Prince Edward Island, Canada, were asked by a police officer to move on. One girl answered with the question: "Where to?"

This was the beginning of Generation XX, a youth centre which became one of the 1998 winners of the Commonwealth Youth Service Awards.

After several meetings between the young people and the police officer, a committee was formed, and a deal was made with the owner of an abandoned building whereby the young people would lease it for a nominal fee and be responsible for upkeep. After major refurbishment, the centre was ready to open.

The Generation XX 20th Century Youth Centre consists of a skateboard and

roller blade park, a concert area, a lounge area, a canteen area, and a pool table and arcade game area. Upstairs are rooms where music bands can rehearse. The centre is staffed by one full-time employee and two volunteers. Club members who work for the centre receive a discount on membership fees, and funding is also provided by the national, provincial and municipal governments.

Youth matters dealt with by the police have decreased by an estimated 30 per cent because of the centre, which received a crime prevention award from the Premier of Prince Edward Island.

Generation XX is one of many projects highlighted by the Commonwealth Youth Service Awards, which have been awarded annually since 1985 to initiatives by young people that contribute to their societies. Up to five regional awards worth £1,000 each

are granted, as well as three pan-Commonwealth awards worth £3,000 each.

In previous years, the awards have focused on such themes as environment and enterprise development. In the period 1998-2000, the theme of the CYP awards will be young people's outstanding contribution to promoting the Commonwealth values of peace, democracy, human rights and equality.

Lessons learned from the CYCI pilots will be incorporated into the Micro-credit Management System (McMS), an innovative set of structures and mechanisms to co-ordinate the efforts of governments, NGOs, the private sector and international agencies in micro-credit programme implementation. The Secretariat will develop and promote the McMS and CYCI as an integrated national poverty alleviation strategy.

Major new sections on implementation strategies and developing national action plans will be added to the NYP 2000 Toolkit. In collaboration with the CHOGM Committee on Co-operation Through Sport, the CYP will adapt the methodology of NYP 2000 for use in national sports policy formulation.

Following proposals tabled at Commonwealth forums in 1998, the CYP will research the feasibility of a Commonwealth Youth Volunteer Scheme and a Commonwealth Youth Visa Scheme.

The pilot cycle of the remodelled diploma programme will be fully operational by June 2000, with 2,000 participants – more than the total number (some 1,700) participating in residential CYP diploma programmes in the previous 24 years. Enrolments are expected to rise still further after the pilot cycle, and several partner institutions are developing degree programmes based on the diploma. The certificate programme will be revised to provide entry-level training to prepare grassroots youth workers for the diploma programme.



A beneficiary of the CYCI in India repays part of his loan which helped him in his business dealing with household linen

Science and Technology

The Secretariat continues to promote the development and maintenance of co-operative networks in new and emerging areas of science and technology. It does so to assist member countries increase their capability and expertise in these areas – and to meet their obligations to international agreements, especially those relevant to sustainable development.

Secretariat activities in this sphere are conducted through the work of the Commonwealth Science Council (CSC) which, in 1998 and 1999, reviewed its work programme and approved an overhaul of its mechanisms for programme initiation, development and delivery.

In December 1998, a new mechanism for encouraging collaboration in science and technology among member countries was introduced: the Commonwealth Knowledge Network (CKN). It will enable the sharing of existing knowledge and experience while seeking solutions to problems through networks of scientists, scientific institutions and knowledge banks throughout the Commonwealth.

The CSC continues to develop partnerships with key international organisations (donors, intergovernmental organisations, NGOs) and to work in its four flagship programmes of biodiversity and genetic resources, water and mineral resources, energy and capacity-building.



The Commonwealth works to increase the capability and expertise in science and technology among member countries

Biodiversity and Genetic Resources

Biological resources are the natural capital that many economies, especially in developing countries, depend on. The conservation and sustainable use of these resources, as outlined in the Convention on Biological Diversity (CBD), Agenda 21 and other environmental instruments, are important. The CSC has identified niche areas where it assists countries to meet their obligations under these instruments, including by encouraging collaboration among countries through biodiversity and biosafety focal points and the Biodiversity Clearing House, which is a sub-network of the CKN. It has helped identify priority areas for capacity-building and for the exchange of information and knowledge on biosafety issues through a knowledge network.

Member countries need to be aware of their obligations under the international Trade-Related Aspects of Intellectual Property Rights (TRIPs) agreements. In



Special projects encourage the development of women scientists

this area, for example, the CSC has organised discussions on various aspects of TRIPs and a May 1999 meeting with the Centre for Science and Technology of the Non-Aligned and other Developing Countries in New Delhi, India, led to the

formation of a pan-Commonwealth network on intellectual property rights.

In collaboration with the Committee on Science and Technology in Developing Countries, the CSC has encouraged the exchange of information on bioactive natural products, which are environmentally benign substances for human, animal and plant health care, and include many other substances of commercial and cultural importance. A network for sharing knowledge and forming partnerships between North and South was formed.

Assistance is provided to countries to operationalise their clearing house mechanisms under the CBD and to implement a number of other agreements, including the UNEP International Technical Guidelines on Biosafety.

The CSC has supported a workshop in Sri Lanka to build capacity in the collection,

Network for Water Information

Freshwater is a finite and limited resource needed in all aspects of life. Small islands in particular are aware of how limited it can be as their freshwater supply is dependent on what rainfall can be collected. Information on the occurrence, use and management of freshwater resources is therefore useful for the maintenance of current sources and the planning of future development.

The Small Island Water Information Network (SIWIN), established by the CSC in partnership with the UK Government's Department for International Development and the British Geological Survey, is a forum which provides information on water issues to professionals and civil society in small island developing countries in all regions. SIWIN, for example, allows professionals from the Pacific,



Information on water matters is important especially for small island states.

Caribbean and Indian Ocean islands to share information on water project developments, where once they were isolated.

SIWIN has now launched a central site on the Internet (<http://www.siwin.org>) in addition to the web sites established in regional nodes.

identification and taxonomy of lichens, which are important indicators of global environmental change. In 1998 and 1999, it organised meetings in India, Kenya and Zimbabwe to exchange ideas and experiences of reversing land degradation using agroforestry methods.

Water and Mineral Resources

Many people depend on groundwater for their water supply. Unfortunately, these supplies are often vulnerable to pollution from sewage and landfill sites. The CSC has therefore developed a programme of water resources management involving users and stakeholders. A workshop in Trinidad and Tobago transferred some of this management experience to small island water professionals in the Caribbean. The Small Island Water Information Network (SIWIN) has allowed the professionals in the Caribbean, Mediterranean, Indian Ocean and the South Pacific to share information and knowledge among themselves as well as with others.

In May 1998, the CSC organised a meeting of the Commonwealth Geological Survey Forum to enable member countries to be aware of new trends in mineral resources development, especially as they relate to technology and environmental conservation, to open contacts for business development and to enhance linkages. An informal network has been set up, and meeting and exchange of ideas every two years was agreed.

Energy

The CSC continues to assist member countries to improve quality of life, especially in rural areas, by adopting and using sustainable energy practices. In



Adopting and using sustainable energies, as with these solar panels

October 1998, the CSC, in collaboration with the Caribbean Planning for Adaptation to Global Climate Change, UNDP and UNEP organised a regional meeting to discuss the implications of the Clean Development Mechanism of the Kyoto Protocol for small island states, with special reference to Caribbean countries. It resulted in the formation of a network of organisations to undertake follow-up work and the CSC has been invited to join a steering committee for the Caribbean Renewable Energy Development Project which is funded by the Global Environment Facility.

Work continued on promoting solar drying of agricultural produce with workshops held in Guyana and Tanzania to provide training in processing solar dried agricultural produce, the development of small businesses, and the creation of market links.

The CSC is also involved in activities of the World Renewable Energy Network.

Capacity-Building

The CSC continues to assist member countries tackle environmental pollution through its programme on Chemical Research and Environmental Needs (CREN). A recommendation from a 1996 CSC seminar led to financial support from the Asian Development Bank in 1998 for a world-class facility for testing and monitoring chemical residues in exportable crops, the Sri Lanka-Commonwealth Centre for

Seeking a scientific solution for environmental concerns arising from the tanning industry



Chemical Residue Analysis in Colombo, Sri Lanka. In November 1998, a knowledge-based network to tackle problems of environmental control in modern mining was initiated during a CSC workshop in Darwin, Australia.

In March 1998, the CSC held a training workshop in Bangalore, India, on the use of low-cost instruments for monitoring the environment and donated equipment to participating countries to test their suitability for environmental education. These kits are being used in schools and community

programmes for education and investigations of air pollution. The data collected are incorporated into the CREN/CSIRO Airwatch Networking Programme.

Work on groundwater contamination by arsenic in Bangladesh and India, and on the environmental consequences of tanning leather, which provides substantial employment and is of great economic potential, also continued.

The CSC helps member countries train women scientists and technologists in the use of information technology to enhance their work. In November 1997, a training course for women scientists was held in Bangladesh.

The Commonwealth Network on Earthquake Resistant Construction in New Zealand expanded coverage and reach through institutional linkages and contacts and is being re-configured into a knowledge network dealing with natural disasters.

The CSC continued to assist member countries to encourage the growth of a science and technology culture. In February 1998, education and science experts met in Lilongwe, Malawi, and three months later in Port of Spain, Trinidad and Tobago, to draw up strategies and action plans for national, regional and pan-Commonwealth implementation. The CSC, in collaboration with a UK science discovery centre, initiated CommQuest, an exhibition which is designed to stimulate interest in science and technology, especially in young people. CommQuest will be exhibited at CHOGM 1999 in Durban.

A Gender Blueprint for the Future

The pursuit of gender equality and social justice is important for development. Although progress has been made in advancing the political, social and economic rights of women, gender inequalities persist at all levels and in all countries. The promotion of equality and equity of outcomes for women and men is therefore still critical.

The 1995 Commonwealth Plan of Action on Gender and Development provides the policy framework for efforts to achieve gender equality in the Commonwealth. It sets out a vision of "a world in which women and men have equal rights and opportunities at all stages of their lives to express their creativity in all fields of human endeavour, and in which women are respected and valued as equal and able partners in establishing the values of social justice, equity, democracy and respect for human rights".

Through the Gender Equality Programme, the Secretariat seeks to realise this vision, focusing on areas in which the Commonwealth has a comparative advantage. The strategic objectives of the Plan of Action include strengthening institutional capacity to integrate a gender perspective into the mainstream of all government and Secretariat activities, and focusing on the key issues of gender and macroeconomics, women's human rights, and gender in politics, peace and conflict prevention.



At a symposium in the Caribbean, participants discuss the participation of women in local politics

Gender Mainstreaming and the Gender Management Systems

The institutional strengthening of national women's machineries – be they women's bureaux, ministries responsible for women's affairs or dedicated units or officers responsible for mainstreaming gender – to enhance their capacity for gender mainstreaming is being addressed through the Gender Management System (GMS). This is a comprehensive network of structures, mechanisms and processes to ensure the effective integration of gender concerns into all government policies, plans and programmes and thus to advance gender equality and equity. This innovative approach to gender mainstreaming was developed by the Secretariat in consultation with member governments and other key stakeholders.

A series of GMS publications, including a *Gender Management System Handbook* and sector-specific resource materials, was published in mid-1999. The series, which comprises both comprehensive reference manuals and shorter, user-friendly quick guides, includes tools for gender analysis and planning, monitoring and evaluation for the use of policy-makers, senior planning officers and other government personnel, managers in public and private institutions, tertiary institutions, trainers and development workers.

A major focus of the programme is the provision of technical assistance to member governments on mainstreaming gender and establishing a GMS. By mid-1999, GMS Preparatory Missions had been undertaken in 11 countries in all regions of the Commonwealth, and further missions were in the planning stage. The Secretariat had also provided a long-term gender expert to assist the Government



of St Kitts and Nevis, the first country to pilot the GMS model.

The Plan of Action sets out a vision of a world where women and men have equal rights and opportunities at all stages of their lives

Gender Mainstreaming at the Commonwealth Secretariat

The Secretariat has adopted new strategies to ensure that all programmes and activities incorporate gender concerns. A Gender Steering Committee, consisting of divisional Directors, meets biannually to review the progress of the mainstreaming

Gender and Budget

Using conceptual tools developed by the Secretariat, the Sri Lanka Ministry of Finance successfully implemented the Commonwealth Gender Budget Initiative in 1998. Research teams and task forces were set up in five ministries: Education, Health, Agriculture and Lands, Social Services and Industrial Development. The teams carried out surveys to ascertain gender-based expenditures in 1996 for each sector. Workshops were held to review the sectoral reports and to discuss possible measures to rectify the imbalances identified.

This pilot project enabled the Government of Sri Lanka to take concrete steps towards rectifying gender imbalances created through the national budgetary process. It had the following outcomes:

- ❖ An enhanced capacity for gender-disaggregated data collation and analysis within the Ministry of Finance and key spending ministries.
- ❖ The establishment of gender-aware planning mechanisms in the allocation of resources.
- ❖ An increased understanding of gender and macroeconomic policies, and commitment to gender equality throughout government, including policy-makers and expenditure planners.
- ❖ Women's contribution to the economy was specifically referred to in the 1999 Budget Speech of Sri Lanka.
- ❖ An indication that policy-related gender imbalances would be taken into account in future policy formulation.



The allocation of resources needs to take gender considerations into account

process. Gender Focal Points – senior staff in each Division – facilitate the process at divisional level. Gender training programmes are held for programme staff and management to strengthen their capacity for gender planning and analysis. Resource materials and monitoring and evaluation tools have been developed for use by all staff.

Gender and National Budgets

The Secretariat encourages the development of gender-aware macroeconomic policies, with particular emphasis on the differential impacts of national budgets on women and men. It has developed a set of tools for producing gender-sensitive national budgets, from which requesting member governments can choose the most appropriate for their national circumstances. Five countries have received technical assistance to pilot the tools. In collaboration with AusAID, the Secretariat has developed a manual entitled *How To Do a Gender-sensitive Budget Analysis: Contemporary Research and Practice*, focusing on issues, methods and strategies for the first year of a gender-sensitive budget initiative.

Women's Human Rights

Combating violence against women and the commercial sexual exploitation and abuse of children continues to be a priority for member governments. The Secretariat has programmes on the elimination of these problems, and on the implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, the Convention on the Rights of the Child and the UN Declaration on Elimination of Violence Against Women.

In response to a recommendation made by Commonwealth Ministers responsible for Women's Affairs at their 1996 meeting, the Secretariat has developed a model framework based on the GMS methodology, providing a range of measures, structures and mechanisms to address violence against women in a comprehensive manner. The framework is being piloted by the Government of Mauritius, which has opted to establish a GMS in the area of human rights. A national workshop to review the model framework was held in March 1999 for representatives of ministries, organisations and

South Africa, Sri Lanka, and Trinidad and Tobago. A 'good practice' guide on administrative and legislative measures to address the problem is being developed for dissemination to member governments.

Gender, Politics, Peace and Conflict Prevention

The Secretariat supports the integration of gender issues in democratisation, peace and conflict resolution activities. With the Commonwealth Parliamentary Association and the Commonwealth Foundation,



The Secretariat assists member governments in developing strategies for achieving the target of having 30 per cent women in decision-making

NGOs. Participants agreed a draft national action plan on violence against women which will form an integral part of the national gender and development action plan.

A manual on *Guidelines for Police Training on Violence Against Women and Child Sexual Abuse* has been revised and updated. Another volume, *Advancing the Human Rights of Women: Using International Standards in Domestic Litigation*, was published in 1997. Regional and country studies were commissioned on the commercial sexual exploitation of children in Africa and Asia, and in India, Jamaica, Kenya,

it assists member governments in developing strategies for achieving the target of having 30 per cent women in decision-making in the political, public and private spheres by 2005. The 1999 publication *Women in Politics* documents the experiences of 33 Commonwealth women who have been successful in the political arena.

Symposia on gender, politics, peace, and conflict prevention and resolution for the Africa, Asia/Europe and Caribbean regions were attended by female and male parliamentarians, and representatives of regional, international and non-governmental organisations. Participants identified training as a critical strategy for overcoming barriers to women's political participation, civic leadership and engagement in conflict resolution initiatives. The final symposium in the series, for the South Pacific region, is being planned to address these issues in a pan-

Commonwealth approach, in response to the emerging trend of extreme cases of violence against women seen in recent ethnic and other conflicts.

Gender Strategies for the 21st Century

The theme of the meeting of Ministers responsible for Women's Affairs scheduled for early 2000 in New Delhi, India, is 'Advancing the Commonwealth agenda into the new millennium'. Ministers will consider strategies for gender mainstreaming; new challenges for women's human rights, political participation and peace; globalisation, gender and macroeconomic policies; and collaboration and building partnerships for enhanced sustainability in advancing gender equality. They will also consider an updated Commonwealth Plan of Action on Gender and Development (2000 – 2005).

Gender Mainstreaming: A Consultative Process

The Gender Management System (GMS) was developed through a consultative process involving governments, the Secretariat, the academic community and other stakeholders. As part of that process, a pan-Commonwealth workshop on the GMS in Malta in April 1998 brought together gender experts, Permanent Secretaries, development planners, representatives of national women's machineries and tertiary educational and training institutions, and trainers from NGOs and the private sector.

The workshop introduced the concept and methodology of the GMS, reviewed the draft GMS Handbook and other publications, facilitated the exchange of experience and good practices, and developed strategies for the implementation of GMS pilot

projects and gender training, allowing for the validation and systematic application of training tools and resource materials.

A GMS workshop in Malta



A Commonwealth for the Millennium

The Commonwealth moves into the new millennium strengthened by ties of co-operation and consultation, and reinvigorated by new mandates and delivery mechanisms. There is close consultation and fellow feeling among Commonwealth organisations as they look to the future. The three main intergovernmental agencies – the Commonwealth Secretariat, the Commonwealth Foundation and the Commonwealth of Learning (COL) – consult once a year under the umbrella of the Commonwealth Agencies Consultative Committee (CACC).

Their discussions ensure effective liaison, co-ordination and implementation of CHOGM recommendations, and include a wide variety of issues and proposals of common interest, including the implementation of recommendations of review studies. The Commonwealth Secretary-General and his three Deputies, the Director of the Commonwealth Foundation and the President of COL are members of the committee.

Two other organisations, the Commonwealth Parliamentary Association and the Commonwealth Partnership for Technology Management Ltd, also interact closely with the Secretariat.

The Commonwealth of Learning

The Secretariat works closely with COL, a distance education and open learning organisation

set up by Heads of Government, to assist member countries meet their human resource development needs.

COL, which celebrated its tenth anniversary in 1999, is utilising the rapidly expanding capacities of information and communication technologies to improve the reach and quality of education and training programmes available in schools, colleges and non-formal education. It also aims to enhance the skills and training of teachers in service. Examples of collaboration between the Secretariat and COL include the development and delivery of training packages for youth workers, legislative drafters, laboratory technicians, and for multi-grade teaching in schools.

The Commonwealth Foundation

The Commonwealth Foundation works closely with the Secretariat in promoting the activities of Commonwealth NGOs, including professional organisations. It runs programmes to assist NGO co-operation and sharing at national, regional and pan-Commonwealth levels, and establishes links with nationally-based NGO networks and umbrella organisations. It also organises the Commonwealth NGO Forum, held every four years.

The Foundation gives financial assistance to about 30 Commonwealth professional associations. These associations provide opportunities for improving and maintaining professional standards, sharing experience and



**COMMONWEALTH
SECRETARIAT**



THE
**COMMONWEALTH
FOUNDATION**



Professor Amartya Kumar Sen, who delivered the first Commonwealth Lecture on 'The Commonwealth and Human Rights'

knowledge, and participating in training activities.

Through fellowships to promote Commonwealth understanding, 12 nominees are chosen annually to participate in a one-month programme on Commonwealth affairs. The Foundation also supports festivals, award schemes and prizes in the visual, performing and literary arts, including the annual Commonwealth Writers Prize.

Strategising the Secretariat

The work of the Secretariat, described elsewhere in this Report, continues to be guided by the decisions of Heads of Government and relevant ministerial and fund-governing body meetings. Since the 1997 CHOGM in Edinburgh, the implementation of the Commonwealth Economic Declaration and other mandates from Heads of Government has constituted a major focus of Secretariat activities.

Such has been the demand on the limited resources of the Secretariat to fulfil its mandates, that the role of strategic planning and evaluation has become crucial to ensuring the best and most cost-effective use of these resources.

Planning: Secretariat activities since mid-1997 have been governed by its Third Three-Year Strategic Plan, with 11 programmes and 22 sub-programmes. This Plan ends in mid-2000 and preparations for the Fourth Three-Year Strategic Plan, taking the Secretariat to mid-2003, will be under way by early 2000. Internal task forces have been established to review the programmes and structure of the Secretariat.

Already, the falls in the CFTC Plans of Expenditure have underscored the need for focusing Secretariat projects in areas of comparative advantage and maximum impact, while giving priority to special programmes identified by Heads

The Unofficial Commonwealth

Commonwealth NGOs operate in areas as diverse as education, development co-operation, women's and youth affairs, quality of life, health care and encouraging friendship among people from different Commonwealth countries.

There are about 70 such NGOs. They include influential professional organisations, such as the Association of Commonwealth Universities, the Commonwealth Broadcasting Association, the Commonwealth Engineers' Council, the Association of Commonwealth Literature and Language Studies, the Commonwealth Medical Association and the Commonwealth Trade Union Council. A full list of Commonwealth NGOs is found on the Secretariat's web site at <http://www.thecommonwealth.org>.



