







Report of the Commonwealth Secretary-General



COMMONWEALTH HEADS OF GOVERNMENT

as at 31 July 1997

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*Nigeria has been suspended from Commonwealth membership since November 1995.

**Report of the
Commonwealth Secretary-General**



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Contents

The Commonwealth: In Pursuit of the Millbrook Action Plan	1
<i>Introduction by Commonwealth Secretary-General Emeka Anyaoku</i>	

ADVANCING FUNDAMENTAL POLITICAL VALUES

1 After Millbrook	13
2 Advancing the Democratic Ethic	17
3 Government and the Rule of Law	20
4 South Africa: Consolidating the Transition	24
5 Gender Integration	29

PROMOTING SUSTAINABLE DEVELOPMENT

6 Foundations for Economic Growth	34
7 Investment and Private Sector Development	39
8 Public Sector Reform	43
9 Foundations in Industry	47
10 In Search of New Markets	50
11 Tackling Poverty	53
12 Exploiting Natural Resources	56
13 Capacity-Building	59
14 Building for the Future	62
15 Training to Enhance Skills	64
16 Education – Investing in People	68
17 ABC of Health	72
18 Realising the Potential of Youth	75
19 Development Through Science	80
20 Small States, Special Needs	85
21 The Environment	91

CONSENSUS-BUILDING

22 The Commonwealth in the Global Community	95
23 The Commonwealth Family	99

INSTRUMENT OF CHANGE – THE SECRETARIAT

24	New Challenges for the Secretariat	103
25	Information and Public Affairs	105
26	Administration	109

APPENDICES

I	The Millbrook Commonwealth Action Programme on the Harare Declaration	111
II	The Commonwealth and its Members	114
III	Commonwealth Secretariat Projects	116
IV	Commonwealth Secretariat Publications	132
V	Governance Matrix, Secretariat Structure and Senior Staff	137
VI	Rates of Contribution to the Secretariat and Programme Budgets	140
	<i>Abbreviations</i>	143
	<i>Flags of the Commonwealth</i>	144
	<i>Commonwealth Heads of Government</i>	<i>Inside front cover</i>

The Commonwealth

In Pursuit of the Millbrook Action Plan

BY COMMONWEALTH SECRETARY-GENERAL EMEKA ANYAOKU

Commonwealth Heads of Government meet this year in Edinburgh, at a time when there is a great resurgence of interest in the association within and outside the Commonwealth. This reawakening of interest in the Commonwealth is no accident. It reflects the enlarging role of the association in meeting the new challenges of a rapidly changing world. The Harare Declaration of 1991 was a turning point for the Commonwealth. It was nothing short of a bold programme to convert the Commonwealth in a post-Cold War world into a force for democracy and good governance, and a more effective instrument for the promotion of sustainable development.

At the Millbrook Retreat during the Auckland Commonwealth Heads of Government Meeting (CHOGM) of 1995, Commonwealth leaders sought to carry that commitment from the realm of declaration into that of action. For not only did the Action Programme adopted there set out measures which the Commonwealth would take to reinforce democratic processes and institutions, it also went further to lay down the steps that would be taken in cases of serious or persistent violations of the Harare principles. It also identified specific steps the Commonwealth would adopt in pursuance of sustainable development and consensus-building in the international community. Harare and Millbrook have demonstrated that the Commonwealth not only stands for its principles, but has placed respect for them high on its agenda.

As the role of the Commonwealth is expanding, so too is its membership. At Auckland we celebrated the return of South Africa with President Nelson Mandela among us, and also welcomed Cameroon and Mozambique into this unique family of nations. Others are now knocking on the door with expressions of interest to join.

The Commonwealth today encompasses 53 sovereign nations and some 1.7 billion people, making up almost one-third of the world's population. It embraces virtually every race and every major religious group. A cohesive Commonwealth is thus an example of unity in diversity, marked by the quality of tolerance among its many peoples and nations.

Tolerance is a quality which is increasingly in demand in our growing pluralistic world in which social diversity is an increasing phenomenon, as developments in communications and technology shrink the globe, human mobility increases and national borders become more porous. But when pluralism becomes divisive, it transforms into a sinister and retrogressive force which spawns conflicts, and undermines the cohesion and stability of states. The Commonwealth by virtue of its nature and experience seeks to make the world safe for diversity.

The sense of trust rooted in shared history and values enables the Commonwealth to intervene to help defuse conflicts as few other international organisations can do. The Secretary-General's good offices role is often invoked by the member governments concerned to help resolve potential or actual conflicts, as my Report chronicles.



Chief Emeka Anyaoku

It has been widely acknowledged that the presence of Commonwealth observers can contribute to a credible electoral process.



Commonwealth Observer Brian Alleyne (right) discusses preparations for the Tanzanian elections with a polling station official

But, for the majority of members in the Commonwealth, the elimination of poverty and improvement in living standards are their principal concerns. Some have had remarkable success in exploiting the new opportunities for trade and investment. For many, however, development remains a daunting task. The Commonwealth, in a number of ways described in my Report, has been assisting the efforts of its member countries in improving living standards.

The Commonwealth is an association not just of governments; it is also an association of peoples. All around the world, space is being created for civil society as a growing basis for sustaining democracy and promoting economic progress. Within the Commonwealth, people-to-people contacts, including through a vast network of professional and other non-governmental organisations, uniquely complement the official Commonwealth.

The chapters in my Report outline the range of activities undertaken by the Commonwealth in pursuance of its commitments since I last reported to Heads of Government in Auckland in 1995. It is a picture which should reinforce our pride in this unique organisation and buttress our belief that the Commonwealth has a growing role to play in the future.