Particular importance is attached to facilitating partnership projects between Secretariat divisions and NGOs when such initiatives will enhance the efficiency and cost-effectiveness of programme delivery. Examples of such partnerships are described in other chapters in this Report.

Professional organisations, such as the Commonwealth Association for Public Administration and Management, and NGOs work in a variety of areas. The Secretariat attaches great importance to facilitating partnership projects with them

of Government and Ministers, usually in response to contemporary developments.

A number of cross-programme considerations have been worked into the planning process. Priority is given to the process of engendering Secretariat programmes and internal strategy consultations. Gender planning workshops to strengthen gender awareness skills have been organised for programme staff, and before major conferences staff from all divisions meet to discuss a common strategy. Post-conference debriefing sessions ensure that outcomes are also discussed.

To introduce Commonwealth diplomats taking up postings in London to the role of the Commonwealth and its institutions, the Secretariat in collaboration with the Commonwealth Foundation organises an annual Induction Programme for Commonwealth Diplomats. The Secretariat also collaborates with the Foundation

and other Commonwealth organisations in holding the recently instituted annual Commonwealth Lecture Series. The first lecture was delivered by Professor Amartya Kumar Sen, Master of Trinity College, Cambridge, on 7 May 1998 on the theme 'The Commonwealth and Human Rights'. The second was delivered by Mr Malcolm Fraser, former Prime Minister of Australia, on 13 May 1999 on 'The Nation State and Globalisation'.

Studies and papers have been produced on a number of issues, such as Secretariat work priorities, performance reporting, mobilisation of extra-budgetary resources and Commonwealth representation outside the UK. Arrangements have also been made for divisional Directors to informally discuss future strategic priorities at an annual Retreat.

Evaluation: Secretariat programmes undergo periodical evaluation. The Review of Political Programmes, carried out



Mr Malcolm Fraser delivered the second Commonwealth Lecture on 'The Nation State and Globalisation'

Links with Parliamentarians

The Secretariat maintains cordial and close relations with the Commonwealth Parliamentary Association (CPA), which links members of parliament or national assemblies in all Commonwealth countries.

In June 1998, the Secretariat convened jointly with the CPA the first in a new series of *Deepening Democracy* workshops whose theme was 'The Role of the Opposition'. Its purpose was to achieve a better understanding of the mutual rights and responsibilities of governing and opposition parties (see Chapter 2). The CPA has also collaborated with the Secretariat in the organisation of several regional workshops on gender and democracy, peace and conflict resolution (see Chapter 14).

The CPA Secretary-General makes recommendations to the Commonwealth Secretary-General regarding parliamentarians of high standing who may be considered for inclusion in Commonwealth Observer Groups (see Chapter 2).

Parliamentarians from the Commonwealth meet Her Majesty The Queen at a Commonwealth Day reception



by Ambassador Henry Sekyi of Ghana, was concluded in May 1998; it commended the Secretariat's work in this area and made some recommendations for fine-tuning.

At the same time, a major evaluation study of projects in the science and technology programme, carried out by Mr Clive Palmer of New Zealand, was concluded. His findings triggered a major review of the programme by the Commonwealth Science Council in early 1999 (see Chapter 13). Following a request from Commonwealth Ministers responsible for Youth Affairs in 1998, a management and administration review of the Commonwealth Youth Programme was concluded in 1999. In November 1998, the Secretary-General initiated an internal rethink of the CFTC, and this was completed in June 1999. The report of the CFTC

rethink was widely welcomed by governments, and its recommendations are being implemented.

Since mid-1997, two major evaluation studies covering the Secretariat's technical assistance to the Caribbean and South Pacific regions have also been concluded. Recommendations are being implemented and are reflected in the CFTC rethink proposals. Two smaller studies on the Commonwealth Industrial Training and Experience Programme and the Technical Support Group for Women and Health were also completed. A study of the Secretariat's activities in environment is in the process of being finalised.

A recurring theme in several evaluation studies has been the need to provide greater support and information to Commonwealth points of contact in member governments.

This was reiterated at the Senior Officials Meeting in London in November 1998. The Secretariat has now circulated a manual on its programmes of assistance as a practical source of information to all points of contact.

The evaluation 'culture' is becoming more entrenched in Secretariat operations. An evaluation study on Internal Procedures for Project Administration by Dr Basil Cracknell was completed in October 1997. Among other things, it recommended that an internal audit be instituted in the Secretariat on a regular basis – and this is now being implemented. In common with many international organisations, the Secretariat is moving towards a results-based approach in planning and implementing its projects, involving the logical framework as a tool for design and monitoring. Training of staff in these skills has begun.

Partners in Progress

The Secretariat interacts closely with the Commonwealth Partnership for Technology Management Ltd (CPTM) which was registered in 1995 as a not-for-profit company limited by guarantee. The link is an historical one, the CPTM having started out within the Secretariat's work programme as the Commonwealth Consultative Group on Technology Management in 1989.

The CPTM's remit is based on technology management and the promotion of public/private sector partnerships. It has worked with the Governments of Botswana, Cyprus, Malaysia, Mauritius and Zimbabwe in 'vision' exercises for strategic development; been involved in training in quality management to ISO 9000 standard in the Caribbean; and also involved in the establishment of



Zimbabwe's Scientific and Industrial Research and Development Centre which brings private and public sectors together in new research and development ventures.

CPTM's initiatives attach high priority to the new wave of economic developments based on a knowledge-driven economy. Examination of issues these raise in relation to partnerships between government, business and labour will continue to form the main platform for CPTM's advisory work. For developing countries in particular, assistance and advice in the management of technology will boost competitiveness in a knowledge-driven economy.

The Commonwealth as News Maker

The Commonwealth was rarely out of the public eye in the two years since mid-1997. CMAG's deliberations over Nigeria, and that country's eventual return to membership, the high-level mission to persuade international organisations of the concerns of small states in the new global trading system, the Secretary-General's personal efforts to ease tensions in places as diverse as Solomon Islands and Zanzibar – these were just some of the events that put the Commonwealth at the forefront of international affairs.

Secretariat efforts to more effectively publicise its activities and the value of Commonwealth principles were helped by the implementation of several of the recommendations arising from a review of information activities which was presented to Heads of Government at CHOGM 1997. The review called for sharpened strategies using new methods and technologies. It called for greater efforts at image projection not only on the part of the Secretariat itself but also from Commonwealth governments and NGOs.

Public interest in the Commonwealth has increased. Enquiries by mail, electronic mail or telephone have multiplied, much of it from schools. Copies of video films of the Commonwealth and activities of the CFTC have been requested, and in 1999, 200,000 copies of the traditional Commonwealth Day poster were printed as a result of public demand – an increase of 70,000.



Commonwealth Day is celebrated in many countries ... in the UK, Her Majesty The Queen, Head of the Commonwealth, meets a dance troupe who performed for the occasion

Media Relations

Journalists in all Commonwealth countries continued to receive regular information on Commonwealth activities. A series of specialist media briefings, on such initiatives as debt relief for heavily indebted poor countries, small states, capital market volatility, corruption in economic management and co-operation with the World Bank, was organised in London. More than 170 news releases were issued and particular attention paid to the publicity needs of CMAG deliberations.

Contacts with major international and regional media organisations were expanded via new databases, electronic mail, telephone, fax and the Internet.

The Secretariat's flagship magazine, *Commonwealth Currents*, attracted more than 2,000 new readers during the period under review, putting its mailing list at over 31,000. Since early 1998, the magazine has also attracted some paid advertising and in 1999 its contents were available on the

Secretariat's site on the World Wide Web (www.thecommonwealth.org). Leaflets and booklets in the *Commonwealth in Action* series were also produced.

The Commonwealth Features Service, which has been contracted out to a private news agency since 1997, provided some 70 feature stories on developmental

CFTC and the CYP are being used at Commonwealth workshops and training programmes.

Information and Public Affairs

The Secretariat's web site was redesigned in 1998, turning it into a colourful and easily accessible site covering historic and current



These TV journalists were trained in Mozambique with support from the Commonwealth Media Development Fund

issues in different parts of the Commonwealth. The introduction of special accompanying graphics made them more appealing to the print media.

Broadcasting

A series of radio programmes marked the 50th anniversary of the modern Commonwealth in 1999. The series included interviews with several former Heads of Government and material from the Secretariat archives and other libraries. Three series of programmes on the work of the CFTC in the Caribbean, the Commonwealth Writers Prize and Commonwealth women were produced. Other radio programmes focused on the environment and debt issues.

Promotional films on the Commonwealth, the work of the

information such as news releases, feature articles, and information on election observer missions and other current events. The web site has become a major means of disseminating information. It averages over 200,000 'hits' per quarter, and there is much feedback from the site via the electronic mail link.

An associated web site for young people (www.youngcommonwealth.org) was relaunched for Commonwealth Day 1998 and further reshaped for Commonwealth Day 1999. It is proving one of the most successful activities in attracting young people and includes quizzes, certificates, postcards and basic information on the Commonwealth and its member countries.

A web site on the 1997 Commonwealth Heads of

Government Meeting (www.chogm97.org) was jointly set up with the UK Government. Launched on 1 October 1997, it provided key information before, during and after the meeting. The site registered more than 350,000 'hits' during its first quarter and although it was archived in 1999, it still regularly received visitors.

Commonwealth Day

Commonwealth Day, the second Monday in March, has become an important event for bringing young people together in celebrations all over the Commonwealth. Suggestions to teachers on how to celebrate the day are now accessible from the Young Commonwealth web site.

In 1998, the year when the Commonwealth Games were hosted in Malaysia, the theme was 'Sport'. In 1999, the theme was 'Music'. As is traditional, Her Majesty The Queen, as Head of the Commonwealth, and the Secretary-General, issued statements which were read out in many member countries. In 1999, a filmed interview with the Secretary-General and a film on the CYP's Youth Credit Initiative were also sent to more than 45 television stations. An enhanced CD titled *Flavours of Sound* was also produced, featuring music, film and video clips.

The Library

The Library became an additional tool for the information process from 1 July 1997 when it came under the information programme of activities. It continued to provide an invaluable information service for Secretariat staff, consultants, academics and members of the public. Commonwealth Shared Records continued to be released annually to the public under the 30-year rule. Three such releases of documents have now

taken place and details of the papers appear on the Secretariat's web site.

Skills for the Media

For the first time in its 20-year history, the Commonwealth Media Development Fund (CMDf) took on a pan-Commonwealth look. Traditional contributors have been the UK (£200,000 in 1998/99) and Australian (£17,800) Governments. Following an appeal by the Secretary-General at the 1997 CHOGM, The Gambia (£590), India (US\$30,000), Mauritius (£3,000) and New Zealand (£6,100) also contributed to the fund.

In the period under review, the CMDf supported training for more than 1,300 journalists and media workers. This training is carried out through the CMDf's training partners, including NGOs such as the Commonwealth Broadcasting Association, Commonwealth Journalists Association and the

Commonwealth Press Union, who organise courses which focus on writing, presentation and technical skills, and on specialist subjects. A list of these courses is at *Appendix II*.

Publications

A Secretariat-wide policy for sale publications was brought into force on 1 July 1998. This policy enabled the Publications Unit to offer professional publishing, design and marketing services to some 40 to 45 Secretariat sale publications a year. Between July 1998 and June 1999, revenue from the sale of publications and royalties stood at £91,000, a 23 per cent increase over the previous year.

Through the Publications Unit, the Secretariat continues to publish the authoritative reference book, *The Commonwealth Year Book*, now in its 30th year. Abstracts of many publications are available on the Secretariat's web site.



The Commonwealth has rarely been out of the public eye

Reshaping the Secretariat Administration

Progress towards reshaping the administration of the Secretariat to provide efficient and cost-effective support in personnel management, financial control, office accommodation, conference servicing, printing and information technology continued.

Two consultants offered by the UK Government undertook a Review of the Administration Function and their 1998 report was discussed with representatives of member governments on the Finance Committee. Their recommendations included a reduction in establishment, especially among support staff, measures to achieve efficiency in work processes and procedures, and changes in management practice.

In July 1998, the Secretary-General appointed Mr Gordon Draper, a former Foreign Minister of Trinidad and Tobago with wide experience in public administration, as Change Management Officer to carry forward the consultants' recommendations. Many of the changes taking place in the first half of 1999 have focused on strengthening and deepening strategic planning, enhancing staff skills and knowledge, training and corporate cultural change.

sional staff and 115 (women: 87, men: 28) were support staff. Efforts continued to achieve gender balance in staff composition. (See Appendix IV for list of senior staff.)

Staff development remained a priority. All staff members were trained in-house or, where necessary, externally, to give them additional skills in, for example, handling the media, gender awareness planning or various software packages (see Appendix II).

The new staff performance appraisal system, introduced in 1997, required supervisors to discuss with staff and agree their work plans, and identify programme objectives and individual training needs. Following the Job Evaluation study in 1997, appeal hearings from staff were held and settled. The Commonwealth Arbitral Tribunal, which had also been set up in 1997 to hear grievances which could not be settled in-house, heard one case in 1998.



Marlborough House, headquarters in London of the Commonwealth Secretariat

Staff

By 30 June 1999, there were 320 staff posts in the Secretariat, 28 fewer than in 1997. Of these posts, 287 were filled – 147 by women and 140 by men from 37 countries. Of these, 172 (women: 60, men: 112) were diplomatic and profes-



Hundreds of visitors are received at the Secretariat every year. Here, a group of students from Brunei Darussalam call on the Secretary-General

A human resource strategy was drawn up for the Secretariat, more authority was delegated to middle managers, staff were consulted more widely, and more focused training for specific job requirements was introduced.

Finance

By 1 July 1999, the Secretariat will have replaced its six-year-old Financial Management and Information System with a new system which is Year 2000-compliant. The system will continue to help the Secretariat keep expenditures under constant review and enable divisions to monitor progress in their technical assistance projects. The Secretariat's Assessed Budget and Budgets for other Funds are at Appendix V, with programme budget allocations for 1997/98 and 1998/99.

General Services

The Secretariat continues to be housed in three buildings in London – in Marlborough House and Quadrant House in Pall Mall, and in Heron House in Victoria, where the Economic and Legal Advisory Services Division is located. A number of proposals were initiated for improving facilities and delivery

of general services during the review period. These included introduction of a voice mail system and refurbishment of the ground floor of Quadrant House to an open-plan system as suggested by the 1997 Review of the Commonwealth Information Programme.

Assistance was given to member governments in organising CHOGM in 1997, seven ministerial, three Senior Officials and several other meetings. Steps were also taken to reduce travel and accommodation costs for conferences by using discounted air-fares and competitive hotel tariffs. The volume of printing work contracted out was reduced.

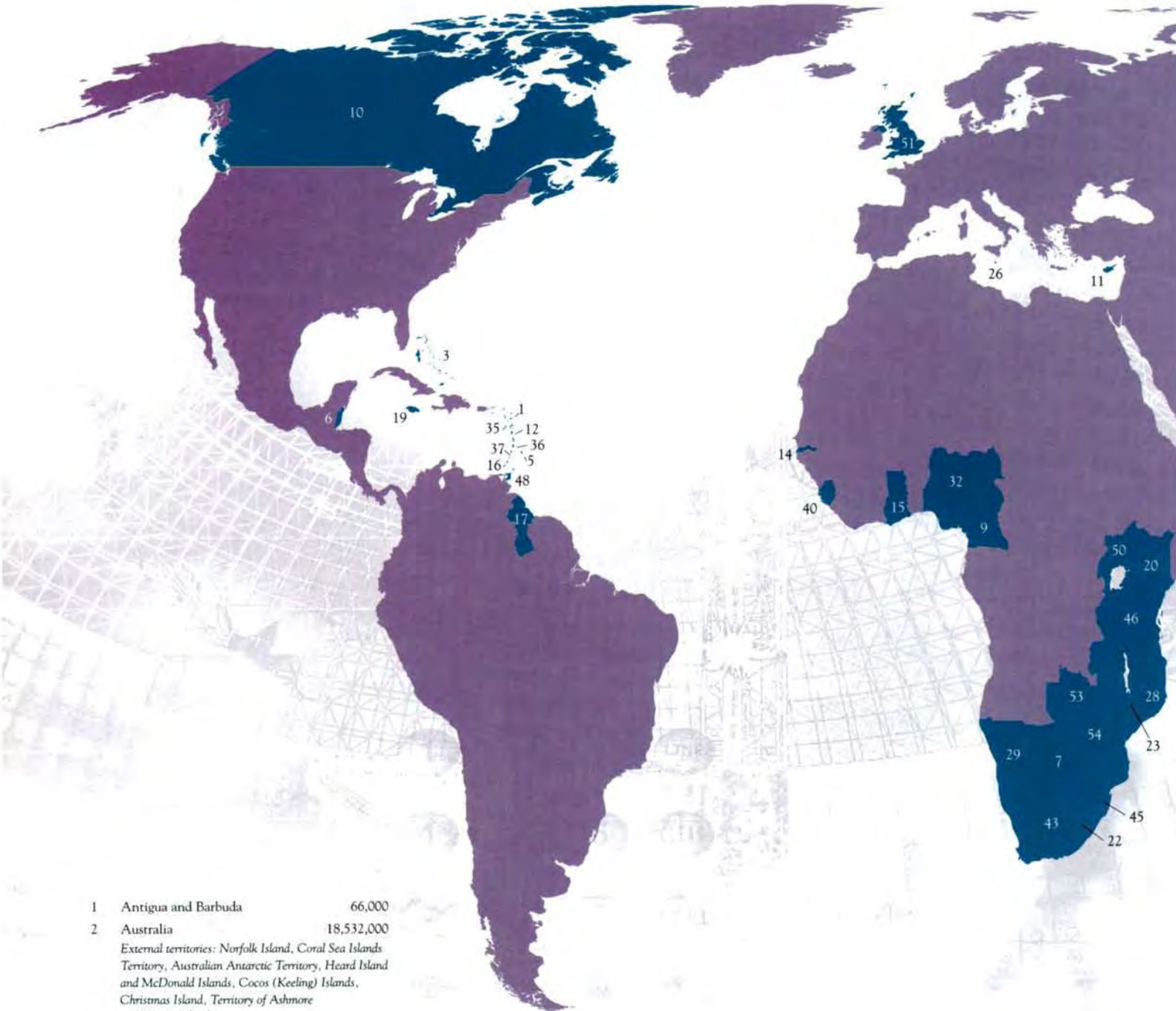
Information Technology

In 1998, an Information Technology Strategy for the Secretariat was developed following the report of an external consultant. This advocated a comprehensive approach to meeting information technology needs. Initiatives which have commenced include development of Project Information Management databases at divisional level, upgrading the network infrastructure, and developing an Extranet for document sharing with governments.