Promoting Commonwealth Fundamental Political Values

Millbrook will continue to be remembered for its adoption of an action programme designed to fulfil more effectively commitments contained in the Harare Commonwealth Declaration. The decision to establish the Commonwealth Ministerial Action Group (CMAG) of Foreign Ministers to deal with serious or persistent violations of the Harare principles was an important landmark. While CMAG's remit is broadly defined, it chose to focus initially on the three countries – The Gambia, Nigeria and Sierra Leone – whose military regimes represented the most serious negation of the association's fundamental principles of democracy and respect for human rights. The Group held its first meeting in December 1995, met subsequently on seven occasions and despatched five country missions. The Gambia held a presidential election in September 1996 and parliamentary elections in January 1997, and there is now a widespread recognition that the process of transition, while still giving cause for some concern, is nevertheless continuing on a desirable path. The Government of Nigeria has been stressing that its transition programme to democratically elected government, which is to be completed on 1 October 1998, is still on course, but concerns persist regarding its human rights record. Sierra Leone, which had successfully completed the transition to democracy, was tragically plunged back into another military takeover of its government on 25 May 1997.

CMAG will be reporting separately with its recommendations on these countries to Heads of Government at Edinburgh. I want to take this opportunity to express my appreciation to its members from Britain, Canada, Ghana, Jamaica, Malaysia, New Zealand and South Africa and to its Chairperson, Dr Stan Mudenge, Foreign Minister of Zimbabwe. They have, through the work of the Group, contributed towards enhancing the capacity of the Commonwealth to pursue more effectively its members' commitment to the association's fundamental political principles.

An important aspect of the democratic process is the conduct of free and fair elections. It has been widely acknowledged that the presence

of Commonwealth observers can contribute to a credible electoral process. Since Auckland, the Commonwealth has had groups of observers at six national elections. But the observation of elections should not be a permanent or overriding feature of the efforts to promote the democratic principle. The Commonwealth Secretariat is progressively concentrating on strengthening institutions that promote and sustain democracy, human rights, the rule of law and the independence of the judiciary in Commonwealth member countries. In the past two years, the Secretariat has assisted several countries in developing their electoral laws, codes of conduct for political parties and candidates, training programmes for electoral officials, voter education programmes and election logistics.

In February 1997, I convened a Roundtable of Heads of Government of Commonwealth Africa on 'Democracy and Good Governance in Africa' in Botswana. The purpose of the Roundtable was to provide the participating Heads of Government with an opportunity collectively to review the progress of democracy in their respective countries and exchange views on how they might meet present and future challenges. A preparatory meeting preceded the Roundtable. Forty-one representatives of government and opposition parties from 18 Commonwealth African countries and a small number of resource persons participated in the preparatory meeting on 23-25 February. For a number of the countries, it was the first time that opposition and government party leaders had the opportunity to meet and share experiences on the application of democratic values. The opposition and government party leaders presented their joint proposals for strengthening democracy to the leaders of 16 Commonwealth African countries who met a day later. As was subsequently confirmed to me by many of those, including Heads of Government, who participated in the exercise, the exchanges at the Roundtable will reinforce the pursuit of democracy while taking full account of particular national circumstances.

There has been increased recognition of the Commonwealth's capacity for conflict prevention and resolution, especially through the deployment of the Secretary-General's good offices at the request of member governments concerned. To give a few examples, following the tragic death of King Moshoeshe II of Lesotho in January 1996, I held discussions with both the Prime Minister and the Palace in Maseru to help ensure a smooth transition of the Crown to King Letsie III. In 1996, the Commonwealth Secretariat collaborated with the United Nations and the Organisation of African Unity (OAU) in facilitating agreement between the rebel Revolutionary United Front and the elected government to end the civil conflict that continued to threaten the successful transition to democracy in Sierra Leone. In March 1997, at the invitation of all the principal parties concerned, I visited Papua New Guinea to help find a solution to the serious constitutional crisis that had arisen from the challenge to the elected government by the military over the Government's engagement of mercenaries in the context of the ongoing rebellion in the province of Bougainville.

South Africa

While rejoicing at the return of South Africa to the Commonwealth family in 1994, Heads of Government at Auckland recognised the magnitude of the task facing the new South Africa. Since then, there has been notable progress. The new constitution has been signed into law,



Botswana President Sir Ketumile Masire (left) welcomes President Bakili Muluzi of Malawi for the Roundtable

The exchanges at the Roundtable of Heads of Government of Commonwealth Africa will reinforce the pursuit of democracy.

Men and women from 27 Commonwealth countries have made their expertise and experience available to South Africa.



Commonwealth countries have assisted in the planning and management of local government elections in South Africa in 1995 and 1996

local government elections have been successfully concluded and the system of provincial government has been restructured. Considerable progress has also been made in the task of reorganising the judicial system, the public service, the foreign service and the police, and the development of gender policy and human rights capacity.

As the special Commonwealth technical assistance programme to South Africa through the Commonwealth Fund for Technical Co-operation (CFTC) enters its fifth and final year, I should like to express my appreciation to the men and women from 27 Commonwealth countries who have made their expertise and experience available. I also wish to thank the Commonwealth governments which have considerably augmented the resources of the CFTC through additional contributions and greatly increased the impact of the South Africa programme. Nowhere has Commonwealth collaboration been more marked than in the electoral area where a programme jointly sponsored by the Secretariat with Britain and Australia provided electoral officers from 13 Commonwealth countries to assist in the planning and management of local government elections in November 1995 and June 1996. I believe that the experience gained in these and the earlier 1994 elections will help South Africa to build a permanent election machinery, develop electoral management capacity and improve electoral procedures.