The Commonwealth and its Members

Member Countries (as at 1 August 1999) and Population



1	Antigua and Barbuda	66,000		
2	Australia	18,532,000		
	<i>External territories: Norfolk Island, Coral Sea Islands Territory, Australian Antarctic Territory, Heard Island and McDonald Islands, Cocos (Keeling) Islands, Christmas Island, Territory of Ashmore and Cartier Islands</i>			
3	The Bahamas	289,000		
4	Bangladesh	123,633,000	13	Fiji Islands
5	Barbados	265,000	14	The Gambia
6	Belize	230,000	15	Ghana
7	Botswana	1,533,000	16	Grenada
8	Brunei Darussalam	308,000	17	Guyana
9	Cameroon	13,936,000	18	India
10	Canada	30,287,000	19	Jamaica
11	Cyprus	747,000	20	Kenya
12	Dominica	74,000	21	Kiribati
			22	Lesotho
			23	Malawi
			24	Malaysia
			25	Maldives
			26	Malta
			27	Mauritius
			28	Mozambique
			29	Namibia
			30	Nauru



31	New Zealand	3,761,000
	<i>Includes the territories of Tokelau and the Ross Dependency (Antarctic). Self-Governing Countries in Free Association with New Zealand: Cook Islands and Niue</i>	
32	Nigeria	117,897,000
33	Pakistan	128,457,000
34	Papua New Guinea	4,501,000
35	St Kitts and Nevis	41,000
36	St Lucia	159,000
37	St Vincent and the Grenadines	112,000

38	Samoa	174,000
39	Seychelles	78,000
40	Sierra Leone	4,748,000
41	Singapore	3,104,000
42	Solomon Islands	403,000
43	South Africa	40,604,000
44	Sri Lanka	18,552,000
45	Swaziland	958,000
46	Tanzania	31,316,000

47	Tonga	98,000
48	Trinidad and Tobago	1,307,000
49	Tuvalu*	11,000
50	Uganda	20,317,000
51	United Kingdom	59,009,000
	<i>Overseas Territories: Anguilla, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands, Gibraltar, Montserrat, Pitcairn, Henderson, Ducie and Oeno Islands, St Helena and St Helena Dependencies (Ascension and Tristan da Cunha), South Georgia and the South Sandwich Islands, and Turks and Caicos Islands</i>	
52	Vanuatu	177,000
53	Zambia	9,443,000
54	Zimbabwe	11,468,000

1997 population figures, from 1999 World Bank Atlas except for Nauru and Tuvalu

* Tuvalu is a Special Member of the Commonwealth and does not attend ministerial meetings or CHOGMs

Commonwealth Secretariat Projects



1 July 1997 to 30 June 1999

(Conferences, Meetings, Workshops,
Training Programmes and other activities)

Administration Division

Reviews

Commonwealth Secretariat Administration Review by Dr C P Burdess and Mr W M Stevenson (March 1998)

Commonwealth Secretariat Information System Strategy: 1998-2001 by Mr Joseph V Tabone (October 1998)

Report of the Change Management Officer by Mr Gordon M Draper (May 1999)

Training Courses

Computer courses Word (all levels), Windows NT, Excel, Access, Work and File Management, Integration of Office Applications (participation level 691 – female 441, male 250)

Management Skills Appraisal Briefings, Gender Planning, Gender Awareness, Stress Awareness, Counselling Skills, Media Training, World Trade Organisation Workshop, Project Management, Executive Development (Module 1), First Aid, Web Site Development, Conference Management, Executive Secretarial Development, CDS/ISIS (participation level 1,335 – female 767, male 568)

Economic Affairs Division

Second Meeting of the Advisory Group on Updating the Vulnerability Report on Small States July 1997, London

Iwokrama Consultative Meeting with Private Sector Organisations September 1997, London

Meetings of Commonwealth Consultative Group on Small States

September 1997, London; July 1998, London

Commonwealth Finance Ministers Meetings September 1997, Mauritius; September 1998, Ottawa, Canada

Meeting of Commonwealth Ministerial Group on Small States October 1997, Edinburgh, UK

Meeting of Donors for support of Iwokrama International Rainforest Programme January 1998, Brussels, Belgium

Meetings of Expert Group on the Vulnerability Index February 1998, London; May 1998, London

Commonwealth Caribbean Region Workshop on Integrating Economic and Environmental Policies March 1998, Port of Spain, Trinidad and Tobago

Fifth Meeting of Commonwealth Consultative Group on Environment April 1998, New York, USA

Pre-Budget Consultations on Manufacturing Export Competitiveness May 1998, Port Louis, Mauritius

First Meeting of the Expert Group on Good Governance and the Elimination of Corruption in Economic Management May 1998, London

Meetings of Expert Group on Protecting Countries Against the Destabilising Effects of Volatile Capital Flows June 1998, London; August 1998, London

Roundtable on Manufacturing Export Competitiveness June 1998, Harare, Zimbabwe

Joint Meeting of Commonwealth Finance and Law Officials on Money Laundering June 1998, London

Meeting to Establish the Joint Commonwealth/World Bank Task Force on Small States October 1998, Washington DC, USA

Meeting on Post-Lomé IV and ACP-EU Issues October 1998, London

Second Meeting of the Expert Group on Good Governance and the Elimination of Corruption in Economic Management November 1998, London

Workshop for ACP Country Representatives on Post-Lomé EU Arrangements for Trade Co-operation November 1998, Brussels, Belgium

First Meeting of the Joint Commonwealth/World Bank Task Force and Advisory Group on Small States December 1998, London

Workshop for Senior Officials of Southern African Development Community (SADC) on 'Complementary Policies to Underpin SADC Free Trade Area' January 1999, Harare, Zimbabwe

Commonwealth African Region Workshop on Integrating Economic and Environmental Policies January 1999, Harare, Zimbabwe

Second Meeting of the Joint Commonwealth/World Bank Task Force and Advisory Group on Small States February 1999, St Lucia

Meeting with the UN Committee on Development Policy Working Group on Vulnerability Indicators March 1999, London

Workshop for Pacific Commonwealth Countries on Post-Lomé IV Arrangements March 1999, Suva, Fiji Islands

Consultations with ACP Ambassadors in Brussels and Senior Officials of DG-VIII, European Commission on the work of the Secretariat/World Bank Task Force on Small States and the Commonwealth Vulnerability Index March 1999, Brussels, Belgium

Joint Commonwealth/World Bank Consultation on HIPC March 1999, London

Meeting of the Joint Commonwealth/World Bank Task Force on Small States April 1999, Washington DC, USA

Sixth Meeting of Commonwealth Consultative Group on Environment April 1999, New York, USA

Discussion on UK Programme for Debt Relief and Poverty Reduction (address by the Rt Hon Clare Short, Secretary of State, DFID) April 1999, London

Economic and Legal Advisory Services Division

(All consultancies unless stated otherwise)

Commonwealth General

CS-DRMS Systems Course September 1998, London

Africa

Regional training in the use of CS-DRMS August/September 1997, Lesotho (organised jointly with Macroeconomic and Financial Management Institute (MEFMI))

Joint country-level capacity-building in CS-DRMS with MEFMI, to Malawi (October 1997), Tanzania (August 1998) and Lesotho (March 1999)

Training workshop on Public Enterprise Restructuring and Privatisation January 1998, Arusha, Tanzania (organised jointly with ESAMI and MTSD)

Regional workshop on Effective Domestic Debt Management March 1998, Nairobi, Kenya

Regional training in the interpretation of loan agreements and use of CS-DRMS March/April 1998, Mahé, Seychelles

Regional training on complex loan agreements July 1998, Namibia

Regional training in the use of CS-DRMS for French-speaking users October 1998, Senegal (organised jointly with ACCT and IDRC)

Training for African election officers November 1998, Harare, Zimbabwe

Botswana: Advice on mineral sector policy and issues arising; Assistance

in drafting mining (including fiscal) legislation and a Model Mining Agreement; Assistance and capacity-building in debt recording and management through the use of CS-DRMS; Assistance to the Independent Electoral Commission

Cameroon: Assistance in debt recording and management, including capacity-building on domestic debt management, implemented jointly with ACCT and IDRC

The Gambia: Assistance and capacity-building in debt recording and management; Advice on an electricity project and review of a power sales agreement; Advice on mineral law, including comments on new draft mining law; Advice on petroleum taxation terms; Co-ordination of electoral assistance

Ghana: Assistance in aid and debt management, including capacity-building

Kenya: Assistance to the Ministry of Finance and Central Bank of Kenya in debt management, including government on-lending to parastatals and the local community

Lesotho: Funding of expert to assist the Independent Electoral Commission; Assistance and capacity-building in debt management through the use of CS-DRMS

Malawi: Assistance and capacity-building in aid and debt management in both the Ministry of Finance and Reserve Bank of Malawi; Civic education and training for local government elections

Mauritius: Advisory services and capacity-building to the Ministry of Finance and Economic Planning and Development in debt recording and management

Mozambique: Advisory services and capacity-building in debt recording and management to the Ministry of Finance and Bank of Mozambique; Assistance in a review of the new mining law and the mining fiscal regime

Namibia: Assistance in drafting petroleum agreements relating to the second petroleum licensing round; Assistance with the third petroleum licensing round; Advice on various petroleum sector matters; Assistance in drafting a Model Mining Agreement; Participation in negotiations with a foreign company for the

development of the Haib copper deposit and the Skorpion zinc deposit; Assistance with negotiations relating to offshore diamond mining; Assistance in debt management, including on-lending arrangements, and borrowing strategy; Workshop to review the operation of the electoral process

Nigeria: Assistance to independent electoral commission; Assistance in debt recording and management

Seychelles: Advice on revision to petroleum terms; Assistance in drafting revisions to petroleum income tax legislation; Assistance in revising the Model Petroleum Agreement; Assistance in negotiations with an oil company and oil industry service provider; Advice on petroleum production; Assistance on maritime boundary matters; Drafting of Bill on Maritime Zones; Hydrographic and technical work on delimitation of maritime zones; Assistance in debt recording and management

Sierra Leone: Assistance in debt recording and management; Advice on mining policy

South Africa: Assistance in debt and development resource management; Assistance with costing, organisation and training in preparation for local government elections; Assistance with evaluation of local government elections

Swaziland: Assistance and capacity-building in debt recording and management

Tanzania: Assistance with development of the regulatory framework for the domestic capital market including the review of securities legislation and regulations and advice on the regulatory framework for mergers and acquisitions; Advice on options for the privatisation of lake transport services; Review of project arrangements, agreements and terms negotiated with foreign investors for the development of a large gas-to-electricity project using the gas reserves at Songo Songo island; Assistance during Mnazi Bay gas-to-electricity project negotiations; Assistance to Ministry of Finance and Central Bank of Tanzania on debt management, including domestic debt and aid management; Conduct of a workshop on debt sustainability

Uganda: Assistance with the formulation of primary and subsidiary legislation on the regulation of the domestic capital market; Assistance with drafting of new legislation regulating collective investment schemes; Advice on mineral sector policy and fiscal terms; Assistance with review of draft mining legislation; Advice on petroleum licensing and on model petroleum agreement terms

Zimbabwe: Assistance with issues pertaining to implementation of the Hartley platinum agreement, including drafting of fiscal legislation; Advice on review of mining legislation and fiscal terms; Assistance on negotiation of terms for the development of a platinum mine; Advice on bank restructuring

Asia

Brunei Darussalam: Assistance with insurance legislation and policy; Drafting of regulations to implement legislation

India: Advice on petroleum terms, including fiscal; Assistance in preparing a new Model Petroleum Agreement; Advice on terms and bidding arrangements for development of coal-bed methane; Advice on mineral sector promotion and assistance with the organisation of a mining industry promotion meeting; Assistance and capacity-building in debt recording and management through the use of CS-DRMS

Maldives: Advice on policy and assistance with preparation of legislation for the regulation and promotion of the domestic capital market; Advice on petroleum promotion strategy and in preparing draft documentation for meetings with international oil companies

Pakistan: Advice and assistance to Federal and Provincial Governments in reviewing the existing mining legislation, including economic terms, and in drafting new Mining Rules and a Model Mining Agreement, in order to reflect the provisions of the National Mineral Policy; Advice and assistance on offshore petroleum terms and various petroleum issues

Sri Lanka: Assistance to Ministry of Finance and Central Bank of Sri Lanka on debt recording and management; Assistance in comple-

tion of pilot project under the gender budget initiative

Caribbean

Regional workshop on Privatisation and the Regulation of Privatised Utilities and Infrastructure July 1998, Port of Spain, Trinidad and Tobago (with MTSD)

Barbados: Assistance in preparations for maritime boundary negotiations with neighbouring states; Assistance in debt recording and management; Training in the use of CS-DRMS; Assistance in the gender budget initiative

Belize: Assistance in debt management

Bermuda: Advice on intellectual property legislation

Grenada: Assistance with preparations for maritime boundary negotiations with Venezuela, including the preparation of a detailed negotiating brief; Technical survey work on basepoints

Guyana: Assistance in debt recording and management; Advice on the revision of Mining Regulations and Model Mining Agreement; Assistance in electoral matters

Jamaica: Assistance with negotiations towards maritime boundaries with United Kingdom, with respect to Cayman Islands, Honduras and Nicaragua; Assistance to Ministry of Finance and Central Bank of Jamaica on debt management, including domestic debt management; Training in the use of CS-DRMS

St Kitts and Nevis: Assistance in implementing the gender budget initiative

Trinidad and Tobago: Advice and assistance in preparing a development license for a liquefied natural gas (LNG) operation, in addressing regulatory issues relating to LNG operations and in related matters; Assistance to the Utilities Ministry in building capacity in privatisation

Eastern Caribbean Central Bank (ECCB): Assistance in debt recording and management, including provision of CS-DRMS to all eight member countries and joint capacity-building programmes

OECS: Participation at the request of the ECCB in a conference on developing an effective payments system; Advice on implementing the recommendations in a study conducted by the Commonwealth Secretariat, World Bank and ECCB on the payments system in the countries of the OECS; Assistance with maritime boundary delimitation; Training of senior official counterpart to Maritime Boundary Delimitation Co-ordinator

Pacific

Regional training in the use of CS-DRMS October/November 1997, Tonga

Cook Islands: Assistance in reviewing a draft pre-feasibility study for the harvesting of manganese nodules from the deep EEZ waters; Advice on strategy for development of the nodules project; Preparation of draft mining legislation; Formulation of fiscal terms for a nodules mining project

Fiji Islands: Assistance in implementing the gender budget initiative

Nauru: Assistance in debt recording and management

Samoa: Advice on preparations for the negotiation of maritime boundaries with neighbouring countries; Participation in the presentation of various papers, including one on the extended continental shelf, at workshop on the implementation of the UN Convention on the Law of the Sea 1982 for the South Pacific states; Assistance in debt recording and management

Solomon Islands: Assistance with issues relating to the implementation of the Mining Agreement, negotiated with ELASD's assistance, for the development of the Gold Ridge gold mine, including conduct of a seminar to familiarise government officials with the fiscal and contractual provisions of the agreement, related documents and legislation; Assistance in debt recording and management

Tonga: Assistance in debt recording and management

Vanuatu: Assistance in debt recording and management; Assistance in electoral matters

Export and Industrial Development Division

Export Market Development Department

Pan-Commonwealth: Advisory assistance in trade policy issues to the Commonwealth Ambassadors at World Trade Organisation, Geneva, Switzerland, July 1997

The Bahamas: Advisory assistance to the Government of The Bahamas in securing Observer Status to the World Trade Organisation

Bangladesh: Contact Promotion Programme in the Eastern USA and Canada for garments and textiles, December 1997

Botswana: A training programme, at firm level, to strengthen the private sector capacity for export development, July 1997; Investment opportunity studies to identify areas for inward investment, July 1997

Cameroon: Preparation of a document to guide the Government in adapting trade industry and investment policies to World Trade Organisation Rules, September 1997

Cyprus: A study to identify the needs of the Cyprus Trade Centres and to improve their effectiveness, July 1998

India: A Contact Promotion Programme in the UK and Germany aimed at attracting trade and joint ventures for Indian herbal products, May 1998

Jamaica: Preparation of a Master Plan for Development of Tourism in Jamaica, involving a multi-disciplinary team, August 1997

Mauritius: Marketing programme for the printing and publishing sector to assist in the diversification of the economic base, June 1997; Contact Promotion Programme for Mauritius products in North America to take advantage of the Generalised System of Preferences, August 1998

Mozambique: Technical assistance for standardisation and quality to establish accreditation and certification facilities, August 1998

Singapore: A programme designed to upgrade the skills of participants in theoretical and practical aspects of international marketing operations, November 1998

Sri Lanka: A strategic Export Sector Investment Promotion Programme in Europe for the Sri Lankan electronics industry, July 1998

SADC: Complementary Economic Policies, August 1997

Industrial Development Department

Pan-Commonwealth: Development and promotion of the Commonwealth Business Network (COMBINET) which links by a network of Chambers of Commerce, manufacturing associations and other business organisations on the Internet, July 1997

Caribbean Region: Workshop on enterprise competitiveness and public policies' tools and strategies for policy-makers and enterprises to cope with the challenge of globalisation of trade and investment, January 1999

Bangladesh: Assistance to ensure effective use of investment in the jute industry and identify industrial investment opportunities, August 1998

Brunei Darussalam: Follow-up assistance to modify existing traditional weaving technology and transfer of improved handloom technology and ancillary equipment, September 1997; Technical support to strengthen manpower and technological capabilities for the development of horticulture production, April 1998

Kenya: Assistance to the Ministry of Industry in developing technical information services, July 1997

Kiribati: Technical assistance to facilitate transfer of technology to Nano Tsai Women's Co-operative Society Ltd in sewing, handling, pattern making and cutting room operations, July 1997

Mauritius: Assistance for a strategy for promoting small firm exports, July 1998

Namibia: Technical assistance in the preparation of a detailed study for the setting up of common manufacturing facilities for the SME sector, March 1998

St Kitts and Nevis: Hands-on technical assistance to develop the handicraft industry and help in coordinating the efforts of various small handicraft operators into a

viable and sustainable industry, September 1998

St Lucia: Technical assistance to assess requirements of construction aggregates, develop pilot quarry schemes with the objective of attracting private investment, and develop products such as rock armour used for sea defences for local and export markets, September 1998

Sierra Leone: Assistance to local sponsoring agencies in implementing small scale commercially viable pilot demonstration projects in the areas of granite cutting and polishing, palm bricks and roofing tiles, July 1997; Technical support to transfer building technology suitable for mass affordable housing using locally available materials and creating opportunities for youth employment, November 1998

South Africa: Assistance in the diversification of the pharmaceutical industry by assessing the possibility of developing a competitive gelatine capsule industry, July 1997

Tanzania: Assistance to the Ministry of Industry and Trade in the development of small business policy, July 1998

Tonga: Technical support to determine the technical, economic and financial viability of establishing micro-level coconut processing facilities, October 1997

Trinidad and Tobago: Technical assistance to promote the development of the boat-building industry sub-sector, July 1997

SADC: Technical assistance to SADC member states towards the development of integrated industrial development strategies at the national level, which would harmonise with SADC's regional industrial development policies and strategies, July 1997

Agricultural Development Unit

Pan-Commonwealth: Development of a toolkit for use by governments and agencies involved in micro-credit, and pilot testing of a management system for micro-credit in the Caribbean, February 1999

Africa General: Technical meeting on Animal Health Management in East Africa - Participants from five countries in the region and the donors agreed on animal health

priorities and set out an agenda of training needs management in East Africa, October 1998, Swaziland

Pacific: Support for Pacific Island countries during a Round Table Meeting on the WTO and Uruguay Round Agreement on Agriculture, to assist developing member countries with the process of adjusting to, and taking advantage of, the opportunities of globalisation, Auckland, March 1999

Jamaica: Technical inputs by a consultant and in-house staff on production of marine shrimps for export, April 1998

Mozambique: Support for poverty programmes in East Africa, May 1999

Seychelles: Assessment of the Fisheries Documentation Centre in partnership with FAO involving the evaluation of the existing facility and recommendations for future expansion, September 1998

Swaziland: Training workshop on livestock project planning and analysis to familiarise government staff and others with available computer software used in project planning, February 1998

Tonga: Training programme on seafood processing, in partnership with the Community of the South Pacific, March 1999

COMESA: Technical assistance provided to undertake a review of fisheries policies in Southern African coastal states which are members of COMESA, November 1998

OECS: Technical assistance to the OECS, to strengthen the capacity for fisheries law enforcement in the region, May 1998; Technical input provided for a review of existing fisheries management and development programmes for the islands of the Eastern Caribbean, which gave an opportunity for each country to review the policies and strategies in place, May 1998

Gender and Youth Affairs Division

Gender Affairs Department

Missions

Gender Management System Preparatory Mission to Uganda July 1997, Kampala

Gender Management System Preparatory Mission to Ghana September – October 1997, Accra

Integrating Gender into National Budget Training Mission March – April 1998, Sri Lanka

Gender Management System Preparatory Mission to Cyprus May 1998, Nicosia

Gender Management System Preparatory Mission to Mauritius May – June 1998, Port Louis

Gender Management System Preparatory Mission to St Vincent and the Grenadines July 1998, Kingstown

Gender Management System Preparatory Mission to Maldives January 1999, Malé

Gender Management System Preparatory Mission to Pakistan January – February 1999, Islamabad

Country Preparatory Mission to Fiji Islands for Integrating Gender into National Budgetary Processes January 1999, Suva

Country Preparatory Mission to St Kitts and Nevis for Integrating Gender into National Budgetary Processes February 1999, Basseterre

Gender Management System Preparatory Mission to Papua New Guinea February – March 1999, Port Moresby

Gender Management System Preparatory Mission to Jamaica March 1999, Kingston

Capacity-Building and Training Mission to Barbados for Integrating Gender into National Budgetary Processes April 1999, Bridgetown

Capacity-Building Mission to St Kitts and Nevis for Integrating Gender into National Budgetary Processes May 1999, Basseterre

Workshops/Symposia

Asian/European Regional Symposium on Gender, Politics, Peace, Conflict Prevention and

Resolution March 1998, Brighton, UK

Pan-Commonwealth Gender Management Systems Consultative Workshop April 1998, Malta

Caribbean Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution November 1998, Bridgetown, Barbados

Workshop on the Model Framework for an Integrated Approach to Combating Violence Against Women and the Girl-Child in Mauritius March 1999, Port Louis, Mauritius

Consultants

Consultant, Preparatory Gender Management System Missions to Uganda, Ghana, Mauritius, St Vincent and the Grenadines, and Cyprus

Consultant, Preparatory Gender Management System Missions to Uganda, Ghana and Mauritius

Consultant, Preparatory Gender Management System Missions to Papua New Guinea, Jamaica (Health Sector), Maldives and Pakistan

Consultant, Preparatory Gender Management System Mission to Mauritius

Resource Person, Pan-Commonwealth Gender Management Systems Consultative Workshop

Consultant, Study on the Commercial Sexual Exploitation and Abuse of Children in Sri Lanka

Consultant, Study on the Commercial Sexual Exploitation and Abuse of Children in Jamaica

Consultant, Study on the Commercial Sexual Exploitation and Abuse of Children in India

Consultant, Study on the Commercial Sexual Exploitation and Abuse of Children in Trinidad and Tobago

Consultant, Study on the Commercial Sexual Exploitation and Abuse of Children in Kenya and South Africa

Resource Person, Workshop on the Model Framework for an Integrated Approach to Combating Violence Against Women and the Girl-Child in Mauritius

Leeds Metropolitan University, Research Centre on Violence, Abuse and Gender Relations, Preparation of a revised edition of 'Guidelines for Police Training on Violence Against Women and Child Sexual Abuse' manual

Consultant, Preparation of Commonwealth best practice guide on administrative and legislative measures to combat commercial sexual exploitation and abuse of children

Resource Persons (3), Asian/European Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution

Resource Persons (6), Caribbean Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution

Consultant, Development of a 'Country Case Study of Good Practice in Implementing a Gender Mainstreaming Approach to National Development Policy and Planning, Jamaica'

Consultant, Development of a Caribbean Regional Report on Gender and Development Priorities

Consultant, Preparatory Mission to Fiji Islands for Integrating Gender into National Budgetary Processes

Consultant, Capacity-Building and Training Mission to Barbados for Integrating Gender into National Budgetary Processes

Consultant, Integration of Gender into National Budgetary Processes pilot in South Africa

Consultant, Integration of Gender into National Budgetary Processes pilot in Sri Lanka

Consultant, Development of a Gender Management Systems Handbook

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach within the Agriculture and Rural Development Ministry'

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach within the Ministry of Environment'

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach

within the Ministry of Information and Communications'