Promoting Sustainable Development

The change in our understanding of what drives economic growth, and the increased opportunities for trade and investment, have opened up prospects for the improvement of living standards in many countries. But we know that for several, development remains a serious challenge. Many start from the disadvantageous position of a heavy burden of debt, lack of institutional and human capacities to implement change, inadequate physical infrastructure and shortages of key skills that are essential for an expanding economy. Such countries are at risk of further marginalisation. This has placed an even higher premium on the Commonwealth's capacity to provide practical help through the CFTC – its developmental arm – at the national and regional levels, and its consensus-building role on international economic and social issues.

A major example of the latter has been the initiative on multi-lateral debt relief, first discussed at the Commonwealth Finance Ministers Meeting in 1994. This has now borne fruit with agreement being reached at the World Bank and International Monetary Fund on relief for the Highly Indebted Poor Countries. It is gratifying to see Uganda as the first beneficiary of this initiative. However, I hope that a number of other deserving Commonwealth countries will also benefit from the initiative at the earliest opportunity.

While action on debt relief at an international level is important, the management of debt at the national level – including its proper monitoring and control – is also vital. The Secretariat, therefore, has been developing training modules and workshops to help enhance the capacity of member countries in this area. Additionally, the highly successful Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) is being further developed to handle new areas such as short-term credit and domestic debt.

An enabling environment for the private sector, and an ability to

attract capital flows from abroad, are now widely recognised to be important elements of a successful development strategy. In its assistance to member countries, the Secretariat, therefore, has expanded its work on the development of the private sector and the domestic capital markets, and in promoting access to world capital markets. One significant development in regard to the latter was the establishment of the Commonwealth Private Investment Initiative (CPII). CPII is a collaborative commercial venture managed by the Commonwealth Development Corporation (CDC), with the help of the Commonwealth Secretariat. It envisages the launching of investment funds in all the developing regions of the Commonwealth. The first of such funds, the Africa Fund (COMAFIN), was launched in July 1996, and it has begun to channel commercial investments to the developing countries of Commonwealth Africa. The CDC and the Commonwealth governments inside and outside Africa, whose agencies and parastatals have contributed to the investment capital, are to be commended. Following COMAFIN, other regional funds, including a Pacific Capital Investment Fund and a South Asia Fund, are in the process of being launched. These funds not only establish partnerships between small businesses and the foreign investor, but their success is also likely to encourage the larger and more cautious investors to follow.

Another area where the Secretariat has been active is in the follow-up to the Uruguay Round trade agreements. Several member countries find they are inadequately prepared for the adjustment required by the post-Uruguay Round trade environment and for taking full advantage of the opportunities opened up by it. The Secretariat has been assessing these issues, paying particular attention to the concerns of small states and the trading interests of the African-Caribbean-Pacific (ACP) countries. In co-operation with the ACP Secretariat, it has also been undertaking work on options for a successor agreement to the Lomé IV Convention. At a national level, technical assistance is being given to member countries to enhance the competitiveness of their economies and their capacity for export growth and diversification. The Secretariat has also been providing assistance in the training of small scale entrepreneurs, the establishment of appropriate legal, economic and fiscal frameworks for the exploitation of key natural resources, and the delimitation of maritime boundaries of member countries.

The Secretariat has been engaged in practical steps towards alleviation of poverty in some of its member countries. Heads of Government in Auckland agreed that the Secretariat should facilitate the adoption by more Commonwealth countries of successful self-help schemes, with non-governmental agencies and others acting as catalytic agents for mobilising the energies of the poor in alleviating poverty. In the past year, the Secretariat has carried out a major study to identify successful approaches to poverty alleviation, and initiated a series of regional workshops to promote the sharing of experience. Building on the conclusions of these workshops, the Secretariat plans to provide technical assistance and to play a brokerage and catalytic role in mobilising expertise and seed capital to countries interested in establishing self-help schemes. This task is also being advanced by the launching of the Commonwealth Youth Credit Initiative, and by the Secretariat's work on engendering national budgets which is designed *inter alia* to address the needs of women who constitute the largest segment of the poor.



President Nelson Mandela launches the Commonwealth Africa Investment Fund at Marlborough House, London, in 1996

The Africa Fund ... has begun to channel commercial investments to the developing countries of Commonwealth Africa.



Commonwealth co-operation in education has advanced ... here, a schoolgirl in India is hard at work at the blackboard

The Secretariat has been able to promote basic education, science and mathematics and technology...

Human Resources

The development of human capacity is critical to the promotion of sustainable development. Since Auckland, the Secretariat has been providing integrated management and training support to individual countries as well as at the regional level. The Commonwealth Youth Programme (CYP), which focuses on youth empowerment, national youth policy and human resource development for young women and men, has made considerable progress. The number of Commonwealth countries that have officially recognised national youth policies has increased.

I am disappointed that progress remains slow in achieving the target of 2,000 awards by the year 2000 under the Commonwealth Scholarship and Fellowship Plan. But in other areas, Commonwealth co-operation in education has advanced. The Secretariat has been able to promote basic education, science and mathematics and technology, with special emphasis on the role of women and teacher training. Work is under way on a development and funding plan for the Commonwealth Universities Study Abroad Consortium (CUSAC), designed to promote student mobility. Training has been provided to women in higher education management, and assistance was given to tertiary institutions to enable them to meet an acute shortage of qualified and experienced staff in their teaching and management facilities.

The 13th Commonwealth Conference of Education Ministers in Botswana in July 1997 had 'Education and Technology: The Challenges for the 21st Century' as its special theme. The Secretariat is now engaged in developing ways of helping governments to exploit the new technologies and training materials for regional and pan-Commonwealth use. Under the Commonwealth Higher Education Support Scheme (CHESS), the Secretariat is focusing on training and capacity-building for senior university managers.