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach within the Ministry of Legal and Constitutional Affairs'

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach within the Ministry of Science and Technology'

Consultant, Development of 'Guidelines for Implementing a Gender Mainstreaming Approach within the Ministry of Trade and Industry'

Youth Affairs Department

Pan-Commonwealth Office

Projects, Meetings, Workshops

CYP Diploma instructional design workshop 10-18 August 1997, Chandigarh, India

CYP Regional Directors planning meeting 3-7 December 1997, London

CYCI symposium 14-20 March 1998, Ahmadabad, India

CYP Regional Advisory Board meetings 16 May 1998, Kuala Lumpur, Malaysia

CYP Committee of Management meeting 27 May 1998, Kuala Lumpur, Malaysia

Third Commonwealth Youth Ministers meeting 28-30 May 1998, Kuala Lumpur, Malaysia

CYP Ministerial Review Group meeting 19-22 November 1998, Barbados

Pan-Commonwealth Quality Assurance workshop (HRD team meeting) 14-19 February 1999, Lusaka, Zambia

CYP Diploma Memorandum of Understanding with Allama Iqbal Open University 10 April 1999, Islamabad, Pakistan

Consultation with National Youth Council 12 April 1999, Singapore

Review of Asia delivery of the CYP Diploma (tertiary institution partners meeting) 27 April - 2 May 1999, Dhaka, Bangladesh

Consultants and Experts

35 consultants, development of CYP Diploma and other human resource development materials

9 consultants, development of CYCI, sports policy/research and other youth empowerment materials

2 consultants, National Youth Policy development

7 consultants, development of papers for Commonwealth Youth Affairs Ministers Meeting

5 consultants, CYP ministerial review

CYP Africa Regional Centre

Projects, Meetings, Workshops

Training for credit delivery, monitoring and recovery processes September 1997, Lusaka, Zambia

Regional workshop sharing experiences on HIV/AIDS PLA 29 September - 3 October 1997, Lusaka, Zambia

CYCI Evaluation November 1997

CYP Africa Regional Advisory Board Meeting 3-7 November 1997, Arusha, Tanzania

Regional consultation on Primary Prevention of Substance Abuse 23-26 February 1998, Harare, Zimbabwe

Southern Africa Sub-regional Youth Policy Implementation workshop 15 March 1998, Gaborone, Botswana

West Africa HRD Consultation with The Gambia, Cameroon and Ghana 4-10 April 1998, Accra, Ghana

National workshop for UNZA students involved in HIV/AIDS and Reproductive Health 6-14 April 1998, Lusaka, Zambia

National workshop on conflict resolution 20-24 April 1998, The Gambia

Workshop for HIV/AIDS Ambassadors for Positive Living 11-15 May 1998, Lusaka, Zambia

CYCI Management Advisory Board meeting 27 June 1998, Lusaka, Zambia

Regional Director consultation meeting on National Youth Policy 27-31 July 1998, Mauritius

Poverty reduction consultation 24-26 August 1998, Mangochi, Malawi

Consultation on National Youth Policy 16-20 September 1998, Harare, Zimbabwe

Consultation on National Youth Policy 22 September – 1 October 1998, Banjul, The Gambia

Consultation on HIV/AIDS and National Youth Policy 2-6 November 1998, Nairobi, Kenya

Consultation on HIV/AIDS and National Youth Policy 9-27 November 1998, Kampala, Uganda

Signing ceremony between CYP Africa Regional Centre and Progress Finance Ltd 12 February 1999, Lusaka, Zambia

Commonwealth Youth Steering Committee Meeting 21-24 February 1999, Johannesburg, South Africa

Consultations on Youth Structures and Associations Act of Parliament 6 March 1999, Lusaka, Zambia

Orientation workshop for Progress Finance Ltd 13 March 1999, Lusaka, Zambia

Signing of Financial Agreement, University of South Africa (Unisa) 16 March 1999, Pretoria, South Africa

CYCI Management Advisory Board meeting 10 April 1999, Lusaka, Zambia

Tutor training workshop 19-22 April 1999, Unisa, South Africa

Consultation workshop on National Plan of Action for Youth 21-22 April 1999, Botswana

Sub-regional workshop on micro-credit management systems and CYCI 26-30 April 1999, Lusaka, Zambia

National Youth Policy consultations, Regional Youth Councils May/June 1999, Mauritius

Consultations on CYCI May/June 1999, Lesotho, Namibia, Swaziland

Consultations on micro-credit management systems and CYCI May/June 1999, Botswana and South Africa

CYP Diploma Memorandum of Understanding with Unisa 3 June 1999, Pretoria, South Africa

Consultants and Experts

3 consultants, sub-regional workshop on micro-credit systems and CYCI

3 trainers in credit delivery, evaluation and monitoring of micro-credit systems

Consultant, CYCI evaluation

10 consultants, Ambassadors for Positive Living

Consultant, production of documentaries on HIV/AIDS

2 consultants, production of newsletters on HIV/AIDS

Consultant, materials development on HIV/AIDS

2 consultants, National Action Plan for Youth, Botswana

Consultant, National Youth Policy, Kenya

Consultant, National Youth Policy, Uganda

Consultant, National Youth Policy, The Gambia

11 consultants, CYP Diploma, Youth in Development Work

CYP Asia Regional Centre

Projects, Meetings, Workshops

Study on Adolescent Reproductive Health (with WHO) June – October 1997

Asia Regional Advisory Board meeting 15-17 October 1997, Brunei Darussalam

Asia/South Pacific regional training workshop on young people and conflict resolution 2-7 March 1998, Nadi, Fiji Islands

Asia regional symposium on micro-credit management systems 17-21 March 1998, Ahmedabad, India

Regional workshop to promote enterprise and economic development 24 April – 4 May 1998, Colombo, Sri Lanka

Launch of CYP Diploma course for University Putra Malaysia 29 May 1998, Serdang, Malaysia

Regional youth seminar on sustainable development 7-13 June 1998, Singapore

Micro-credit scheme mission 11-14 June 1998, Birbhum, India

CYP Asia Awards for Excellence 17-21 August 1998, Chandigarh, India

Launch of the CYP Diploma at the Indira Gandhi National Open

University September 1998, New Delhi, India

CYCI awareness training programme 7-12 September 1998, Gujarat, India

Refresher course on Youth Development: Emerging Challenges 15-18 September 1998, New Delhi, India

Launch of the CYP Diploma at the Open University of Sri Lanka 19 September 1998, Colombo, Sri Lanka

Regional training workshop on family values 28 November – 2 December 1998, Singapore

Training workshop on youth entrepreneurship and economic development 7-12 December 1998, Ahmedabad, India

Regional training workshop on management skills for youth organisations 26 January – 5 February 1999, Colombo, Sri Lanka

Launch of CYP Diploma at Bangladesh Open University 26 February 1999, Dhaka, Bangladesh

Study on Integrating Gender Awareness into Adolescent Sexual Health programmes (with PCO Health Division) February – June 1999

Commonwealth Youth Day Music Festival 7-8 March 1999, Chennai, India

National Youth Policy review meeting, senior officials meetings, regional Youth Forum 6-8 April 1999, Goa, India

Indira Gandhi National Open University human resource development induction training 24-26 April 1999, Chandigarh, India; 10-12 May 1999, Coimbatore, India; 22-24 May 1999, Delhi, India; 22-29 June 1999, Calcutta, India

Signing of Partner Agreement with Bangladesh Open University 27 April 1999, Dhaka, Bangladesh

Human resource development progress review meeting in the Asia region 27 April – 3 May 1999, Dhaka, Bangladesh

Consultants and Experts

5 consultants, human resource development

2 consultants, development of HIV/AIDS Toolkit

2 consultants, development of National Youth Policy 2000

CYP Caribbean Regional Centre

Projects, Meetings, Workshops

Regional Advisory Board meeting
24-28 November 1997, Jamaica

Regional Youth Forum meeting
24-28 November 1997, Jamaica

Consultation on delivery of new Diploma in Youth Development
24-28 November 1997, Jamaica

Instructional designers to review work on Diploma course
11-12 December 1997, Georgetown, Guyana

Regional workshop to review National Youth Policies development
12-16 March 1998, Dominica

Regional consultative meeting on micro-credit management systems and CYCI
12-15 July 1998, Kingstown, St Vincent and the Grenadines

Caribbean Youth Exchange
17-28 September 1998, Eleuthera, The Bahamas

CYP Diploma co-ordinators regional training programme
10-14 November 1998, St Lucia

CYP Diploma launch, University of Guyana
24 November 1998, Georgetown, Guyana

Signing of Financial Agreement and Memorandum of Understanding, University of the West Indies
3 May 1999, Trinidad and Tobago

National CYCI consultation
4-6 May 1999, Georgetown, Guyana

Launch of PAYE pilot
8 May 1999, St Lucia

Consultants and Experts

2 consultants, human resource development

3 consultants, National Youth Policies

Expert, distance education

Consultant, CYCI

Consultant, review of CYP Caribbean Centre activities

CYP South Pacific Regional Centre

Projects, Meetings, Workshops

South Pacific Regional Advisory Board meeting
10-14 November 1997, Honiara, Solomon Islands

South Pacific Youth Forum
11 November 1997, Honiara, Solomon Islands

Solomon Islands Youth Forum
17 February 1998, Honiara, Solomon Islands

Asia/Pacific conflict resolution workshop
2-8 March 1998, Suva, Fiji Islands

Nauru NYP2000 workshop
7-21 April 1998, Nauru

CYCI workshop
10-24 April 1998, Honiara, Solomon Islands

Enterprise development workshop for indigenous people
14-28 April 1998, Caloundra, Australia

Signing of Memorandum of Understanding with Solomon Islands College of Higher Education
29 September 1998, Honiara, Solomon Islands

CYCI workshop
3-7 November 1998, Honiara, Solomon Islands

CYP Diploma tutor and mentor training
27-29 January 1999, Honiara, Solomon Islands

CYP Diploma student orientation workshop
1-5 February 1999, Honiara, Solomon Islands

CYCI evaluation mission
14-28 May 1999, Solomon Islands, Fiji Islands, Tonga

Consultants and Experts

8 consultants, human resource development

2 consultants, conflict resolution

2 consultants, micro-credit

Consultant, youth policy

General Technical Assistance Services Division

Advisers and Experts in Post, and Workshops

Africa

Botswana

Consultant, Central Tender Board, Ministry of Finance and Development

Speech Therapist, Central Resource Centre for Special Education

Senior Tax Training Officer, Botswana Institute of Administration and Commerce

Adviser, Unit of Education Information and Statistical Services, Ministry of Education

Cameroon

Consultant, Public Service Records Management, Ministry of Public Service and Administrative Reform

Visiting Lecturer in Accounting, Visiting Lecturer in Physics, University of Buea

The Gambia

Director of Flight Operations, Licensing and Flight Safety Services, The Gambia Civil Aviation Authority

Expert in Election Management, Independent Electoral Commission

Human Resources Planner, Personnel Management Office

Urban Planner/Development Control Specialist, Department of Physical Planning and Housing

Ghana

Technical Adviser/Trainer, Consolidated Discount House Limited

Technical Consultant, Aid Management Information System, Ministry of Finance and Economic Planning

Consultant in Anaesthesia, Professor/Senior Lecturer in Chemical Pathology, Professor/Senior Lecturer in Physiology, Ghana Medical School

Kenya

Actuarial Adviser, Department of Insurance, Ministry of Finance

Senior Principal Parliamentary Counsel, Attorney-General's Chambers

Training Consultant, Mass Media Communications, Kenya Institute of Mass Communications

Lesotho

Adviser, Moshoeshoe I International Airport, Ministry of Transport and Communications

Computer Specialist, Electoral Adviser on Civic and Voter Education, Electoral Consultant, Independent Electoral Commission

- Legal Draftsperson, Attorney-General's Office, Ministry of Law, Constitutional and Parliamentary Affairs*
- Adviser, National Health Training College, Ministry of Health and Social Welfare*
- Director of Audits (Parastatals), Office of the Auditor-General*
- Consultant, Insurance Industry, Central Bank of Lesotho*
- Malawi**
- Adviser, Law Commission*
- Adviser to Chief Elections Officer, Electoral Commission*
- Mauritius**
- Adviser on International Trade, Ministry of Trade and Shipping*
- Veterinary Expert in Artificial Insemination, Ministry of Agriculture and Natural Resources*
- Feasibility Study and Detailed Design for Link Road via Tunnel, Highway Engineer, Ministry of Works*
- Adviser for the Central Environmental Laboratory, Ministry of Environment and Quality of Life*
- Expert in Human Resources Planning, Ministry of Employment, Manpower Resources and Training*
- Speech Therapist/Audiologist, Sir Seewoosagur Ramgoolam National Hospital*
- Local Government Specialist, Ministry of Local Government and Public Utilities*
- Adviser on Science Education, Ministry of Education, Science and Technology*
- Health Economist/Planner, Ministry of Health*
- Namibia**
- National Records Manager, National Archives, Ministry of Basic Education and Culture*
- Adviser on Waste Disposal, National Petroleum Corporation of Namibia*
- Adviser in Computing, Ministry of Foreign Affairs*
- Consultant, Centre for Public Service Training, University of Namibia*
- Adviser on Science, Technology and Research Development, Ministry of Higher Education, Vocational Training, Science and Technology*
- Chief Estate Surveyor, Ministry of Lands, Resettlement and Rehabilitation*
- Economic Adviser, Bank of Namibia*
- Seychelles**
- Senior Lecturers (2) in Accounting, Senior Lecturer in Computing, Senior Lecturer in Management, Seychelles Institute of Management*
- Civil Engineer (Geotechnical), Civil Engineer (Hydrology), Land Transport Division, Ministry of Transport and Environment*
- Tourism Adviser, Ministry of Tourism and Transport*
- South Africa**
- Consultant, Confederation of Open Learning Institutions in Southern Africa*
- Senior Legal Adviser, Ministry of Justice*
- Resource Person, Workshop in Management Training (Higher Education Institutions), University of South Africa*
- Adviser, Commission on Gender Equality*
- Swaziland**
- Training and Programme Development Officer, Swaziland Institute of Management and Public Administration*
- Management Expert, Management Services Division, Ministry of Labour and Public Service*
- Tanzania**
- Consultant, Civil Service Training Centre*
- Consultant in Airports Rehabilitation and Construction, Consultant on Road Development, Ministry of Works*
- Senior Lecturer in Taxation, Institute of Finance and Management*
- Assistant Director, Corporate Advisory Services, Tanzania Development Finance Company Ltd*
- Uganda**
- Expert in Agricultural Statistics and Sampling Techniques, Makerere University*
- Associate Professor in Research Methods – Gender Issues, Associate Professor/Senior Lecturer in Gender Development Studies, Senior Lecturer in Gender Planning and Policy Analysis, Senior Lecturer in Project*
- Design, Execution and Evaluation, Department of Women Studies, Makerere University*
- Principal Consultant, Project Restructuring Unit, Uganda Development Bank*
- Zambia**
- Technical Adviser, Ministry of Sport, Youth and Child Development*
- Zimbabwe**
- Academic Course Co-ordinator for Masters Programme in Regional Policy Analysis, Academic Registrar, Masters Degree Programme in Regional Policy Analysis,*
- Information System Design Expert, Short Course Programme Co-ordinator,*
- Southern African Regional Institute for Policy Studies*
- Chief Technical Adviser, Macro-Economic and Financial Management Institute of Eastern and Southern Africa*
- Dean, Faculty of Management and Administration, Africa University*
- Associate Professor, Computer Science, Senior Lecturer, Computer Architecture, Senior Lecturer, Software Engineering, National University of Science and Technology*
- Information Consultant, Ministry of Information, Posts and Telecommunications*
- Commonwealth Regional Health Community Secretariat for East, Central and Southern Africa**
- Consultants (2), Review of Operational Systems, The East, Central and Southern Africa College of Nursing*
- Southern African Development Community (SADC)**
- Education Specialist (Fisheries), Inland Fisheries Sector Technical Co-ordination Unit*
- Statistical Expert, Industrial and Trade Co-ordination Unit*
- Asia**
- Bangladesh**
- Adviser/Trainer in Information Systems, Public Administration and Computer Centre*
- Training Adviser/Instructor – Engineering, Training*

Adviser/Instructor – Nautical,
Seamen's Training Centre,
Ministry of Shipping

Brunei Darussalam

Consultant on Forest Law,
Forestry Department

Malaysia

Expert, Cocoa Fermentation
Technology, Malaysia Cocoa Board

Maldives

Tax Administration Adviser, Tax
Trainer, Inland Revenue Department,
Ministry of Finance and Treasury

Pakistan

Computer Systems (CAD/CAM)
Expert, Pakistan Industrial Technical
Assistance Centre

Technical and Vocational
(Environment) Expert, National
Institute of Science and Technology

Sri Lanka

Director, Centre for Staff
Development, University of Colombo

Consultant Biometrician, Consultant
in Plant Breeding, Tea Research
Institute of Sri Lanka

Senior Lecturer in Quantity Surveying,
Senior Lecturer in Quantity
Surveying/Building Economics,
University of Moratuwa

Consultant in Business Development
Planning, Industrial Development
Board of Ceylon

Consultant on the Millennium
Compliance Programme, Central
Bank of Sri Lanka

Colombo Plan Staff College

Resource Person, Workshop on
Environmental Education for
Sustainable Agricultural Development
through Technical and Vocational
Education Training (TVET) for South
Asia and Indian Sub-continent

Resource Person, Workshop on
Entrepreneurship Training for
Community-based Development
through TVET for South Asia
and Pacific

Resource Person, Workshop on
Re-engineering of TVET for
Excellence for South-East Asia
and Pacific Sub-region

Resource Person, Workshop on
Interactive Instructional Materials
Development for South Asia and India

Resource Person, Workshop on
Entrepreneurship Training for
Community-based Development
through TVET for South Asia and
India, Bangladesh

Resource Person, Workshop on
Development of Competency-based
Technical Teacher-Training Module

Consultant, Workshop on Strategic
Planning and the Formulation of CPSC
Corporate Plan for 1998-2003

Resource Person, Workshop on
Interactive Instructional Materials
Development on CD-ROM and for use
on the world wide web for South-East
Asia and Pacific Region

Caribbean

Anguilla

Special Needs Education Expert,
Department of Education

Antigua and Barbuda

Consultant, Tax Administration,
Ministry of Finance

The Bahamas

Management Information System
Consultant, Bahamas Environment,
Science and Technology Commission

Barbados

Consultant, Public Utilities Regulation,
Public Utilities Board

National Accounts Adviser,
Department of Statistical Services

Sample Survey Statistician,
Ministry of Finance

Information Specialist, Caribbean
Conservation Association

Adviser in Fisherfolk Organisation
Development, Ministry of Agriculture
and Rural Development

Belize

Judicial Assistance to Belize, Supreme
Court of Belize

Consultant, Records and Information
Management Project, Belize
Archives Department

Consultant, Standardisation, Belize
Bureau of Standards

Insurance Adviser, Ministry of Finance

Bermuda

Legislative Drafters (2), Attorney-
General's Chambers

British Virgin Islands

Consultant, Database Programming,
Consultant, Tourism Economic
Assessment, Price Indices Economist,
Development Planning Unit

Consultant, Domestic Violence,
Women's Desk, Chief Minister's Office

Labour Administration Consultant,
Ministry of Natural Resources and
Labour

Cayman Islands

Project Co-ordinator, Human Resource
Development, Ministry of Community
Development, Sports, Women, Youth
and Culture

Dominica

Management Consultant, Dominica
Police Force, Police Headquarters

Legal Drafter, Ministry of Legal
Affairs, Immigration and Labour

Financial Comptroller, Dominica
Water and Sewerage Company Ltd

Grenada

Bio-Control Adviser, Ministry of
Agriculture, Forestry, Lands and
Fisheries

Soil and Materials Engineer, Ministry
of Works and Communications

Legal Drafting Adviser, Ministry of
Legal Affairs

Principal, T A Marryshow Community
College, Ministry of Education

Guyana

Senior Geologist, Guyana Geology and
Mines Commission

Curriculum Consultant (Chemistry),
University of Guyana

Principal Parliamentary Counsels (2),
Attorney-General's Chambers

Airport Maintenance Engineer, Timehri
International Airport, Civil Aviation
Department

Deputy Chief Executive Officer,
National Drainage and Irrigation
Board, Ministry of Agriculture

Marketing Adviser, New Guyana
Marketing Corporation

Jamaica

Senior Project Engineer (Roads and
Bridges), Senior Project Engineer
(Water and Sewerage), Project
Analysis and Monitoring Company Ltd
(PAMCO)