Health remains a vital component of human development and a strategic investment in strengthening human capital. Areas of concern for which mandates have been given by Heads of Government and Health Ministers include child survival, women and health, substance abuse, HIV/AIDS and human resource development for health. The health programme is now focused towards an advocacy, brokerage and catalytic role while at the same time responding to requests for technical assistance in filling gaps in key skills.

Public Service Reform and Capacity-building

An efficient, accountable, and responsive public service helps to guarantee good governance and strengthen democratic culture. This lies behind CHOGM's endorsement of the Commonwealth initiative for public service reform in the Auckland Communiqué. The programme has been providing an integrated package of advisory and training services including short- and long-term experts, specialised training programmes, policy roundtables and workshops, and publications which share good and innovative management practices between member countries. There is an organic link between this programme, the promotion of fundamental political values and private sector development.

A major bottleneck in many developing countries which are restructuring their economies and undertaking developmental tasks is the gap in key skills and expertise. A particular strength of the Secretariat working through the CFTC is its ability to respond to member countries' needs in this area through a free-standing capacity to offer training and

provide experts at the request of member countries. In the past two years, some 9,000 middle- and top-level managers and officials in the public and private sectors have been given training to upgrade their skills, with the assistance of more than 350 training institutions, many in developing countries. The Secretariat has also met requests from some 46 member countries, six dependent territories and several regional organisations serving Commonwealth countries by placing about 650 short- and long-term experts and advisers in essential positions, where qualified nationals were not available. A significant number of these resource persons and experts are from Commonwealth developing countries themselves, with all the resulting advantages of South-South co-operation. Commonwealth links and commonalities greatly enhance the effect of co-operation between member countries for institution-building and capacity creation.

Science, Technology and Environment

The application of science and technology is essential in today's global market place for sustainable economic and social development, and for conserving the environment. The Commonwealth is fortunate in having strong historical links among its scientific community, which are currently nurtured under the aegis of the Commonwealth Science Council (CSC). The science and technology programme of the Secretariat, which is supported by the CSC and other sources, facilitates the networking of science and technology institutions and personnel among Commonwealth countries, contributes to the development of a science and technology culture and addresses special issues of interest to small states. The biennial meeting of the CSC in May 1997 in Malawi confirmed its current programme of work, which is centred around three flagship programmes: biodiversity, water management and renewable sources of energy; and, in addition, approved a new flagship programme, namely, capability-building. The Secretariat is grateful to the British Department for International Development for its assistance in the establishment of an information network for water management in small island states and to the Canadian Centre for Remote Sensing for its support for the Commonwealth programme in that area. Secretariat training and other assistance continues to enhance institutional capabilities in critical areas of new and emerging technologies by facilitating training attachments for staff and information exchange through a network of relevant Commonwealth science and technology institutions. The Secretariat has also responded to requests for assistance with training in information technology, particularly of women.

Although international co-operation on environmental matters has increased since the 1992 UN Conference on Environment and Development in Rio de Janeiro, there is a need for further consensus-building and dialogue on key issues. Since it was established in 1993, the Commonwealth Consultative Group on Environment, which enables Environment Ministers to meet annually, has served as a valuable high level forum to promote consensus and co-operation on such issues. At the same time, the Secretariat has also been assisting member governments with policy development and training to deal with environmental problems. The Iwokrama International Rainforest Programme continues to be the flagship of our effort to promote conservation and environmentally sustainable exploitation of forests. Important developments since Auckland include the enactment into law by the Parliament of Guyana of the establishment of the Iwokrama International Centre for

Secretariat training and other assistance continues to enhance institutional capabilities in critical areas of new and emerging technologies.



The Secretariat responds to requests for assistance, especially for women

Rainforest Conservation and the constitution of a Donor Support Group, co-chaired by the Secretariat, the European Union and the World Bank, to mobilise core funding. I am grateful to the Government of Guyana, member countries and the donor support group for the attention they are giving to this project.

Gender and Development

From the time of the UN Fourth World Conference on Women held two years ago in Beijing, it has been evident that the Commonwealth's own Plan of Action on Gender and Development is living up to its objective of charting a course of practical first steps for member countries implementing commitments entered into at that Conference. In particular, by introducing the concept of Gender Management Systems (GMS), the Commonwealth has taken the lead in developing flexible methods and systems that will enable member governments to translate these commitments into practical actions relevant to their own country circumstances. The GMS approach to gender mainstreaming in government includes responsive packages of training and technical expertise for ministries including finance, education, health, planning, public service and women. By carrying this approach through to all of the Commonwealth's own programmes, gender is also being mainstreamed to promote equality of opportunity and outcome. The needs of member countries in implementing their Beijing commitments have been assessed on a regional basis to help co-ordinate responses to technical assistance requests.

In parallel with initiatives for gender mainstreaming, activities targeted directly at the needs of women have continued. Equality for women is a core value of the Commonwealth. In pursuance of this ideal, in collaboration with the Commonwealth Magistrates' and Judges' Association, regional judicial colloquia have been held to support networks of judges committed to the domestic application of international human rights standards relevant to women's rights. Similarly, in the area of political participation, regional symposia (e.g., for Southern African Development Community countries) have been held to promote the increased participation of women in decision-making at the national and local government levels.

Following from the recent meeting of Commonwealth Ministers Responsible for Women's Affairs, I now foresee future activity coalescing around a number of specific themes including the 30 per cent target for women's political participation by the year 2005, combating violence against women, GMS, and engendering macroeconomic policy.