- Dairy Development Adviser, Ministry of Agriculture and Mining*
- Environmental Economist/Policy Analyst, Planning Institute of Jamaica*
- Montserrat**
- Speech Therapist, Ministry of Education*
- Consultant, Liquid and Solid Waste Disposal, Ministry of Health*
- St Kitts and Nevis**
- Law Revision Commissioner, Legal Draftsperson, Attorney-General's Chambers*
- Director of Health Services, Ministry of Health and Women's Affairs*
- Consultant, Gender Management Systems, Ministry of Gender and Community Development*
- Constitutional Commission Task Force, Ministry of National Security and Information (financial contribution towards a consultant's fees)*
- St Lucia**
- College Bursar, Lecturer in Management Studies, Sir Arthur Lewis Community College*
- Deputy Chief Surveyor, Survey and Mapping Section, Department of Land and Survey*
- Public Health Adviser, Environmental Health Branch, National Health Insurance Adviser, Ministry of Health*
- Adviser, Restructuring of Magistracy, Ministry of Legal Affairs, Home Affairs and Labour*
- St Vincent and the Grenadines**
- Adviser, International Law, Treaties and Conventions, Ministry of Legal Affairs*
- Consultant, St Vincent Information and Radio Services, Tourism Marketing Adviser, Ministry of Foreign Affairs, Tourism and Information*
- Trinidad and Tobago**
- Adviser, Tourism Strategy and Planning, Trinidad and Tobago Hotel and Tourism Association*
- Director, Institute of Marine Affairs*
- Assistant Chief Parliamentary Counsels (2), Ministry of the Attorney-General*
- Adviser, Competition Policy, Ministry of Trade and Industry*
- Caribbean Agricultural Research and Development Institute (CARDI)**
- Information Resources Manager*
- Business Development Adviser*
- Soil and Water Engineer*
- Caribbean Centre for Development Administration (CARICAD)**
- Public Sector Management Adviser*
- Resource Person, Workshop on Public Sector Modernisation*
- Caribbean Community Secretariat (CARICOM)**
- Resource Person for Workshop on Policy Development and Support of Regional Development*
- Adviser on Services Sector Development, Economic Policy and Sectoral Development*
- Review of Legal Education and Practice in CARICOM*
- Support for Regional Negotiating Machinery Studies*
- Eastern Caribbean Central Bank (ECCB)**
- Insurance Adviser*
- Eastern Caribbean Supreme Court (ECSC)**
- Temporary High Court Judges (2)*
- Iwokrama International Rainforest Programme (Guyana)**
- Non-Timber Forest Products Specialist*
- Director-General, Board of Trustees (financial contribution only)*
- Organisation of Eastern Caribbean States (OECS)**
- Management and Finance Adviser – Civil Aviation, Directorate of Civil Aviation*
- Resource Person for Environmental Impact Assessment (EIA) Training Course*
- Communications and Media Development Adviser (Environment), Natural Resources Management Unit*
- Programme Co-ordinator, Maritime Boundary Delimitation Process, Central Secretariat*
- Production Co-ordinator, Agricultural Diversification Co-ordination Unit*
- University of the West Indies (UWI)**
- Pro Vice-Chancellor, Research Administration*
- Project Co-ordinator, UWI Centre for Environment and Development*
- Systems Development Librarian*
- Director of Education Research Centre*
- The Mediterranean**
- Cyprus**
- Consultant to set up an International Village for Peace, Prime Minister's Office*
- Gibraltar**
- Legal Draftsperson, Legislation Support Unit, Chief Minister's Office*
- The Pacific**
- Fiji Islands**
- First Parliamentary Counsel, Attorney-General's Office*
- Kiribati**
- Lecturer in Engineering, Tarawa Technical Institute*
- Niue**
- Legal Drafter, Premier's Department*
- Papua New Guinea**
- Consultant in Oil Palm Environmental Guidelines, Department of Environment and Conservation*
- Director, Policy and Legal, Policy and Legal Affairs Division, Inland Revenue Commission*
- Samoa**
- Adviser for Offshore Finance Centre, Ministry of Finance*
- Income Tax Adviser, Inland Revenue Department*
- Solomon Islands**
- Senior Lecturer, Marine Engineering, Solomon Islands College of Higher Education*
- Registrar of the High Court, Ministry of Justice and Legal Affairs*
- Civil Aviation Adviser, Civil Aviation Division, Ministry of Culture, Tourism and Aviation*
- Tonga**
- Industrial Property Adviser, Ministry of Labour, Commerce and Industry*
- Chief Hydrographer, Tonga Defence Service*
- Anaesthetist Specialist, Vaiola Hospital*
- Tuvalu**
- Senior Crown Counsel, Attorney-General's Office*

Entomology Adviser, Agriculture Department

Constitutional Adviser, Attorney-General's Department

Marine Officer, Tuvalu Maritime School, Ministry of Education and Culture

Vanuatu

Legal Counsel, Office of the Ombudsman

Development Banking and Credit Adviser, Vanuatu Development Bank

South Pacific Applied Geoscience Commission

Hydrogeologist, Water Sanitation Programme

Geoscience (Distance) Education Officer/Training Co-ordinator

Coastal Geoscientist

Aggregate Geologist

South Pacific Forum Fisheries Agency

Fisheries Law and Management Adviser

South Pacific Forum Secretariat

Multilateral Trade Policy Expert

South Pacific Regional Environment Programme

Editorial Publication Officer

Marine Pollution Officer

University of the South Pacific (USP)

Fellow in Human Rights Education, Institute of Justice and Applied Legal Studies

Expert, Distance (Science) Education

Fellow in Legal and Legislative Drafting, Department of Law

Lecturer in Law

Workshops

GTASD/ACCT Regional Workshop on Environment Impact Assessment Mauritius (with participants from Comores, Djibouti, Madagascar, Maldives, Mauritius, Reunion, Seychelles)

Human Rights Workshop University of Namibia

Project Planning Workshop Namibia

Project Planning Workshop (Caribbean) Grenada

Workshop on Training of Laboratory Technicians through Distance Education USP

Commonwealth Service Abroad Programme (Volunteers)

Consultant to the Gender Electronic Network on Violence Against Women (60 days), South Africa

Consultant on Road Development, Ministry of Works (2 months), Tanzania

Consultant, Review of Fisheries Management and Development in the COMESA Region (11 weeks)

Consultant, Gender Electronic Network on Violence Against Women (145 days), South Africa

Consultant on Gender Issues, Department of Justice (13 weeks), South Africa

Consultant (company), Feasibility Study for a Review of the Criminal Justice System, Ministry of Legal Affairs (4-5 weeks), St Lucia

Educational Administrator, Eduardo Mondlane University (3 months), Mozambique

Resource Person, Environmental Impact Assessment Training Course (2 weeks), OECS

Consultant, Gender Electronic Network on Violence Against Women (30 days), South Africa

Consultant, Civil Service Training Centre Business Plan (13 weeks), Tanzania

Resource Persons (2), Joint Meeting of Commonwealth Finance and Law Officials, June 1998, London (1 week each)

Management Consultant, Dominica Police Force (13 weeks), Dominica

Consultant on the Millennium Compliance Programme, Central Bank (2 weeks), Sri Lanka

Consultant, Information and Radio Services, Ministry of Foreign Affairs, Tourism and Information (3 weeks), St Vincent and the Grenadines

Consultant on Animal Health Management in East and Southern Africa for Technical Meeting on Animal Health Management, February 1999, Swaziland (7 weeks)

Resource Person, Prepare Country Paper (Swaziland) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Kenya) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Tanzania) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Zimbabwe) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Zambia) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Malawi) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Lesotho) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Botswana) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (South Africa) on Animal Health Management and Services Delivery (3 weeks), for Swaziland workshop (above)

Resource Person, Prepare Country Paper (Mozambique) on Animal Health Management, East and Southern Africa (3 weeks), for Swaziland workshop (above)

Facilitator/Resource Person, Technical Meeting to Promote Animal Health Management in East and Southern Africa, February 1999, Swaziland (1 week)

Resource Person, CARICAD Workshop on Public Sector Modernisation and Development, November 1998, Antigua and Barbuda (3 weeks)

Consultant, Report on Small States and Trading Arrangements in Post-Lomé Environment under WTO, and to Attend Joint Secretariat/World Bank Task Force (6 weeks)

Consultant, Solid and Liquid Waste Disposal, Ministry of Health (8 weeks), Montserrat

Resource Person, Develop Country Paper (Montserrat) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (Antigua and Barbuda) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (St Vincent and the Grenadines) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (St Lucia) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (Anguilla) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (Grenada) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (British Virgin Islands) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (St Kitts) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (Nevis) on Development of Fisheries Management Strategy, OECS

Resource Person, Develop Country Paper (Dominica) on Development of Fisheries Management Strategy, OECS

Consultant, Needs Assessment on Backlog of Cases, Judiciary (1 week), The Gambia

Judge, Supreme Court (9 weeks), Belize

Human Resource Development Division

Human Resource Development

Pan-Commonwealth Workshop on Multigrade Teaching January 1998, Port of Spain, Trinidad and Tobago

Pan-Commonwealth Workshop on Impact of Technology on Women: Strategies for Non-Formal Education January 1998, New Delhi, India

Regional Workshop on Multigrade Teaching May 1998, The Bahamas and Belize

Pan-Commonwealth Expert Group Meeting on Strategies to Address the Difficulties of Planning and Implementation of Multi-sectoral Projects by Government in Partnership with NGOs and the Private Sector May 1998, Lusaka, Zambia

Pan-Commonwealth Workshop on Human Resource Development in Small States November 1998, Suva, Fiji Islands

Pan-Commonwealth Workshop on Empowerment of Rural Landless and Urban Poor Women by Access to and Use of Technology through Functional Non-Formal Education April 1999, Bangladesh

Headteacher Training and Support

SADC Regional School Inspectors Training Materials Development Workshop July 1997, Francistown, Botswana

Review Workshop for Newly Developed SADC School Inspectors Training Modules September-October 1997, Maseru, Lesotho

Meeting of East Africa Permanent Secretaries (Education) to Discuss Regional Co-operation February 1998, Zanzibar, Tanzania

Regional Training of Master Trainers for SADC School Inspectors February 1998, Okahandja, Namibia

Headteacher Training Modules Adaptation Workshop April 1998, Baroda, India

Teacher Management and Support – Regional Training of Master Trainers (School Inspection) May 1998, Banjul, The Gambia

Meeting on Headteacher Training Modules May 1998, London, United Kingdom

Working Group on the Teaching Profession: Teacher Management and Support Review Meeting July 1998, Zanzibar, Tanzania

School Inspectors Training Workshop July 1998, Zanzibar, Tanzania

Science, Technology and Mathematics Education

Workshop to Develop Curriculum, Assessment and Delivery Strategies for Training Laboratory Technicians by Distance Learning November 1997, Suva, Fiji Islands

Expert Group Meeting on Popularising Scientific and Technological Culture in Africa February 1998, Lilongwe, Malawi

Pan-Commonwealth Workshop on Training for Popularisation of Science and Technology May 1998, St Ann's, Trinidad and Tobago

Educational Technology for Science and Mathematics Education in the Caribbean: Its Social and Cultural Relevance for the 21st Century (CASTME Regional Conference) July 1998, Kingstown, St Vincent and the Grenadines

Training Programme for Curriculum Writers and Course Co-ordinators for the Training of Science, Technology and Mathematics Teachers in Southern Africa (with COL) August 1998, Pretoria, South Africa

Higher Education Co-operation

CHES Women Managers in Higher Education Workshop November 1997, New Delhi, India

Workshop on Linking Higher Education to Basic Education May 1998, Suva, Fiji Islands

Health Department

Training Workshop to Disseminate Models of Good Practice in Women's Health March 1998, Arusha, Tanzania

Workshop on Meeting Women's Special Needs May 1998, Arusha, Tanzania

Information and Public Affairs Division

Broadcasting

Radio Programmes

1997

Secretary-General's Pre-CHOGM interview
CHOGM issues
Highly Indebted Poor Countries Initiative
Outcomes of CHOGM 1997
Literature programmes on Commonwealth Writers Prize 1997 (10 programmes)

1998

Secretary-General's Commonwealth Day interview
Queen's Commonwealth Day message
Literature programmes on Commonwealth Writers Prize 1998 (8)

1999

Secretary-General's Commonwealth Day interview
Queen's Commonwealth Day message
CFTC in the Caribbean (10)
Commonwealth women (5)
Health Ministers Meeting (3)
Law Ministers Meeting (3)
The Commonwealth Lecture by Malcolm Fraser
Iwokrama Rainforest Programme
Commonwealth Day Observance

Television

1997

Secretary-General's Pre-CHOGM interview

1998

The Commonwealth in Action (20 minutes)
The Commonwealth in Action version 2 (25 minutes)
The Modern Commonwealth (10 minutes)
Developing the Commonwealth (15 minutes)
The Modern Commonwealth (22 minutes)
Where Credit's Due (20 minutes)
Where Credit's Due version 2 (8 minutes)
Secretary-General's Commonwealth Day interview
Secretary-General's message for

Commonwealth of Learning's 10th anniversary

1999

Secretary-General's Commonwealth Day interview
Secretary-General's message for Africa information superhighway
The Commonwealth Lecture by Malcolm Fraser
Commonwealth Finance Ministers Meeting
Commonwealth Observer Group to South Africa elections
Multimedia and CDs
Flavours of Sound: Enhanced compact disc for Commonwealth Day with film, audio and multimedia links
Double compact disc with 25 tracks of music for Commonwealth Day

Commonwealth Media Development Fund-supported Courses/Projects

1997/98

Grants from DFID/United Kingdom

Project Organiser: British Academy of Film and Television Arts

1997 Contribution/Grant to the 'Elizabeth R' Broadcasting Fund

1998 Contribution/Grant to the 'Elizabeth R' Broadcasting Fund

Project Organiser: Commonwealth Broadcasting Association

Radio Marketing and Management Course August 1997, Radio Tanzania, Dar es Salaam, Tanzania

Radio Skills Workshop November 1997, Seychelles Broadcasting Corporation, Seychelles

Television Production Course January 1998, Gambia Radio and Television Service, Serrekunda, The Gambia

An Introduction to TV Puppetry January 1998, Super Supreme TV, Kingston, Jamaica

Television Presenters Course January 1998, ITV, Dar es Salaam, Tanzania; Uganda Television, Kampala, Uganda

Radio Production Course February 1998, Radio Cameroon, Yaoundé, Cameroon

Television Production Course February 1998, Ghana Broadcasting Corporation, Accra, Ghana

Radio Production Course February 1998, Radio Mozambique, Maputo, Mozambique

Sports Production and Presentation Course March 1998, All India Radio, Delhi, India

Senior Management Seminar March 1998, Kenya Broadcasting Corporation, Nairobi, Kenya (part-funded project)

Television Production and Direction Course April 1998, Fiji Islands TV, Suva, Fiji Islands (part-funded project)

Audience Research/Marketing Training and Consultancy April 1998, Gambia Radio and Television Service, Banjul, The Gambia; April 1998, Ghana Broadcasting Corporation, Accra, Ghana; April 1998, Radio Uganda, Kampala, Uganda; April 1998, Zambia National Broadcasting Corporation, Lusaka, Zambia

Project Organiser: Commonwealth Journalists Association

Training Course in Use of Internet and New Media Technology September 1997, AZAM, Kuching, Sarawak, Malaysia

Basic Finance for Journalists November 1997, CJA Branch, Dhaka, Bangladesh

Training Course in Environmental Reporting November 1997, CJA Branch, Karachi, Pakistan

Economic Journalism March 1998, British Council, Dar es Salaam, Tanzania

Project Organiser: Commonwealth Press Union

The Ethics of Responsible Journalism July 1997, British Council, Yaoundé, Cameroon

Advanced Sub-Editing – Regional Training Course September 1997, The Malawi News and The Daily Times, Blantyre, Malawi

Dynamic News Editing – Regional Training Course October 1997, CPU Ghana Section and The Statesman, Accra, Ghana

The Essentials of Health Reporting October 1997, CPU Indian Section/Malayala Manorama, Kottayam, India

Environmental Reporting – Regional Training Course October 1997, CPU Zambia Section, Lusaka, Zambia

How to Report Human Rights Issues of Rural Pakistan November 1997, Pakistan Press Foundation, Karachi, Pakistan

The Inside Story – Investigative Reporting December 1997, Press Institute of Bangladesh, Dhaka, Bangladesh

Management of Change and Training of Managers December 1997, Uganda Management Institute, Kampala, Uganda

Advertising Sales – Display and Classified March 1998, Pacific Islands News Association, Suva, Fiji Islands

Feature Writing and Gender March 1998, CPU Sri Lanka Section, Colombo, Sri Lanka

Newspaper Design Clinic March 1998, British Council, Dar es Salaam, Tanzania

Investigative Reporting – Protecting the Vulnerability of Small Island States – Regional Course April 1998, Trinidad Express Newspaper, Port of Spain, Trinidad and Tobago

Project Organiser: Radio Guild

4-week Working Attachment to Radio Tanzania June 1997, Dar es Salaam, Tanzania

Project Organiser: The Thomson Foundation

Advanced Reporting Course April 1997, The Thomson Foundation, Cardiff, United Kingdom (part-funded project) (3 participants from Papua New Guinea, Tanzania, Uganda)

Training Workshop in Rural and Developmental Programme Productions September 1997, Mbale, Uganda

Management Consultancy, Radio Uganda September 1997, Kampala, Uganda (part-funded project)

Investigative Journalism and Feature Workshop November 1997, British Council, Dhaka, Bangladesh (part-funded project)

Advanced Reporting Course November 1997, British Council, Maputo, Mozambique (part-funded project)

News, Current Affairs and General Production Course for Community

Radio Stations November 1997, Independent Broadcasting Authority, Johannesburg, South Africa (part-funded project)

Multi-Regional Course for News and Current Affairs and Development of Rural Issues November 1997, Zambia Institute of Mass Communications, Lusaka, Zambia (part-funded project)

General Production, News and Current Affairs, Presentation and General Reporting January 1998, Malawi Television, Blantyre, Malawi (part-funded project)

Newspaper Management and Marketing January 1998, Maarifa Media Trust, Dar es Salaam, Tanzania (part-funded project)

Newspaper Management and Marketing, South Pacific March 1998, Pacific Islands News Association – Samoa, Solomon Islands, Vanuatu (part-funded project)

Grants from Australia

Project Organiser: Commonwealth Broadcasting Association

Television Graphics November 1997, Television Corporation of Singapore (part-funded project)

Sales and Marketing Courses April 1998, Radio Kiribati, Tarawa, Kiribati; April 1998, Radio ZAP, Apia, Samoa; May 1998, Vanuatu Broadcasting and Television Corporation

Project Organiser: Commonwealth Press Union

Investigative Journalism and Feature Writing Course June 1998, Port Moresby, Papua New Guinea

1998/99

Grants from DFID/United Kingdom

Project Organiser: British Academy of Film and Television Arts

1999 Contribution/Grant to the 'Elizabeth R' Broadcasting Fund

Project Organiser: Centre for Journalism Studies, University of Wales

Reporting Africa: Return to the Agenda November 1998, Cardiff, United Kingdom (2 delegates from Ghana, 1 from Nigeria)

Project Organiser: Commonwealth

Broadcasting Association

CBA General Conference May 1998, Gibraltar (7 delegates from Bangladesh, Fiji Islands, Malaysia, Papua New Guinea and United Kingdom)

Basic Radio Skills Workshops July 1998, Lesotho National Broadcasting Service, Maseru, Lesotho; August 1998, Malawi Broadcasting Corporation, Blantyre, Malawi

Radio Skills November 1998, Zimbabwe Broadcasting Corporation, Harare, Zimbabwe

Advanced Radio Skills November 1998, Radio Botswana, Gaborone, Botswana

Radio Music Presentation and Production Skills November 1998, Namibia Broadcasting Corporation, Windhoek, Namibia

Radio and Television News Journalism January 1999, Mauritius Broadcasting Corporation, Mauritius

Television Production Courses January 1999, Zambia National Broadcasting Corporation, Lusaka, Zambia; February 1999, Swazi TV, Mbabane, Swaziland; February 1999, Zimbabwe Broadcasting Corporation, Harare, Zimbabwe

Television Production Course March 1999, Namibia Broadcasting Corporation, Namibia

Television Training Workshop March 1999, Sri Lanka Rupavahini Corporation, Colombo, Sri Lanka

Project Organiser: Commonwealth Journalists Association

Training Course in Legal and Court Reporting August 1998, British Council, Harare, Zimbabwe

Workshops in Advanced Journalism Skills September 1998, Kuching, Miri, Malaysia

Project Organiser: Commonwealth Press Union

The Editor as Manager September 1998, CPU West Indies Section, Kingston, Jamaica

Commonwealth Editors' Forum and CPU Biennial Conference October 1998, Penang, Malaysia (5 delegates from Barbados, Kenya, Sri Lanka, Zambia, Zimbabwe)

Health Reporting: What Makes News? Especially Related to Women and

Children November 1998, The Gambia Press Union, Banjul, The Gambia

Senior Sub-Editing Course December 1998, Botswana Guardian and Sun, Gaborone, Botswana

Responsible Journalism – How Far Can the Media Go? December 1998, The Swazi Observer, Mbabane, Swaziland

Sub-Editing in a Major Newspaper December 1998, CPU Pakistan Section, Karachi, Pakistan

Training Course on Parliamentary Reporting for Senior and Mid-level Journalists January 1999, CPU Bangladesh Section, Dhaka, Bangladesh

Management Skills for Mid-level Editorial Managers February 1999, CPU South Africa Section, Johannesburg, South Africa

Reporting in Areas of Conflict February 1999, ZAMCOM, Lusaka, Zambia (regional project)

Environmental Reporting – Making the Issues More Understandable to the Reader March 1999, British Council, Yaoundé, Cameroon

Newsroom Management March 1999, Rajasthan Patrika Ltd, Jaipur, India

Financial and Business Reporting March 1999, The Mauritius Media Trust, Mauritius

Business and Economic Journalism March 1999, British Council, Harare, Zimbabwe

Project Organiser: The Thomson Foundation

Journalist Training August 1998, Radio Uganda and Uganda TV, Kampala, Uganda (co-funded project)

Editing Techniques Workshop November 1998, British Council, Dhaka, Bangladesh (co-funded project)

News and Gender Workshop November 1998, UNICEF, St Michael, Barbados (co-funded project)

TV News and Current Affairs Course November 1998, Televisao De Mozambique, Maputo, Mozambique (part-funded project)

News and Current Affairs for Television November 1998, ZAMCOM, Lusaka, Zambia (part-funded regional project)

TV News and Current Affairs Course January 1999, Seychelles Broadcasting Corporation, Seychelles (part-funded project)

Photojournalism January 1999, Zambia Institute of Mass Communications Educational Trust, Lusaka, Zambia (part-funded project)

News, Current Affairs, General Production and Management for Newly Formed Rural Community Radio Stations February 1999, Independent Broadcasting Authority, Johannesburg, South Africa (part-funded project)

General TV Production and News Course March 1999, Fiji Islands Television, Suva, Fiji Islands (part-funded project)

Responsible Reporting Seminar March 1999, British Council and Ghana National Media Commission, Accra, Ghana

Social Issues in the News March 1999, Pakistan Press Foundation, Karachi, Pakistan (co-funded project)

News and Feature Writing March 1999, Newspaper Editors' Guild, Colombo, Sri Lanka (part-funded project)

Grants from Australia

Project Organiser: Asian Media Information and Communication Centre Ltd

Workshop on Video Scriptwriting and Production August 1998, Singapore, Colombo, Madras, Bombay, Hyderabad, Dhaka, Kuala Lumpur (part-funded project)

Project Organiser: Commonwealth Press Union

Newsroom Management for the Internet June 1999, Pacific Islands News Association, Fiji Islands (regional project)

Installing, Designing and Editing a Newspaper Website June 1999, Apia, Samoa

Project Organiser: The Thomson Foundation

Workshop on 'Reporting Business and the Economy' June 1999, Pacific Islands News Association, Honiara, Solomon Islands

Grant from The Gambia, Mauritius and New Zealand

Project Organiser: Commonwealth Journalists Association

South Africa Journalism Training Course March 1999, University of the North West, Mmabatho, South Africa

Training Workshop on Crime and Terrorism Reporting May 1999, CJA Pakistan Branch, Karachi, Pakistan

Legal and Constitutional Affairs Division

Meetings and Workshops

International Workshop on Probation July 1997, Malta

Meeting of Law Ministers and Attorneys-General of Small Commonwealth Jurisdictions July/August 1997, Barbados

Project on Computerisation and the Administration of Justice (Caribbean Region) commenced August 1997

Regional Workshop on legal issues arising from the Uruguay Round Agreements August 1997, Trinidad and Tobago

High Level Review Meeting on Access to Justice February 1998, London

Regional Workshop on Access to Justice April 1998, Jamaica

South Pacific Workshop on Implementation of the 1982 UN Convention on the Law of the Sea April 1998, Apia, Samoa

St Lucia Boundaries Commission study May 1998, St Lucia

Meeting of Senior Officials of Law Ministries May 1998, London

South Pacific Regional Workshop on the Role of Criminal Law in the Enforcement of International Environmental Conventions June 1998, Suva, Fiji Islands

Asia Regional Workshop on Legal Implementation of the WTO Agreements June 1998, Colombo, Sri Lanka

Joint Commonwealth Colloquium on Parliamentary Supremacy and Judicial Independence: Towards a

Commonwealth Model June 1998, UK

Regional Workshop on Access to Justice July 1998, Bangalore, India

Africa Regional Workshop on Legal Implementation of the WTO Agreements July 1998, Tanzania

Workshop on the Implementation of the UN Convention on the Law of the Sea 1982 September 1998, Trinidad and Tobago

Judicial Colloquium on the Domestic Application of International Human Rights Norms December 1998, Bangalore, India

National Meeting on Development of a Legal and Policy Framework regarding Access to Genetic Resources under the Convention on Biological Diversity May 1999, Jamaica

Commonwealth Law Ministers Meeting May 1999, Trinidad and Tobago

Transnational Crime and Mutual Legal Co-operation

Money Laundering through Emerging Cyberspace Technologies May 1998, Port of Spain, Trinidad and Tobago (32 participants sponsored by CFTC)

Joint Meeting of Senior Officials of Law and Finance Ministries on Money Laundering June 1998, London

Oxford Conference on International Co-operation in Criminal Matters: Balancing the Protection of Human Rights with the Needs of Law Enforcement August 1998, Oxford, UK

Human Rights

Uganda National Workshop on the Work of the Human Rights Commission October 1997, Uganda

National Workshop on Plan of Action for Human Rights November 1997, Tanzania

Workshop on Human Rights and Democracy, Sensitisation of Public Officials and NGOs December 1997, Lesotho

Regional Workshop on Strengthening National Human Rights and Administrative Justice March 1998, Antigua and Barbuda

Training Workshop on Human Rights for Prison Officials March 1998, Cameroon

Training Workshop for Trainers on Human Rights Education April 1998, Maputo, Mozambique

Workshop for Policy-makers and Practitioners on Promoting Good Practice and Implementation of the Convention on the Rights of the Child May, 1998, Dhaka, Bangladesh

Pan-Commonwealth Workshop on Advancing Economic, Social and Cultural Rights – Linking Efforts for the Realisation of all Human Rights December 1998, Accra, Ghana

Workshop on Developing a Framework Curriculum for Learning Human Rights in Schools December 1998, Accra, Ghana

Commonwealth Expert Group Meeting on the Right to Know and the Promotion of Democracy and Development March 1999, London

Consultants/Experts and Resource Persons

Consultant, General Administration of Justice

Consultant, Administrative Law and Access to Justice Issues

2 Consultants, Access to Justice and Gender Issues

Consultant, Access to Justice Issues (Alternative Dispute Resolution)

Consultant, Gender Issues

Consultant, Computerisation of the Law

Consultant, Administration of Justice

Consultant, International Economic Law (WTO)

Consultant, International Economic Law/Environmental Law

Consultant, Intellectual Property Rights

5 Consultants, International Economic Law

2 Consultants, Law of the Sea and Environmental Law

4 Consultants, Environmental Law

3 Consultants, Law of the Sea

3 Consultants, International Maritime Law

3 Consultants, Human Rights

Consultant, Promotion of Democracy

7 Resource Persons, Strengthening of the Ombudsman's Office, Caribbean

2 Resource Persons, Promotion of Human Rights

Consultant, Promotion of Human Rights

10 Resource Persons, Advancing Economic, Social and Cultural Rights

4 Resource Persons, Human Rights Curriculum Development

Consultant, Access to Justice

Management and Training Services Division

Pan-Commonwealth Training Programmes

Commonwealth Business Forum October 1997, London, UK

LLM in Legislative Drafting October 1997 and October 1998, UWI, Cavehill, Barbados

Managing Change in Public Service November 1997 and November 1998, Civil Service College, Singapore

Postgraduate Diploma in Education Planning and Management November 1997, Foundation for International Studies, University of Malta

Policy Workshop on Sustainable Development and Disaster Reduction December 1997, CIRDA, Dhaka, Bangladesh

Workshop on Enhancing Public Service Through IT December 1997, COMNET-IT, Malta

Top Management Programme for Public Enterprise January 1998 and January 1999, National University of Singapore

Postgraduate Diploma in Human Resource Planning and Development February 1998 and February 1999, Institute of Applied Manpower and Research, India

Commonwealth Programme on Training Needs Analysis March 1998, National Institute of Public Administration, INTAN, Malaysia

Governance in the 21st Century April 1998, Canada

Advanced Certificate in Quality Management May 1998 and May 1999, Singapore Productivity and Standards Board

When Citizens Complain: Role of Ombudsman in Improving Public Service May 1998 and May 1999, Public Administration Institute Study Programme, United Kingdom

Insurance Management Programme May 1998, Mediterranean Insurance Training Centre, Malta

Workshop on Managing a Performance-Oriented Public Service May 1998, National Institute of Public Administration, INTAN, Malaysia

Appropriate Strategies for Poverty Alleviation and Sustainable Development June 1998, Institute for Rural Development, INFRA, Malaysia

International Environmental Management Programme June 1998, Dalhousie University, Nova Scotia, Canada

Workshop on Privatisation and Regulation of Utilities and Infrastructure July 1998, Trinidad and Tobago

Commonwealth Association for Public Administration Biennial Conference September 1998, CAPAM, Bangi, Malaysia

The New Public Administration: Moving into the 21st Century September 1998, CAPAM, Bangi, Malaysia

Commonwealth Workshop on the Millennium Bug September 1998, COMNET-IT, Malta

Commonwealth Programme on Implementing Top Quality Management October 1998, Lahore University of Management Sciences, Pakistan

Policy Workshop on Strategy to Promote Foreign Investment October 1998, Economic Development Board, Singapore

Top Management Programme on Organisational Transformation

Towards E-Government and E-Commerce November 1998, University Putra Malaysia

Training Programme on Management of Higher Education Institutions December 1998, Indian Institute of Management, Ahmedabad

International Programme on Capital Markets and Portfolio Management December 1998, Indian Institute of Management, Ahmedabad

Commonwealth Advanced Seminar February 1999, Victoria University, New Zealand

IT Project Leaders Course March 1999, Institute of Systems Science, Singapore

Senior IT Managers Course March 1999, Institute of Systems Science, Singapore

Trade Promotion and Export Development April 1999, Malta External Trade Corporation

Commonwealth Executive Programme in Public Management May 1999, Schulich School of Business, York University, Canada

Art-to-Part Factory on Personal Computers May 1999, Temasek Polytechnic, Singapore

Advanced Seminar for Chief Executives May 1999, National University of Singapore

Decision Support Systems in Finance June 1999, Institute for Financial Management and Research, India

Regional Programmes

Africa

Training in Computer-based Financial Management July 1997 and July 1998, Institute of Finance Management, Tanzania

Training Programme on Gender Policy Planning for Industrial and Entrepreneurial Development August 1997 and August 1998, University of Mauritius

Traditional Leadership and Local Government September 1997, CLGF/Commonwealth Secretariat, Gaborone, Botswana

SAEU Workshop on Distance Learning December 1997, Tanzania

Seminar on Developing Middle Management Cadre for Organisational Effectiveness December 1997, GIMPA, Achimoto, Ghana

Workshop on Public Enterprise Restructuring and Privatisation January 1998, ESAMI, Tanzania

Role of Management Development Institute February 1998, AMTIESA, Lesotho

Management of Credit Scheme for Rural Women Entrepreneurs February 1998, PAID (West Africa), Cameroon

Education and Training for Local Government March 1998, Durban, South Africa

Leadership into the Millennium: Workshop for African Women Managers April 1998, Malawi Institute of Management

East Africa Symposium on Decentralisation and Local Government May 1998, Nairobi, Kenya

Human Resource Planning and Development September 1998, Malawi Institute of Management

Regional Election Management Training Programme November 1998, Ministry of Justice, Legal and Parliamentary Affairs, Zimbabwe

Governance Structures and the Democratic Process: Managing Parliament-Executive Interface in the Commonwealth December 1998, Cape Town, South Africa

Training Programme on Environmental Conservation June 1999, MUIENR, University of Makerere, Uganda

Asia

Commonwealth-Grameen Bank Programme on Micro-Credit November 1997, Grameen Trust, Bangladesh

Workshop on Project Management December 1997, Strategic Management Group, New Delhi, India

Training Programme on Performance Auditing March 1998, Directorate of Audit and Accounts, Lahore, Pakistan

Management of Development Growth with Equity April 1998, AMDISA, Hyderabad, India

Workshop on Enterprise Training for Women May 1998, Narsee Monjee Institute of Management Studies, Mumbai, India

Workshop on Intellectual Property Rights September 1998, Asia Pacific Broadcasting Development, Kuala Lumpur, Malaysia

Entrepreneur Trainer Motivator Programme for Women September 1998, Entrepreneurship Development Institute, India

Caribbean

Job Analysis and Evaluation July 1997, St Vincent Services Commission, St Vincent and the Grenadines

Policy Seminar on Telecommunications Policy and Regulation August 1997, Caribbean Telecommunications Union Headquarters, Trinidad and Tobago

Entrepreneurship Development for Women September 1997, Barbados Institute of Management and Productivity (BIMAP), Barbados

Human Resources Planning and Management October 1997, Institute of Business, UWI, Trinidad and Tobago

Workshop on Public Service Commission December 1997, CARICAD, St Lucia

Programme on Environment Impact Assessment March 1998, OECS, St Lucia

Strengthening National Ombudsman and Human Rights Institutions March 1998, St John's, Antigua and Barbuda

Executive MBA, Public Administration July 1998, Centre for Management Development, UWI, Barbados

Senior Management Seminar on Curriculum Development July 1998, Ministry of Public Service, Barbados

Executive Diploma in Public Sector Management September 1998, Institute of Business, UWI, Trinidad and Tobago

Entrepreneurship Development for Women Entrepreneurs September 1998, BIMAP, Barbados

Regional Entrepreneurship Programme for Small Enterprises October 1998, BIMAP, Barbados

Pacific

Pacific Education Development Programme November 1997, University of the South Pacific, Fiji Islands

Certificate in Earth Science and Marine Geology February 1998 and February 1999, South Pacific Applied Geoscience Commission, Suva, Fiji Islands

Workshop on Linking Higher Education to Basic Education May 1998, University of the South Pacific, Fiji Islands

Community Training Programme for Women March 1999, Community Education Training Centre, Fiji Islands

Women Entrepreneurs Training Programme April 1999, Community Education Training Centre, Fiji Islands

Political Affairs Division

Consultations with Member Governments

Meetings of the Commonwealth Ministerial Action Group on the Harare Declaration July 1997, September 1997, March 1998, October 1998, April 1999, London

CHOGM Liaison Committee Meetings September 1997 (for Edinburgh CHOGM) and May 1999 (for Durban CHOGM), London. Discussion of CHOGM administrative arrangements. Attended by representatives from High Commissions in London and a representative of the UK Foreign and Commonwealth Office

Commonwealth Heads of Government Meeting October 1997, Edinburgh, United Kingdom. The largest ever held, with the participation of 51 countries, 43 represented by Heads of State or Prime Ministers

Meetings of Commonwealth Representatives with the Secretary-General Briefing meetings on Commonwealth concerns, November 1997, April 1998, October 1998, April 1999, London. Attended by London-based High Commissioners and a representative

of the UK Foreign and Commonwealth Office

Senior Officials Meeting November 1998, London. Meeting originally planned for Belize City, but changed because of hurricane disruption. Largest ever held, with the participation of 48 countries

Conferences and Workshops

Conference of Commonwealth Chief Electoral Officers March 1998, Cambridge, UK. Attended by 51 participants from 41 Commonwealth countries. Conference report entitled *Voting for Democracy*

Workshop on the Role of the Opposition June 1998, London. Organised jointly with the Commonwealth Parliamentary Association. Attended by 25 participants from 21 Commonwealth countries. Report of this meeting entitled *The Role of the Opposition*

Joint Commonwealth Secretariat/UNESCO Symposium: 'Towards a Constructive Pluralism' January 1999, Paris. Attended by 40 participants from 29 countries, including politicians, academics and representatives of civil society

Workshop of Commonwealth Domestic Election Observers May 1999, Kingston, Jamaica. Attended by domestic observer bodies from 10 Commonwealth countries

Good Offices Missions

Guyana The Commonwealth kept in close touch with CARICOM and the parties concerned in supporting the implementation of the Hermanson Accord. In May 1999, the Secretary-General visited Guyana, and held extensive discussions with government and opposition leaders about the continuing political difficulties in that country. These led to an agreement between the Government and the main opposition party to resume dialogue

Lesotho The Secretary-General remained in touch with the Government and regional leaders with a view to promoting stability and constitutional rule in the country. The Secretariat also helped to establish and support a new Independent Electoral Commission

Nigeria June 1998. The Secretary-General established contact with the

new Head of State, General Abdulsalami Abubakar, and his administration. Thereafter, he was in regular touch to encourage the welcome changes that had been introduced with the aim of restoring democracy, the rule of law and respect for human rights in Nigeria

Pakistan December 1997. The Secretary-General's visit at the invitation of the Government came when a confrontation between the Chief Justice and the Prime Minister precipitated a constitutional crisis in the country. The crisis had effectively ended before the Secretary-General's arrival, but his visit helped to stress the importance of constitutionality and the primacy of parliament

St Kitts and Nevis Support was provided to the efforts of the regional leaders to address the constitutional crisis arising from a proposal that Nevis secede. The Secretariat assisted the work of the Constitutional Commission that was established by CARICOM leaders to address the crisis, and the Secretary-General remained in touch with the parties concerned

Sierra Leone The Secretary-General and his special envoy maintained contacts with all parties to the conflict and sought to promote the legitimacy of the elected government as well as an early dialogue to end the violence. The Commonwealth became a moral guarantor of the peace agreement signed in Lomé in July 1999

Tanzania Mediation efforts in Zanzibar were based on proposals put forward by the Secretary-General. In May 1999, the Commonwealth was successful in brokering an agreement providing for an end to the political impasse in Zanzibar since the elections of October 1995. The Secretary-General was present at the formal signing of the agreement on 9 June 1999

Commonwealth Observer Missions

The General and Regional Elections in Guyana 15 December 1997, 14 Observers

The Presidential and National Assembly Elections in Seychelles 20-22 March 1998, 9 Observers (including 6 from the Commonwealth and 3 from La Francophonie)

The National Assembly Elections in Lesotho 23 May 1998, 8 Observers

The Local Government Councils Elections in Nigeria 5 December 1998, 16 Secretariat and CLGF staff

The State Assembly and Governorship Elections in Nigeria 9 January 1999, 16 Secretariat staff

The National Assembly and Presidential Elections in Nigeria 20 and 27 February 1999, 23 Observers

The General Election in Antigua and Barbuda 9 March 1999, 3 Observers

The National and Provincial Elections in South Africa 2 June 1999, 14 Observers

The Parliamentary and Presidential Elections in Malawi 15 June 1999, 6 Secretariat staff

South Africa

Experts, Consultants and Advisers

Consultants (3), Gender Electronic Network on Violence Against Women, The Office of the Status of Women (CSAP Volunteers)

Consultant, Human Resource Development and Performance Management, Provincial Management Capacity-Building Project

Development Adviser, Special Country Programme (South Africa), Commonwealth Secretariat

Consultancy on National Youth Policy, National Youth Commission

Consultant, Gender Issues, Department of Justice (CSAP Volunteer)

Consultant, Organisational Development, Provincial Public Service Development

Course Leader, Legislative Drafting Training Programme, Department of Justice

Course Instructor, Legislative Drafting Training Programme, Department of Justice

Electoral Adviser, Planning and Management, Independent Electoral Commission (IEC)

Electoral Adviser, Electoral Regulations, IEC

Electoral Adviser, IEC

Resource Person, Workshop on Management Training, Higher Education Institutions

Electoral Adviser, Strategic Planning, IEC

Consultant, Information Management and Technology Policy Issues for Public Sector, Department of Public Service and Administration/Provincial Governments

Consultant, Information Management and Technology Policy Issues, Department of Public Service and Administration/Provincial Governments

Development Adviser, Special Country Programme (South Africa), Commonwealth Secretariat

Electoral Advisers (2), Training, IEC

Electoral Adviser, Budget, IEC

Science and Technology Division

Biological Diversity and Genetic Resources Project

Workshops on the rehabilitation of degraded land March 1998, Pondicherry, India; May 1998, Gwanda, Zimbabwe; May 1999, Nairobi, Kenya

Meeting on production, harvesting and marketing of wild honey November/December 1998, Rupununi, Guyana

Meeting of Commonwealth representatives at the 6th and final negotiating session on the Biosafety Protocol February 1999, Cartagena, Colombia

Energy

Planning meeting on energy efficiency January 1998, Bridgetown, Barbados

Workshop on solar drying of agricultural produce July 1998, Zanzibar, Tanzania

World Renewable Energy Network (WREN) business meeting September 1998, Florence, Italy

Caribbean meeting on the Clean Development Mechanism of the Kyoto Protocol October 1998, Bridgetown, Barbados

International seminar on renewable energy and environmental challenges
November 1998, Brighton, UK.
Organised with WREN

Meeting on solar drying of agricultural produce November/December 1998, Lethem, Guyana

Water and Mineral Resources Management

Small Island Water Information Network (SIWIN) workshops
November 1997, St Paul, Mauritius;
June 1998, Valletta, Malta

Expert Group Meeting on Sustainable Oceans Management and Development in Commonwealth Caribbean Countries February 1998, Port of Spain, Trinidad and Tobago

Meeting on Groundwater Vulnerability Development in Commonwealth Countries June 1998, London, UK

International Conference on Water Initiatives in Africa and Adjacent Islands July 1998, Port Elizabeth, South Africa

Programme Development Meeting of the Commonwealth Ocean Research Programme October 1998, Pretoria, South Africa

CSC/BGS discussions on the Commonwealth Geological Survey Forum May 1999, Keyworth, Nottingham, UK

Capacity-Building

Regional Expert Group Meetings on S&T Culture February 1998, Lilongwe, Malawi; May 1998, Port of Spain, Trinidad and Tobago

Training workshop on Low Cost Instrumentation for Environmental Monitoring March 1998, Bangalore, India

Workshop on Acid Rain Monitoring and Atmospheric Modelling and Symposium on Algae Toxins April 1998, Peradeniya, Sri Lanka

Training workshop on Monitoring and Management of Heavy Metals, Pesticides, PCBs, Dyes and Pigments June 1998, Islamabad, Pakistan

Programme review meeting of the Chemical Research and Environmental Needs (CREN) project August 1998, New Delhi, India

Training workshop on Environmental Management in Mining November/December 1998, Darwin, Australia

Seminar on Status of Aquifer Pollution by Arsenic in Bangladesh and West Bengal April 1999, Dhaka, Bangladesh

Training workshop on Tannery Waste Management June 1999, Chennai, India

Strategic Planning and Evaluation Unit

Planning

Gender Planning Workshops for staff (also listed with Administration Division), September 1997, March 1998, July 1998, Marlborough House, London (total: 55 participants – 20 female, 35 male)