Small States

More than half of our members are small states, and the Commonwealth perhaps is the only global organisation in which small states can genuinely claim special consideration. The increasing numbers of small states in the post-Cold War period is one of the most significant features of global geopolitics. The Commonwealth believes that, given its nature and activities, it can understand better than most other international organisations the particular needs and anxieties of small states in matters that affect their security and development. It enables them to find a voice in the world. And by addressing the concerns of small states – sustain-



Equality for women is a core value of the Commonwealth

Gender is also being mainstreamed to promote equality of opportunity and outcome.

able development, environment, hazardous waste, security – the wider Commonwealth is helping itself and the world.

Increased co-operation with regional organisations has enabled us to further extend our reach in assisting small member states. In the Secretariat, a Task Force on Small States has been implementing the conclusions of the second meeting of the Ministerial Group on Small States held in Auckland in 1995. More than 60 per cent of CFTC assistance goes to small states. The Secretariat continues to assist small states in the transition to the new post-Uruguay Round situation, particularly in regard to the erosion of trade preferences and the discussions on new trade related issues under the auspices of the World Trade Organisation. The 1985 Commonwealth report, *Vulnerability: Small States in the Global Society*, has been updated, and this will be presented to the Commonwealth Ministerial Meeting on Small States in the margins of CHOGM in Edinburgh in October.

One of the practical ways by which the Commonwealth provides special assistance to small states is through the Joint Office for Commonwealth Small States at the UN in New York. Cyprus, New Zealand and Singapore have now joined Australia, Britain and Canada as donors for the Office. I hope others will follow suit.

Facilitating Consensus-building

In highlighting consensus-building as one of the three legs of the Millbrook Commonwealth Action Programme, Heads of Government cited the Commonwealth's global reach, its membership of various regional organisations and its use of special missions, and formal and informal consultations in the wings of meetings of international institutions as the principal means through which the organisation could assist the wider international community in building bridges. This has been consciously pursued since Auckland. The Secretariat has enhanced its co-operation with and support for the United Nations as the principal global forum for the promotion of consensus on international political, economic and social issues. In February 1996, I took part in the second meeting of the UN Secretary-General with the executive heads of selected regional and international organisations. The discussions were directed towards the maintenance of international peace and security and ensuring complementarity of regional efforts with those of the United Nations General Assembly. More generally, we have continued to use the Secretariat's observer status at the UN to monitor important political developments and also for wide-ranging discussions on policy and other issues of interest to member states.

Attendance at the UN General Assembly continues to be combined with consultations with Permanent Representatives of Commonwealth countries and their staff. Such meetings take place periodically and provide a useful occasion to brief Permanent Representatives on Commonwealth developments particularly on issues that would be of concern to their work at the UN. I am pleased to say that Commonwealth Permanent Representatives at the UN now meet regularly among themselves in order to exchange views on matters of common interest.

The Commonwealth membership embraces virtually every major global and regional grouping – e.g., the G7, G77, EU, ASEAN, SAARC, OAU, OAS, CARICOM and the South Pacific Forum. This gives the Commonwealth a wide reach, while at the same time providing a

The Secretariat has enhanced its co-operation with and support for the UN as the principal forum for the promotion of consensus.



At the Heads of Government Meeting in Auckland in 1995

mechanism to transcend regional interests in tackling problems of global concern. The Commonwealth believes that co-operation with such bodies makes a positive contribution to resource sharing and partnership. Since Auckland, the Commonwealth itself has strengthened its links with the UN and regional organisations by signing and implementing memoranda of understanding.

Tools for the Task

Harare and Millbrook have considerably expanded the Commonwealth agenda, and the Secretariat work programme has been continuously refined and reshaped to meet the changing demands placed upon it. The reviews of programmes of sustainable development and economic and social work conducted by Professor Mike Faber and Professor John Toye were followed after Auckland by reviews of the information and political programmes. These reviews are helping the Secretariat to focus its work in those areas in which it can make a distinctive contribution in the most cost-effective manner. A culture of evaluation has now taken root. The total establishment, which was reduced from 431 to 360 positions at the time of restructuring the Secretariat in 1993, has been further reduced to 348, enabling the Secretariat to realise savings on staff and accommodation costs. A review of the cost and methods of administration is now being undertaken. A job evaluation exercise, which reviewed the relative gradings of all staff positions and recommended a new simplified grading structure and a more competitive remuneration scale, has been completed.

The Secretariat is now streamlined and better equipped to serve its member countries. In November 1995 at Millbrook, Heads of Government agreed to strengthen its capacity for undertaking developmental work through support for its various Funds and especially by restoring the resources of the CFTC to their 1991/92 level in real terms. Since then a number of countries have increased contributions to the CFTC, enabling it to propose larger plans of expenditure in the past two years. However, the demands on resources continue to exceed what is available and we have not yet reached the real resource level of five years ago. If the Commonwealth is to fulfil the expectations of its member countries adequately, it would need to be provided with additional resources, as envisaged at Millbrook.



At the Secretariat's headquarters, Marlborough House, work programmes are constantly refined and reshaped to meet changing needs

The Secretariat is now streamlined and better equipped to serve its member countries.

Looking to Edinburgh

Commonwealth Heads of Government will be meeting in Britain after a gap of 20 years, at a time of Britain's increased interest in Commonwealth links. It is the Year of the Commonwealth in Britain. The British Parliament held extensive debates on the role of the Commonwealth following a recent report of the Select Committee on Foreign Affairs which concluded that 'the Commonwealth is acquiring a new significance in a rapidly transforming world.' And by the end of October Britain will have achieved the distinction of hosting the Senior Officials Meeting and Commonwealth Heads of Government Meeting in succession.