Induction Programme for Commonwealth Diplomats (with Commonwealth Foundation) September 1997 (24 participants – 9 female, 15 male), September 1998 (25 participants – 7 female, 18 male), Farnham Castle, UK

Briefings on the Commonwealth for government officials and diplomats from Brunei Darussalam, Cameroon and Fiji Islands, December 1997, Marlborough House, London

Annual Commonwealth Lectures (with Commonwealth Foundation) First Lecture – The Commonwealth and Human Rights, by Professor Amartya Sen, Master of Trinity College, Cambridge University, 7 May 1998, Royal Commonwealth Society, London; Second Lecture – The Nation State and Globalisation, by Mr Malcolm Fraser, former Prime Minister of Australia, 13 May 1999, Commonwealth Institute, London

Resource Week (Fund governing body meetings) June 1998, June 1999, Marlborough House, London

Commonwealth Secretariat Directors' Retreat February 1999, Cumberland Lodge, Windsor, UK

Evaluation

Review of the Political Programmes by Mr Henry Van Hien Sekyi, January 1997 – November 1998

Report of an Evaluation Study of CSC and CFTC-funded Projects in the Science and Technology Division by Mr Clive Palmer, April 1997 – March 1998

Evaluation of CFTC Assistance to the Caribbean 1992/93 – 1996/97 by PLAN:NET 2000 Ltd, April 1997 – August 1998

Evaluation of CFTC Assistance to the Commonwealth Industrial Training and Experience Programme (CITEP) by Dr A K Sengupta, Dr S Wadhwa and Mr K K Roy, June 1997 – October 1998

Evaluation of the Commonwealth Secretariat's Assistance to South Pacific Member Countries by Dr Ohenoi, April 1998 – April 1999

Report of an Evaluation Study of the Technical Support Group for Women and Health by the Strategic Planning and Evaluation Unit, May – November 1998

Evaluation of the Secretariat's Activities in the Environment Area by the Strategic Planning and Evaluation Unit, November 1998 – August 1999

Review of the Management and Administration of the CYP by Aubrey Armstrong Management Associates, March – September 1999

Training Workshops on Project Management for staff, June 1999, London (also listed with Administration Division)

Commonwealth Secretariat Publications

1 July 1997 to 30 June 1999

Administration Division

Welcome Guide to Commonwealth Secretariat, 36pp, 1999

Training and Development Activities Booklet, 24pp, 1999

Economic Affairs Division

Commonwealth Economic Papers

Attracting Foreign Investment: New Trends, Sources and Policies, by Sanjaya Lall, Economic Paper No. 31, 61pp, 1997, ISBN 0-85092-506-1, £6

ACP-EU Trade and Aid Co-operation Post-Lomé IV, by M McQueen, C Phillips, D Hallam and A Swinbank, Economic Paper No. 32, 169pp, 1998, ISBN 0-85092-538-X, £6

Mauritius: Dynamising Export Competitiveness, by Sanjaya Lall and Ganeshan Wignaraja, Economic Paper No. 33, 168pp, 1998, ISBN 0-85092-534-7, £9.50

Promoting Private Capital Flows and Handling Volatility: Role of National and International Policies, Report of a Commonwealth Working Group, Economic Paper No. 34, 80pp, 1998, ISBN 0-85092-536-3, £6

Private Capital Flows and Development: The Role of National and International Policies, by Gerry K Helleiner, Economic Paper No. 35, 40pp, 1998, ISBN 0-85092-539-8, £6

The Political Process and Management of Economic Change, by Joseph L S Abbey, Economic Paper No. 36, 33pp, 1998, ISBN 0-85092-559-2, £6

Other publications

A Future for Small States: Overcoming Vulnerability, by a Commonwealth Advisory Group, 177pp, 1997, ISBN 0-85092-511-8, £12.99

Impact of the Removal of Tariffs for the Free Trade Area of Southern African

Development Community (SADC), by David Evans, 117pp, 1997

Zimbabwe: Enhancing Export Competitiveness (2 volumes), by S Lall, G Wignaraja, M Sellek and P Robinson, 298pp, 1997

Protecting Against Volatile Capital Flows, Report of a Commonwealth Expert Group, 53pp, 1998, ISBN 0-85092-578-9, £8.99

Report of the Commonwealth Ministerial Mission on Small States: Washington, Geneva, Brussels, London, July 1998, 11pp, 1998 (restricted publication)

Exports of Business Services by Developing Countries: Some Opportunities and Challenges, by Garry Hunt, 35pp, 1998

ACP-EU Co-operation: Private Sector Development and Investment, by Jeffrey Goddard, 25pp, 1998

Complementary Policies to Underpin the SADC Free Trade Area, by Jonathan Leape and Carolyn Jenkins, 237pp, 1998

Commonwealth Caribbean Region Workshop on Integrating Economic and Environmental Policies and Using Economic Instruments to Promote Environmentally Sustainable Development: Background Material, 98pp, February 1998; *Workshop Report*, 36pp, June 1998

Commonwealth African Region Workshop on Integrating Economic and Environmental Policies and Using Economic Instruments to Promote Environmentally Sustainable Development: Background Material, 115pp, December 1998; *Workshop Report*, 26pp, June 1999

Promoting Private Capital Flows and Coping with Capital Market Volatility – A Commonwealth Code of Good Practice, 16pp, 1999

Electronic Commerce: An Examination of the Issues Facing Commonwealth Developing Countries, by Peter O'Brien, 30pp, 1999

Trade Challenges for Commonwealth Developing Countries: Preparations for the New WTO Round, by David Robertson (Melbourne Business School, Australia), 65pp, 1999

Implications for Developing Countries of Likely Reforms of the Common Agricultural Policy of the European Union, by A Swinbank, N Beard and K Jordan (University of Reading, UK), 78pp, 1999

Trade Policy Implications of the Global Trade Regime Shift for Small Vulnerable States, by Roman Grynberg, 68pp, 1999

After Lomé IV: A Strategy for ACP-EU Relations in the 21st Century, by C Stevens, M McQueen and J Kennan (IDS, University of Sussex, UK), 108pp, 1999

Periodicals

International Capital Markets: A Confidential Review, quarterly

International Development Policies: Review of the Activities of International Organisations, quarterly, ISSN 0964-699-X, £40 per annum

Small States – Economic Review and Basic Statistics, Vol 3, vi+152pp, 1997, ISBN 0-85092-532-0, £12.50

Small States – Economic Review and Basic Statistics, Vol 4, vi+150pp, 1998, ISBN 0-85092-588-6, £12.50

Economic and Legal Advisory Services Division

Compendium of Election Laws, Practices and Cases of Selected Commonwealth Countries, Vol 1, Part 2, by C W Dundas, 802pp, 1998, ISBN 0-85092-542-8 (hardback), £55

Compendium of Election Laws, Practices and Cases of Selected Commonwealth Countries, Vol 2, Part 1, by C W Dundas, 540pp, 1998, ISBN 0-85092-533-9 (hardback), £55

Compendium of Election Laws, Practices and Cases of Selected Commonwealth Countries, Vol 2, Part 2, by C W Dundas, 520pp, 1998, ISBN 0-85092-575-4 (hardback), £55

Discussion of Elections Issues in Commonwealth Africa, papers presented at the 1997 Gaborone Election Workshop, edited by C W Dundas, 205pp, 1998

Maritime Boundary Delimitation: Preparing and Building a Negotiating Team, presented at workshop on Negotiation of Boundaries, Durham University, UK, published in *Commonwealth Law Bulletin* Vol 24, January-April 1998

Debt Management Series 1: Effective Domestic Debt Management in Developing Countries, 61pp, 1999, ISBN 0-85092-581-9, £10.99

CS-DRMS Newsletter, Vol 3, Issue 2, September 1997; Vol 4, Issue 1, March 1998; Vol 4, Issue 2, September 1998; Vol 5, Issue 1, March 1999

Export and Industrial Development Division

Business Guide to GATS and Trade in Services, 350pp, 1998, ISBN 0-85092-541-X, £35

A Nature Conservation Source Book for Forestry Professionals, by S Grove, 200pp, 1998, ISBN 0-85092-561-4, £25

Report of a Caribbean Regional Workshop: Strategy for Better Land Husbandry, 30pp, 1998

Fisheries Management and Development in COMESA Coastal States, 206pp, 1998

Review of the Documentation Centre of the Seychelles Fishing Authority, 51pp, 1998

OECS Fisheries Prosecution Manual, 132pp, 1999

OECS Standard Operating Procedures for Fisheries Enforcement, 172pp, 1999

Guide to Doing Business in the SADC Forestry Sector, 219pp, 1999

Gender and Youth Affairs Division

Gender Affairs

Advancing the Human Rights of Women: Using International Standards in Domestic Litigation, 192pp, 1997, ISBN 0-85092-515-0, £14.99

Promotion of the Human Rights of Women and the Girl-Child through the Judiciary: Commonwealth Declarations and Strategies for Action, 20pp, 1997

Recommendations of the Commonwealth African Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution, 8pp, 1997

Report of the 5th Meeting of Commonwealth Ministers Responsible for Women's Affairs, Trinidad and Tobago, November 1996, 83pp, 1997

Conclusions and Recommendations of the 5th Meeting of Commonwealth Ministers Responsible for Women's Affairs, Trinidad and Tobago, November 1996, 24pp, 1997

Link-In to Gender and Development, (newsletter) 31pp, 1997

Gender Mainstreaming: Commonwealth Strategies on Politics, Macro-economics and Human Rights, 124pp, 1998, ISBN 0-85092-563-0, £12.99

Commonwealth Asian/European Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution: Recommendations and Strategies for Action, 12pp, 1998

Commonwealth Caribbean Regional Symposium on Gender, Politics, Peace, Conflict Prevention and Resolution, 12pp, 1998

Commonwealth Gender Budget Initiative: Integrating Gender into National Budgetary Processes, (information brochure with inserts) 1999

Youth Affairs

Global Commitments to Youth Rights: a guide for young people to the government agreements from the UN World Conferences from Rio to Istanbul, 48pp, 1997

The Commonwealth Youth Credit Initiative: a comprehensive system delivering micro-credit, training and

business support, enabling the poorest young men and women to succeed in self-employment, 8-page brochure, 1998

Three Generations, Two Genders, One World: Women and Men in a Changing Century, 237pp, 1998, ISBN 1-85649-604-X

Youth Empowerment in the New Millennium: Report of the Third Meeting of Commonwealth Ministers Responsible for Youth Affairs, Malaysia, May 1998, 72pp, 1998

Youth Empowerment in the New Millennium: A Summary of the Commonwealth Plan of Action for Youth Empowerment, 18pp, 1998

Youth in Development: Training with a Global Reach, 6-page leaflet on the CYP Diploma Course, 1998

Human Resource Development Division

Action for Human Resource Development: Partnership between Government, NGOs and the Private Sector in Education, Training and Employment, 51pp, 1998

Action for Human Resource Development: Impact of Technology for Women: Strategies for Non-formal Education, 76pp, 1998

Education

Asia-Pacific Headteacher Training Workshop Report, 35pp, 1997

Resource Materials for School Inspectors, set of four modules (A *Trainer's Guide for the Induction of Newly Appointed Inspectors*, Module 1, 56pp; A *Self-Study Guide for Newly Appointed Inspectors*, Module 2, 77pp; A *Trainer's Guide for INSET of Serving Inspectors*, Module 3, 102pp; A *Self-Study Guide for Serving Inspectors*, Module 4, 112pp), all co-published with ADEA, 1998, ISBN 0-85092-615-7, £19.99 for the set

Progress Through Self-Evaluation – The Path to a Better School, by Joe Hogan, co-published with ADEA, 47pp, 1998

Setting Staffing Standards for Schools, by Ian Halliday, co-published with ADEA, 26pp, 1998

Science, Technology and Mathematics Education

Training Laboratory Technicians by Distance: Workshop Report, Suva, Fiji Islands, November 1997, 56pp, 1997

Popularising Scientific and Technological Culture in African Commonwealth Countries: Report of Expert Group Meeting, Lilongwe, Malawi, February 1998, 124pp, 1998

Popularising Scientific and Technological Culture in the Caribbean: Report of Expert Group Meeting, St Ann's, Trinidad and Tobago, May 1998, 89pp, 1998

Linking Higher Education to Basic Education, Workshop Report, 26pp, 1998

Assessment in Primary School Science, edited by Wynne Harlen, 114pp, 1998, ISBN 0-85092-568-1, £9.99

Gender Sensitivity in Primary School Mathematics in India, edited by Mary Harris, 122pp, 1999, ISBN 0-85092-580-0, £8.99

Popularising Science and Technology: Some Asian Case Studies, co-published with Asian Media Information and Communication Centre, Singapore, 123pp, 1999, ISBN 9971-905-73-6

Education Reform in Malawi, 1990-97: A Case Study in Improving Management and Gender Equity in Education, by J Wolf and K Kainja, co-published with the World Bank, 35pp, 1999

Education Reforms in Balochistan, 1990-98: A Case Study in Improving Management and Gender Equity in Primary Education, by Uzma Anzar, co-published with the World Bank, 34pp, 1999

Participation and Performance of Girls in Science and Technology in Pakistan, by Azra Sultana Ahmed and Nageen Ainuddin, 47pp, 1999

Health Department

Health Matters, quarterly newsletter, 24pp

Models of Good Practice Relevant to Women and Health, 36pp, 1998

Health in the Commonwealth – Challenges and Solutions, co-published with Kensington Publications Ltd, 312pp, 1998

Effectiveness of Government/NGO Collaboration in Selected Countries in Asia, by Godiou O Eui, 74pp, 1998

Information and Public Affairs Division

Britain in the Commonwealth, 32pp, 1997

Report of the Commonwealth Secretary-General 1997, 143pp, 1997, ISBN 0-85092-516-9, £15

The Commonwealth at the Summit, Vol 2: Communiqués of Commonwealth Heads of Government Meetings 1987-1995, x+194pp, 1997, ISBN 0-85092-510-X, £15

Who's Who at Edinburgh, 54pp, 1997

The Edinburgh Communiqué, October 1997, 35pp, 1997

Skills for Development – The Commonwealth Fund for Technical Co-operation, 32pp, 1997

Publications Catalogue 1998, Commonwealth Secretariat, 38pp, 1998

The Commonwealth Yearbook 1998, co-published with Hanson Cooke Ltd, iv+610pp, 1998, ISBN 0946-393-974, £50

Democracy in Africa: The Challenges and the Opportunities, Address by the Commonwealth Secretary-General to the South African Parliament, 1 June 1998, 16pp, 1998

The Commonwealth: In Pursuit of the Millbrook Action Plan, 22pp, 1999

The Commonwealth Yearbook 1999, co-published with Hanson Cooke Ltd, vi+480pp, 1999, ISBN 1 902221 18-4, £50

Speaking Notes, 24pp, 1999

Commonwealth Currents, quarterly magazine, 24pp

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Click into the Commonwealth, Commonwealth Notes series, 1998

Meetings of Heads of Government, Commonwealth Notes series, 1998

Emeka Anyaoku, biography of the Commonwealth Secretary-General, Commonwealth Notes series (reprint), 1998

The Harare Commonwealth Declaration, Commonwealth Notes series (reprint), 1998

The Millbrook Commonwealth Action Programme, Commonwealth Notes series, 1998

The Commonwealth Past and Present, Commonwealth Notes series, 1998

Commonwealth Bibliography, Commonwealth Notes series, 1998

Political Facts, Commonwealth Notes series (reprint), 1999

The Commonwealth Secretariat, Commonwealth Notes series, 1998 and 1999

The Declaration of Commonwealth Principles, Commonwealth Notes series (reprint), 1999

Commonwealth Day, Commonwealth Notes series, 1999

The Commonwealth Media Development Fund, Commonwealth Notes series, 1999

Posters

Sport Brings Us Together, for Commonwealth Day 1998

Music, for Commonwealth Day 1999

News Releases

In the period 1 July 1997 to 30 June 1999, 171 news releases were issued

Information Releases

In the period 1 July 1997 to 30 June 1999, 30 information releases (including speeches and notices) were issued

Commonwealth Features Service

In the period 1 July 1997 to 30 June 1999, 60 feature articles were issued

Legal and Constitutional Affairs Division

General

1996 Meeting of Commonwealth Law Ministers, Kuala Lumpur, Malaysia: Memoranda, xxi+400pp, 1997, ISBN 0-85092-508-8, £20

Report of the Fourth Commonwealth Correctional Administrators Conference, Brisbane, Australia, November 1996, xvi+116pp, 1998

Report of the Meeting of Law Officers of Small Commonwealth Jurisdictions, Barbados, August 1997, xxvii+266pp, 1999

Report of the South Pacific Regional Workshop on Development of a Legal and Policy Framework in Implementation of the Provisions of the 1982 United Nations Convention on the Law of the Sea, 20-24 April 1998, Apia, Samoa, xvii+212pp, 1999

Conflict of Interest: Legislators, Ministers and Public Officials, by Gerard Carney, 76pp, 1999 (co-published with Transparency International)

Access to Information in Developing Countries, by Robert Martin and Estelle Feldman, 110pp, 1999 (co-published with Transparency International)

Commonwealth Law Bulletin (biannual) and Index (annual), ISSN 0305-0718, £60

Commonwealth Legal Education Association Newsletter, Quarterly, members: free, non-members: £6

Human Rights

Commonwealth Values in Education: Young People's Understanding of Human Rights – Report of a Four-Country Study for the Commonwealth Education Ministers' Meeting, Botswana, by R Bourne, J Gundara, A Dev, N Ratsoma, M Rukanda, A Smith and U Birthistle, 474pp, 1997

Report of the Needs Assessment Mission to Tanzania, 26-31 May, 1997, 11pp, 1997

Report of African Training Programme on the Training of Trainers, May 1997, Kampala, Uganda, 54pp, 1998

Report of National Workshop on Building Democracy and Human Rights, December 1997, Maseru, Lesotho, 26pp, 1998

Report of Asian Regional Workshop on the Management of National Human Rights Institutions, June 1997, Calcutta, India, 13pp, 1998

Report of National Training Workshop on the Strengthening of the Uganda Human Rights Commission, October 1997, Entebbe, Uganda, 18pp, 1998

Report of the National Workshop on Plan of Action for Human Rights in Tanzania, November 1997, 22pp, 1998

Report of Caribbean Regional Workshop on Strengthening National Human Rights Institutions and Ombudsman Offices, March 1998, St John's, Antigua and Barbuda, 45pp, 1998

National Human Rights Institutions in the Commonwealth, Directory, 3rd Edition, compiled and edited by John Hatchard, 127pp, 1998

Report of the Needs Assessment Mission to Cameroon, 20-26 March 1998, 13pp, 1998

Developing Human Rights Jurisprudence, Vol 7: Seventh Judicial Colloquium on the Domestic Application of International Human Rights Norms, September 1996, Georgetown, Guyana, xxx+237pp, 1998, ISBN 0-85092-562-2, £18 (co-published with Interights)

International Co-operation in the Administration of Criminal Justice

International Co-operation in Criminal Matters: Balancing the Protection of Human Rights with the Needs of Law Enforcement: Report of the Oxford Conference, 1998, 170pp, 1999

Combating Money Laundering – Guide to National Laws, loose-leaf collection of laws, annual instalments (available to member governments only)

Mutual Assistance in Criminal Matters – Guide to National Practice and Procedure, loose-leaf collection of laws, annual instalments (available to member governments only)

International Co-operation in the Administration of Criminal Justice: Laws of Commonwealth Countries and Jurisdictions, loose-leaf service on the subjects of extradition, mutual assistance in criminal matters and transfer of convicted offenders (available to member governments only)

Commonwealth Crimewatch, bimonthly periodical, 8pp

Commonwealth Legal Assistance News, bimonthly periodical, 8pp

Management and Training Services Division

Current Good Practices and New Developments in Public Service Management: A Profile of the Public Service of Zimbabwe, The Public Service Country Profile Series: No. 7, 70pp, 1997, ISBN 0-85092-496-0, £9 (US\$14)

Current Good Practices and New Developments in Public Service Management: A Profile of the Public Service of Singapore, The Public Service Country Profile Series: No. 8, 116pp, 1998, ISBN 0-85092-574-6, £9 (US\$14)

Better Policy Support: Improving Policy Management in the Public Service, Managing the Public Service, Strategies for Improvement Series: No. 4, by Mohan Kaul, 74pp, 1997, ISBN 0-85092-518-5, £9 (US\$14)

Introducing New Approaches: Improving Public Service Delivery, Managing the Public Service, Strategies for Improvement Series: No. 5, by Mohan Kaul, 71pp, 1998, ISBN 0-85092-564-9, £9 (US\$14)

Better Information Practices: Improving Records and Information Management in the Public Service, Managing the Public Service, Strategies for Improvement Series: No. 6, edited by S Agere, V Limeaux and P Mazikana, 114pp, 1999, ISBN 0-85092-582-7, £9 (US\$14)

Managing Change: The Evolving Role of Top Civil Servants, Managing the Public Service, Strategies for Improvement Series: No. 7, by P Larson and A Coe, 48pp, 1999, ISBN 0-85092-584-3, £9 (US\$14)

Rethinking Policy Analysis: Enhancing Policy Development and Management in the Public Service, Managing the Public Service, Strategies for Improvement Series: No. 8, edited by S Agere and I Mandaza, 84pp, 1999, ISBN 0-85092-583-5, £9 (US\$14)

Strengthening MDIs: The Role of Management Development Institutions in Public Service Reform, Managing the Public Service, Strategies for Improvement Series: No. 9, edited by Sam Agere, 112pp, 1999, ISBN 0-85092-585-1, £9 (US\$14)

Redefining Management Roles: Improving the Functional Relationship between Ministers and Permanent Secretaries, Managing the Public Service, Strategies for Improvement

Series: No. 10, edited by Sam Agere, 112pp, 1999, ISBN 0-85092-614-9, £9 (US\$14)

List of Activities, July 1997 – June 1998, 107pp, 1997

List of Activities, July 1998 – June 1999, 115pp, 1998

Personnel Records: A Strategic Resource for Public Sector Management, Current Good Practices and New Developments in Public Sector Management, A Public Service Thematic Series, by P Cain and A Thurston, 160pp, 1998, ISBN 0-85092-552-5, £8.95 (US\$13.95)

Information Sharing Between and Within Governments: Information Technology and Globalisation, Study Group Report, edited by Larry Caffrey, 72pp, 1998, ISBN 0-85092-555-X, £10

Strengthening National Ombudsman and Human Rights Institutions in the Caribbean: Workshop Report, 9-12 March 1998, Antigua and Barbuda, 45pp, 1998

Appropriate Strategies for Poverty Alleviation and Sustainable Development: Workshop Report, 25 May – 6 June 1998, Kuala Lumpur, Malaysia, 60pp, 1998

Governance Structures and the Democratic Process: Workshop Report, 30 November – 4 December 1998, Cape Town, South Africa, 22pp, 1998

WCMC Handbooks on Biodiversity Information Management:

Companion Volume (floppy disk included), 17pp, ISBN 0-85092-551-7

Vol 1: Information and Policy, 29pp, ISBN 0-85092-544-4

Vol 2: Information Needs Analysis, 23pp, ISBN 0-85092-545-2

Vol 3: Information Product Design, 28pp, ISBN 0-85092-546-0

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Vol 6: Information Management Capacity, 48pp, ISBN 0-85092-549-5

Vol 7: Data Management Fundamentals, 33pp, ISBN 0-85092-550-9

Series Editor: J H Reynolds, 1998, Set of Handbooks: £22.50 (US\$33)

Government Secure Intranets, edited by L Caffrey and R Okot-Uma, 60pp, 1999, ISBN 0-85092-611-4, £15

Political Affairs Division

Voting for Democracy: The Report of the Conference of Commonwealth Chief Election Officers, 23-26 March 1998, Queens' College, Cambridge, UK, 36pp, 1998

The Role of the Opposition: The Report of a Workshop on the Rights and Responsibilities of the Opposition, 8-10 June 1998, Marlborough House, London, UK, 17pp, 1998

Observer Group Reports

The Parliamentary Elections in Cameroon, 17 May 1997: Report of the Commonwealth Observer Group, 68pp, 1997, ISBN 0-85092-513-4, £5.95

The General Election in Papua New Guinea, 14-28 June 1997: Report of the Commonwealth Observer Group, 66pp, 1997, ISBN 0-85092-514-2, £5.95

The General and Regional Elections in Guyana, 15 December 1997: Report of the Commonwealth Observer Group, 76pp, 1998, ISBN 0-85092-537-1, £5.95

The Presidential and National Assembly Elections in Seychelles, 20-22 March 1998: Report of the Joint Commonwealth/La Francophonie Observer Group, 80pp, 1998, ISBN 0-85092-554-1, £6.85

The Lesotho National Assembly Elections, 23 May 1998: Report of the Commonwealth Observer Group, 48pp, 1998, ISBN 0-85092-560-6, £7.50

The National Assembly and Presidential Elections in Nigeria, 20 and 27 February 1999: Report of the Commonwealth Observer Group, 104pp, 1999, ISBN 0-85092-612-2, £9.50

The General Election in Antigua and Barbuda, 9 March 1999: Report of the

Commonwealth Observer Group, 48pp, 1999, ISBN 0-85092-613-0, £7.50

Science and Technology Division

Tropical Trees: Propagation and Planting Manuals, Vol 3 – Growing Good Tropical Trees for Planting, by K A Longman and R H F Wilson, 226pp, 1998, ISBN 0-85092-535-5, £25

Marine Ecological Survey of Pukapuka Atoll, by G J Andrews, 93pp, 1999

Energy

The Clean Development Mechanism of the Kyoto Protocol: Opportunities and Challenges for the Caribbean and Small Island Development States – Summary Report of a Workshop, Barbados, 29-30 October 1998, Commonwealth Science Council, 70pp, 1998

Solar Electric Systems for Africa: Revised Edition, by Mark Hankins, 136pp, 1999 (reprint), ISBN 0-85092-453-7, £14

Capacity-Building

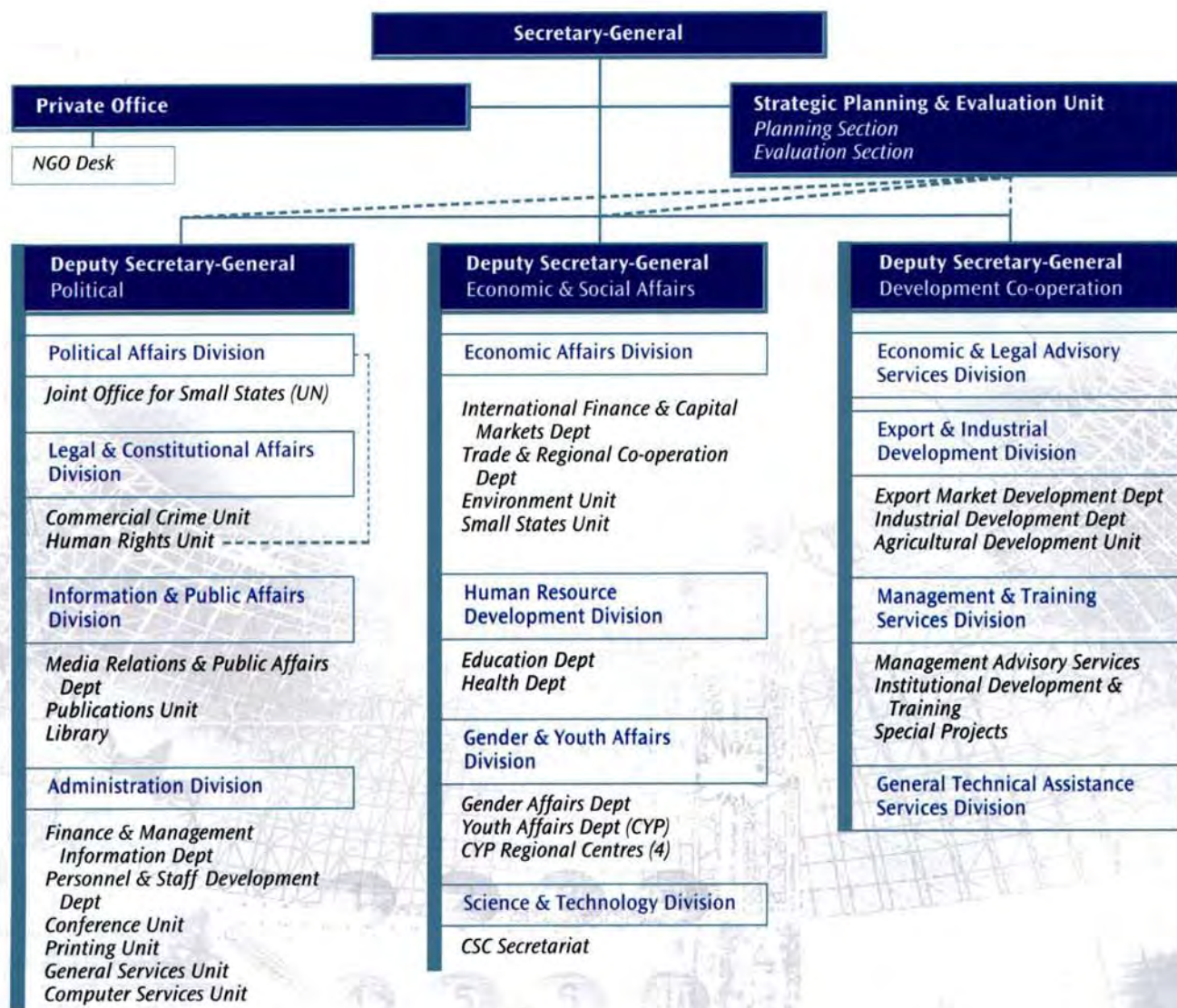
Report and Recommendations of the African Regional Workshop on Ozone Depletion and Management of Ozone Depleting Substances (ODS), Phase-out in Small and Medium Enterprises, 7-10 October 1997, Pretoria, South Africa, Commonwealth Science Council, 16pp, 1998

Environmental Pollution: Some Remedies Including Biotechnological Approaches, by Mohindra S Chadha, 24pp, 1999

Agriculture

Biological Control of Crop Pests in the Caribbean, 28pp, 1998, ISBN 0-85092-512-6, £10

Secretariat Staff and Structure



Senior Staff (as at 30 June 1999)

Secretary-General's Office

HE Chief Emeka Anyaoku
Commonwealth Secretary-General
Nigeria

Mr Nick Hare
Deputy Secretary-General
(Development Co-operation)
Canada

Mr K Srinivasan
Deputy Secretary-General
(Political)
India

Dame Veronica Sutherland
Deputy Secretary-General
(Economic and Social Affairs)
United Kingdom

Mr Stuart G Mole
Director and Head of the Private Office
United Kingdom

Dr Indrajit Coomaraswamy
Deputy Director
Sri Lanka

Strategic Planning and Evaluation Unit

Dr Siriparapu K Rao

Director
India

Professor A I (Ade) Adefuye

Deputy Director (Planning)
Nigeria

Dr Richard W Longhurst

Deputy Director (Evaluation)
United Kingdom

Administration Division

Dr Gelase R Mutahaba

Director
Tanzania

Mr John R Barber

Special Adviser and Head of Personnel
United Kingdom

Mr R Rickie Sankar

Special Adviser and Head of Finance
Guyana

Mr Syed Sharfuddin

Deputy Director (Conference Unit)
Pakistan

Economic Affairs Division

Mr Rumman A Faruqi

Director
Pakistan

Dr Christopher Easter

Deputy Director (Small States)
Australia

Dr John S Eyers

Deputy Director (International Trade and Regional Co-operation)
Australia

Economic and Legal Advisory Services Division

Mr Mohammad A Malik

Director
Bangladesh

Mr Carl W Dundas

Special Adviser (Legal)
Jamaica

Ms Kamala Bhoolai

Special Adviser (Legal)
Trinidad and Tobago

Dr Raj Kumar

Special Adviser (Economic)
Malaysia

Dr Kofi Date-Bah

Special Adviser (Legal)
Ghana

Mr Roger M Nellist

Special Adviser (Economic)
United Kingdom

Dr (Mrs) Ranee Jayamaha

Special Adviser (Economic)
Sri Lanka

Export and Industrial Development Division

Mr Richard N Gold

Director
Canada

Gender and Youth Affairs Division

Ms Nancy Spence

Director
Canada

Ms Jane L Foster

Special Adviser and Head of Youth Affairs
New Zealand

Dr Judith M May-Parker

Deputy Director (Gender Affairs)
Sierra Leone

Regional Staff, Youth Affairs

Africa Centre (Zambia)

Mr Ignatius K Takawira
Regional Director
Zimbabwe

Asia Centre (India)

Ms Seelawathie Ebert
Regional Director
Sri Lanka

Caribbean Centre (Guyana)

Regional Director (vacant)

South Pacific Centre (Solomon Islands)

Mr Jeff Bost
Regional Director
Australia

General Technical Assistance Services Division

Ms Tendai R W Bare

Director
Zimbabwe

Mr Chris Bowman

Deputy Director
Australia

Human Resource Development Division

Professor Stephen A Matlin

Director
United Kingdom

Dr Qhing Qhing Dlamini

Special Adviser and Head of Health
Swaziland

Dr Cream A H Wright

Special Adviser and Head of Education
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United Kingdom

Ms Cheryl J Dorall

Deputy Director
Malaysia

Legal and Constitutional Affairs Division

Mr Richard C Nzerem

Director
United Kingdom

Miss Dianne E Stafford

Deputy Director (Mutual Assistance)
Australia

Mrs Christine Mulindwa-Matovu

Deputy Director (Human Rights Unit)
Uganda

Mr Kosimiki Latu

Deputy Director (General Legal Services)
Samoa

Mr Hanif Vally

Deputy Director (General Legal Services)
South Africa

Management and Training Services Division

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Director (on secondment to the Commonwealth Business Council until December 1999) India

Mr Michael G Gillibrand

*Special Adviser (Commercialisation)
and Acting Director*
United Kingdom

Dr Sam Agere

*Special Adviser (Management
Development)*
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**Science and Technology
Division****Dr Ken R Lum**

*Director and Secretary of
Commonwealth Science Council*
Trinidad and Tobago

Ms Judith C Johnson

*Deputy Director and Deputy Secretary
of Commonwealth Science Council*
Australia

Rates of Contribution to the Secretariat and Programme Budgets

The Secretariat's activities are supported by four different budgets/funds. First there is the assessed budget of the Commonwealth Secretariat, contributions to which are made by Commonwealth governments on an agreed scale based on population and national income. The UN scales are used as a broad guide. Contributions to the Commonwealth Science Council (CSC) are on a similar basis as the Secretariat. The Commonwealth Fund for Technical Co-operation (CFTC) and Commonwealth Youth Programme (CYP) are financed by voluntary contributions. All the funds have distinct governance processes, with the Secretary-General as the custodian and Chief Accounting Officer to governments of all the budgets and funds administered by the Secretariat.

The assessed budget of the Secretariat is approved annually by the Finance Committee, which includes all Commonwealth governments. The Finance Committee is assisted in its work by a small Finance Sub-Committee. The CFTC is governed by a Board of Representatives, which includes all Commonwealth governments. The Board, which meets once a year, elects a Committee of Management which considers in more detail proposals with regard to

income and programme expenditure. The governing bodies of the Secretariat and CFTC hold their meetings in a single Resource Week to approve the budget and plan of expenditure.

The CSC, whose activities are carried out through the Secretariat's Science and Technology Division, is managed by a Council of members which meets every two years, and an Executive Committee, elected at the full Council meetings, which meets every year. The CYP, whose activities are carried out through the Secretariat's Youth Affairs Department, is governed by the Commonwealth Youth Affairs Council, representing all member governments. This Council assembles as part of the three-yearly meeting of Commonwealth Youth Ministers. Representatives of the governing bodies of these two funds also participate in a joint meeting of the governing bodies of all the Secretariat funds which is held at the end of Resource Week.

The Secretariat's budget was £10,388,520 in 1997/98 and £10,555,610 in 1998/99. CFTC expenditure for 1997/98 was £23.09 million and the plan of expenditure for 1998/99 was £20.5 million. The CSC's expenditure in 1997/98 was £902,362 and £915,740 was budgeted for 1998/99. The CYP

spent £2,197,731 in 1997/98 and expenditure of £2,163,500 was planned for 1998/99.

Details of contributions and pledges for 1998/99 are shown in the accompanying Table 1. Resource allocations by programme for all funds in 1998/99 are shown in Table 2. The Secretariat also administers additional activities which are supported by extra-budgetary contributions from some member countries and in some cases contributions from outside the Commonwealth.

These include the Trade and Investment Access Facility (TIAF), which is a special facility established by Heads of Government at Edinburgh in 1997, to help the integration of developing members, especially small states and the least developed, into the emerging global economy and to help them take advantage of its opportunities. Funds were pledged over a three-year period by Australia and New Zealand, and over a five-year period by Canada while the United Kingdom agreed to make periodic contributions.

The United Kingdom has also given a grant to the Secretariat to finance activities in support of high priority good governance and human rights programmes.

Table 1 Rates of Contribution to the Secretariat and Programme Budgets 1998/99

	Contributions to				Pledges to	
	the Secretariat		CSC		CYP	CFTC
	%	£	%	£	£	£
Antigua and Barbuda	0.33%	34,834			7,447	
Australia	9.69%	1,022,839	16.36%	148,327	191,374	2,767,044
The Bahamas	0.58%	61,222	0.45%	4,080	12,189	80,000
Bangladesh	1.02%	107,667	1.00%	9,067	7,485	81,315
Barbados	0.58%	61,222	0.45%	4,080	7,447	75,000
Belize	0.33%	34,834			7,447	15,000
Botswana	1.02%	107,667	1.00%	9,067	8,795	200,000
Brunei Darussalam	1.02%	107,667	0.45%	4,080	11,200	300,000
Cameroon	1.02%	107,667	1.00%	9,067	7,265	50,000
Canada	19.07%	2,012,955			657,353	4,912,195
Cyprus	1.02%	107,667	0.45%	4,080	7,447	85,000
Dominica	0.33%	34,834		30	7,055	
Fiji Islands	0.58%	61,222			7,447	70,000
The Gambia	0.33%	34,834			7,447	7,000
Ghana	1.02%	107,667	1.00%	9,067	14,898	125,000
Grenada	0.33%	34,834	0.45%	4,080	7,447	15,000
Guyana	0.58%	61,222	0.45%	4,080	7,447	52,196
India	3.34%	352,557	8.34%	75,614	89,806	720,000
Jamaica	1.02%	107,667	1.00%	9,067	14,907	100,000
Kenya	1.02%	107,667	1.00%	9,067	16,016	200,000
Kiribati	0.33%	34,834			2,000	5,599
Lesotho	0.58%	61,222	1.00%	9,067	7,265	66,878
Malawi	0.58%	61,222	1.00%	9,067	7,447	
Malaysia	1.40%	147,779	1.00%	9,067	23,638	250,000
Maldives	0.33%	34,834			4,000	15,000
Malta	0.58%	61,222	0.45%	4,080	7,447	69,836
Mauritius	1.02%	107,667	1.00%	9,067	7,447	90,000
Mozambique	0.58%	61,222			7,447	12,225
Namibia	0.58%	61,222	1.00%	9,067	12,321	110,000
Nauru	0.00%	-				
New Zealand	2.15%	226,946	6.48%	58,745	30,148	580,915
Nigeria	0.00%	-				
Pakistan	1.40%	147,779	1.00%	9,067	14,898	175,000
Papua New Guinea	1.02%	107,667	1.00%	9,067	14,898	
St Kitts and Nevis	0.33%	34,834			7,447	15,000
St Lucia	0.33%	34,834	0.45%	4,080	4,988	20,500
St Vincent and the Grenadines	0.33%	34,834			4,180	20,500
Samoa	0.33%	34,834			7,000	32,000
Seychelles	0.33%	34,834	0.45%	4,080	7,447	
Sierra Leone	0.58%	61,222			14,898	10,000
Singapore	1.40%	147,779			14,898	279,786
Solomon Islands	0.33%	34,834			7,066	30,000
South Africa	3.90%	411,669	8.34%	75,614	79,860	732,000
Sri Lanka	1.02%	107,667	1.00%	9,067	14,898	44,000
Swaziland	0.58%	61,222	0.45%	4,080	7,447	80,000
Tanzania	1.02%	107,667	1.00%	9,067	14,898	50,000
Tonga	0.33%	34,834			7,447	25,000
Trinidad and Tobago	1.02%	107,667	1.00%	9,067	17,815	45,000
Tuvalu	0.00%	-				7,085
Uganda	1.02%	107,667	1.00%	9,067	14,898	
United Kingdom	30.00%	3,166,683	26.65%	241,606	639,530	5,311,333
Vanuatu	0.33%	34,834			7,447	18,000
Zambia	1.02%	107,667	1.00%	9,067	24,979	55,000
Zimbabwe	1.02%	107,667	1.00%	9,067	14,898	150,000
Anguilla						2,500
Bermuda						20,000
British Virgin Islands						13,518
Cayman Islands						12,500
Cook Islands					7,447	
Gibraltar						8,000
Niue						4,589
Turks and Caicos Islands						5,000
	100.00%	10,555,610	89.67%	813,009	2,156,363	18,221,514

Table 2 Resource Allocations by Programme, 1998/99: All Funds

Programmes		Total	Secretariat's Assessed Budget	CFTC	CYP	CSC
		£	£	£	£	£
A1	Promoting Fundamental Political Values	3,704,310	3,081,330	622,980		
Total A		3,704,310	3,081,330	622,980	0	0
B2	Economic Development	7,481,953	1,624,433	5,857,520		
B3	Human Development	1,552,949	1,224,149	328,800		
B4	Commonwealth Youth Programme	2,039,309	20,376		2,018,933	
B5	Public Sector and Public Service Reform	1,589,490		1,589,490		
B6	Capacity-Building	9,138,447		9,138,447		
B7	Science and Technology for Sustainable Development	1,149,829	252,238	109,900		787,691
Total B		22,951,977	3,121,196	17,024,157	2,018,933	787,691
C8	Gender Equality: The Commonwealth Plan of Action and Gender Policy Formulation and Implementation on Critical Political, Legal and Developmental Issues	636,448	449,448	187,000		
Total C		636,448	449,448	187,000	0	0
D9	Secretariat Governance, Executive Direction, Strategic Planning and Evaluation	2,406,534	1,457,786	876,932	40,235	31,581
D10	Information and Public Affairs	1,165,136	864,574	252,233	24,164	24,165
D11	Administration, General Services and Information Technology	3,057,245	1,518,076	1,386,698	80,168	72,303
Total D		6,628,915	3,840,436	2,515,863	144,567	128,049
	Contingency	163,200	13,200	150,000		
	Former Secretary-General's pension and enhancement of pensions to other staff	180,000	180,000			
	LESS Other Income	(130,000)	(130,000)			
TOTAL BUDGET		34,134,850	10,555,610	20,500,000	2,163,500	915,740

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