The Edinburgh meeting of Heads of Government also coincides with the year of celebration of the golden jubilee anniversary of the wedding of Her Majesty Queen Elizabeth II, Head of the Commonwealth. Her Majesty has given care and inspiration to the Commonwealth for more

than 40 years during which it has become, after the United Nations, the largest truly global multilateral organisation. There could not be a more fitting time for the Commonwealth to come back to Britain and celebrate with Her Majesty.

Commonwealth links are being increasingly recognised by member countries for their significant economic and commercial advantages. The total trade of Commonwealth countries now constitutes 20 per cent of global trade and the trend is rising. So is the trend in Commonwealth investment flows. Some of the world's fastest growing economies – no less than 13 – are now in the Commonwealth. All this is making member countries reassess the value of their Commonwealth links in a more positive way. The affinities created by shared culture, language and institutions can greatly facilitate increased economic interflows, and it is worth exploring how these links might be activated and built upon to the mutual benefit of all members. At the same time, there is need to consider the special measures required to assist those countries who need help in adjusting to the new global environment and in addressing particular problems of development. That is why the choice of 'Trade, Investment and Development: The Road to Commonwealth Prosperity' as the special theme for the Edinburgh CHOGM is so very timely.

I am pleased that the *Financial Times* of London, with support from the British Government and the Secretariat, will be organising a Commonwealth Business Forum at the time of the Edinburgh CHOGM. This will bring together Commonwealth business leaders and senior government representatives to discuss the mutually reinforcing roles of government and the private sector and the scope for improved co-operation among Commonwealth businesses. I am confident that the discussions at CHOGM and elsewhere will result in identification of practical measures for boosting intra-Commonwealth trade and investment and for enhancing Commonwealth co-operation in development, and also contribute to the development of Commonwealth positions in the wider international fora.

At Edinburgh, Heads of Government will be meeting against the backdrop of a reinvigorated Commonwealth. They will have before them the report of the CMAG on the situation in Nigeria and Sierra Leone, but also referring to The Gambia. In considering the CMAG report, Heads of Government would no doubt wish to consider the further steps they may want to take in promoting adherence to the Commonwealth values reflected in the Harare principles. They will also wish to decide on the application for membership of countries which have since Auckland sought to join the Commonwealth. In this they will be assisted by the report of the Intergovernmental Group on Criteria for Commonwealth Membership.

Edinburgh will thus provide an opportunity for Heads of Government to reinforce the continuing emergence of the Commonwealth as an instrument for promoting and sustaining democracy and good governance within its diverse membership. At a time when one of the challenges facing our global community is how to build a global environment in which the nations and peoples of the world can pursue genuine co-operation and understanding across the divides of race, religion, geography and different stages of socio-economic development, the Commonwealth by its nature and activities will increasingly serve as a worthy template for the international community.

I wish to take this opportunity to express my deep sorrow at the passing away of HE Dr Cheddi Jagan, President of Guyana, and the

At Edinburgh, Heads of Government will be meeting against the backdrop of a reinvigorated Commonwealth.



Commonwealth
Heads of Government Meeting
Edinburgh 97

Rt Hon Michael Manley, former Prime Minister of Jamaica, both of whom have attended Commonwealth summits in the past.

Since the last CHOGM, a number of Heads have left office. At the time of writing, they include the Hon Paul Keating (Australia), the Hon Begum Khaleda Zia (Bangladesh), the Rt Hon John Major (Britain), the Hon Shri P V Narasimha Rao (India), the Hon Dr Edward Fenech-Adami (Malta), the Rt Hon Sir Anerood Jugnauth (Mauritius), HE Mr Bernard Dowiyogo (Nauru), the Hon Mohtarma Benazir Bhutto (Pakistan), the Rt Hon Sir Julius Chan (Papua New Guinea), the Rt Hon John Compton (St Lucia), HE Capt Valentine Strasser (Sierra Leone), the Hon Solomon Mamaloni (Solomon Islands), the Hon Prince Mbilini Dlamini (Swaziland), HE Mr Ali Hassan Mwinyi (Tanzania), the Hon Patrick Manning (Trinidad and Tobago), the Hon Kamuta Latasi (Tuvalu) and the Hon Maxime Carlot Korman (Vanuatu). On behalf of the Commonwealth I thank these former Heads of Government for their contribution to the Commonwealth and wish them good luck in their future endeavours. I will also be extending a special welcome to a number of Heads who will be attending CHOGM for the first time. They include the Hon John Howard (Australia), the Hon Sheikh Hasina (Bangladesh), the Rt Hon Tony Blair (Britain), HE Mr Sam Hinds (Guyana), the Hon Inder Kumar Gujral (India), the Hon Dr Alfred Sant (Malta), the Hon Dr Navinchandra Ramgoolam (Mauritius), HE Mr Joaquim A Chissano (Mozambique), the Hon Bill Skate (Papua New Guinea), the Hon Dr Kenny Anthony (St Lucia), the Hon Bartholomew Ulufa'alu (Solomon Islands), the Hon Dr Barnabas Dlamini (Swaziland), HE Mr Benjamin William Mkapa (Tanzania), the Hon Basdeo Panday (Trinidad and Tobago) and the Hon Serge Vohor (Vanuatu).



31 August 1997

After Millbrook

1

The Commonwealth backed with concrete steps its commitment to promoting its fundamental values when the Millbrook Commonwealth Action Programme on the Harare Declaration was endorsed at the Commonwealth Heads of Government Meeting (CHOGM) in New Zealand in November 1995 (full text at Appendix I).

The Millbrook Action Programme, named for the resort where the leaders met on Retreat and agreed on the Programme in 1995, gave practical expression to the promotion of these commitments. The Programme is in three parts – advancing fundamental political values, promoting sustainable development, and facilitating consensus-building on international issues – and it outlined steps which the Commonwealth could collectively take in cases of serious or persistent violations by members of fundamental values enshrined in the Harare principles.

The association's resolve to uphold these values was proven at the 1995 CHOGM when Nigeria, having been deemed by Heads of Government to be in serious violation of the Harare principles, was suspended from the association.



The Commonwealth Ministerial Action Group

The Millbrook Action Programme outlined specific measures to support processes and institutions which uphold the Harare principles and to enhance the Secretariat's capacity to provide advice, training and other forms of technical assistance to governments in this regard. In addition, the Programme set out a series of measures which would be taken in

Welcome for South Africa ... President Nelson Mandela (left) at the first CHOGM South Africa attended since it left the Commonwealth. Here being greeted by CHOGM 1995 host Prime Minister Jim Bolger of New Zealand

13

FUNDAMENTAL VALUES

The Commonwealth's fundamental values, which first found expression in the Declaration of Commonwealth Principles in Singapore in 1971, were elaborated and strengthened in the landmark Harare Commonwealth Declaration of 1991.

Since 1991, the Harare principles, as they have become known, have been the basis from which all Commonwealth activities flow. Respect for democracy, democratic processes and institutions which respect national circumstances, fundamental human rights, the rule of law, just and honest government, and a commitment to socio-economic development and equality for women are among the many values that all Commonwealth governments have pledged to uphold.

The CMAG Ministerial Mission to The Gambia, June 1996, consisted of the Hon Sir Robin Gray (New Zealand), the Hon Dr Obed Asamoah (Ghana) and the Hon Christine Stewart (Canada), seen here with Head of State HE Colonel Yahya Jammeh (second from left)

response to serious or persistent violations of the Harare principles, and also created a mechanism, the Commonwealth Ministerial Action Group on the Harare Declaration (CMAG), to deal with such violations and to recommend collective Commonwealth action aimed at the earliest possible return to compliance with the Harare principles.

CMAG, which was established as a group of Foreign Ministers from Britain, Canada, Ghana, Jamaica, Malaysia, New Zealand, South Africa and Zimbabwe, is chaired by Dr Stan Mudenge, Foreign Minister of Zimbabwe. It was convened for the first time by the Commonwealth Secretary-General in December 1995. During that meeting, the Group decided that while its mandate could be broadly defined, its initial focus would be on the three remaining Commonwealth countries which had military regimes: The Gambia, Nigeria and Sierra Leone. In the 18 months until the end of July 1997, CMAG met seven times and, as a Group – with the exception of Canada – visited Nigeria in November 1996. It is expected to meet again before making its report to CHOGM in October 1997.

Nigeria – CMAG decided at its first meeting to pursue Commonwealth concerns with respect to Nigeria, through dialogue with the Nigerian Government at the highest level. Two rounds of talks were held between CMAG and the Nigerian government delegation: at Marlborough House in June 1996, and in Abuja in November 1996.

During its visit to Nigeria in November 1996, CMAG was able to call on the Head of State, hold useful exchanges with representatives of the five registered political parties, the heads of various transitional bodies and the National Human Rights Commission, and meet with a delegation of traditional rulers and community leaders. Regrettably, the Group was not given access to Chief Moshood Abiola, General Olusegun Obasanjo, or other detainees or prisoners.

In order to have access to the widest possible cross-section of views before making its assessment and report to Heads of Government in October 1997, CMAG also called for written submissions from all interested parties on the Nigerian issue and heard oral presentations from a number of such organisations in July 1997.

The Gambia – A three-member CMAG Ministerial Mission led by the Foreign Minister of Ghana, and including ministerial representatives



from Canada and New Zealand, visited The Gambia in June 1996, providing encouragement to the return from a military regime to a civilian democracy and exploring ways in which the Commonwealth could lend further assistance to this process. At the recommendation of CMAG, the Secretary-General declined to send an Observer Group to either the September 1996 presidential or the January 1997 parliamentary elections. However, a Secretariat team present at the latter suggested that the Commonwealth could assist the authorities in The Gambia in pursuit of democratic practices and institutions. While reiterating its concern about aspects of the political environment in The Gambia, CMAG endorsed the recommendation and commended the Secretary-General's actions towards its implementation.

Sierra Leone – With concerted assistance from the Commonwealth on a multilateral and bilateral basis, Sierra Leone returned to civilian rule with elections in February/March 1996, observed by a Commonwealth Observer Group. But Sierra Leone's democratic transition was abruptly reversed by a military coup barely a year later, on 25 May 1997. CMAG condemned the coup, called for the immediate and unconditional reinstatement of the elected government of President Ahmad Tejan Kabbah and, in accordance with the Millbrook Programme, pending the restoration of the legitimate government, suspended the military junta from participation at Commonwealth meetings.

Good Offices

The Secretary-General's good offices role continues to be invaluable to the promotion of the Commonwealth's fundamental political values. This was recognised in the 1995 Millbrook Action Programme which explicitly supported his role and provided for him to appoint an envoy or group of eminent representatives, where warranted, to assist him in this task.

This role was invoked by the Government of Papua New Guinea in December 1995 in the context of the situation in Bougainville when the Commonwealth Deputy Secretary-General for Political Affairs co-chaired with the United Nations (UN) all-party talks on Bougainville in Cairns, Australia. In March 1997, the Secretary-General interrupted an official visit to Australia to visit Papua New Guinea to help resolve a constitutional crisis arising from a confrontation between the Prime Minister and the commander of the defence forces.

The Secretary-General was also requested to use his good offices in Zanzibar in an effort to resolve the impasse between the Government of Zanzibar and the opposition. In this context, the Secretary-General visited Zanzibar in August 1996. In the run-up to Zambia's presidential and parliamentary elections, the Secretary-General sought to help ease political tensions and visited the country in September 1996.

For a full two-and-a-half years preceding the May 1997 military coup in Sierra Leone, representatives of the Secretary-General collaborated with the UN and Organisation of African Unity (OAU) to promote a peaceful settlement between the Government and the Revolutionary United Front of Sierra Leone culminating in the Abidjan Peace Accord of 30 November 1996. The Accord was formally witnessed and morally guaranteed by the UN, the Commonwealth and the OAU.

In January 1996, the Secretary-General personally assisted in ensuring a smooth transition of the Crown constitutional monarchy in Lesotho to King Letsie III following the tragic death of King Moshoeshoe II.

CRITERIA FOR MEMBERSHIP

Cameroon and Mozambique became the Commonwealth's 52nd and 53rd member states in 1995 – the former being accepted before the 1995 CHOGM and the latter at the Auckland summit. In accepting Mozambique as a member, in recognition of its unique historical relationship with the Commonwealth in the struggle against the minority racist regime in Rhodesia and the apartheid regime of South Africa and its contiguity to several Commonwealth countries, the Heads stressed that this was an exceptional case and would not constitute a precedent.

At the 1991 CHOGM, Heads of Government endorsed general criteria following receipt of the Report of the High-Level Appraisal Group of ten Heads on the future of the Commonwealth. At the 1993 CHOGM, they indicated that Commonwealth values and principles, as set out in the Harare Commonwealth Declaration, should be taken into consideration when considering an application. At the 1995 CHOGM, they asked that an intergovernmental group be set up to advise them in 1997 on criteria for assessing future applications. This group consists of representatives from all the Commonwealth countries which have hosted CHOGMs excluding Nigeria. It met three times.

Since 1995, Yemen and Rwanda have formally applied for membership of the Commonwealth. Fiji, whose membership lapsed in 1987, has applied for readmission. The Palestinian National Authority has also expressed an interest in membership of the Commonwealth.

A list of Commonwealth members is at Appendix II.



Palestine's Yasser Arafat called on Secretary-General Emeka Anyaoku to discuss the possibility of membership



At the 1995 CHOGM ... Presidents Nelson Mandela (centre) of South Africa, Robert Mugabe (left) of Zimbabwe and Sam Nujoma (right) of Namibia

Promoting Sustainable Development and Facilitating Consensus-building

The Millbrook Action Programme outlined steps needed to promote sustainable development and literacy, and to eradicate poverty, especially as these bear on women and children. It also asserted that the Commonwealth, with its global reach and experience in consensus-building, could assist the international community in building bridges across traditional international divides. The Secretariat's activities in these areas are discussed in the appropriate sections elsewhere in this Report.

Advancing the Democratic Ethic



The Commonwealth's commitment to its fundamental political values, and especially to the democratic ethic, deepened with the endorsement of the Millbrook Action Programme by Heads of Government in 1995. By mid-1997, only two military regimes remained among the Commonwealth's 53 members: Nigeria had been suspended from membership in 1995; Sierra Leone had suffered a reverse in its democratic evolution in May 1997 with a military coup. Both countries remain on CMAG's agenda.

Roundtable on Democracy

One of the most visible signs of the deepened commitment to democratic practice came with the Roundtable of Heads of Government of Commonwealth Africa on Democracy and Good Governance in Africa which was attended by 16 Heads of State and Government from Commonwealth African countries in Botswana in February 1997. The Secretary-General had convened the Roundtable in order to give African Commonwealth Heads of Government and political leaders an opportunity to review the progress of democracy in their respective countries and exchange views on how they might meet present and future challenges.

A unique Preparatory Meeting, which immediately preceded the Heads of Government session, brought together 41 representatives of both government and opposition parties of practising democracies in Africa, some of whom had had little or no direct contact with each other in their own countries. At the end of this meeting, the representatives presented to the Heads their joint proposals for strengthening democracy in Africa.

TOWARDS BETTER ELECTIONS

One of the most important aspects of Commonwealth work has been assistance in promoting good electoral practice. Following two pan-Commonwealth meetings of Commonwealth Chief Electoral Officers in 1993 and early 1995, three meetings for Chief Electoral Officers were held on a regional basis – for the Pacific in 1995, for the Caribbean in 1996, and for Asia and the Indian Ocean in 1997. Participants exchanged experiences and information on the key elements in the electoral process, and these meetings gave them the opportunity to strengthen practical co-operation between Commonwealth election management bodies. A booklet on *Good Commonwealth Electoral Practice* has been produced and distributed to assist them in this regard.

At the Roundtable ... African Commonwealth Heads of Government gathered in Botswana to discuss democracy



At their Retreat-style session, the Heads of Commonwealth Africa reaffirmed their commitment to the principles contained in the Harare Commonwealth Declaration and their determination to work towards the consolidation of democracy and good governance. They agreed that this required a national effort by all political leaders to cultivate a culture of tolerance, mutual respect and co-operation to promote national peace and stability. They acknowledged that the opposition had an important constructive role to play if democracy was to be sustained, and they recognised that the participation of women, especially at decision-making levels, was essential. Heads of Government expressed their hope that they could meet again to evaluate progress.

(below) Commonwealth observers at the 1995 elections in Tanzania

(bottom) A Papua New Guinean voter carrying a traditional billum bag from Eastern Highlands Province casts her ballot during the General Election 14-28 June 1997, while a Commonwealth observer watches the process. The Commonwealth was the only group of international observers in Papua New Guinea and praised the people for their 'determination to express their democratic rights'



Observing Elections

Multi-party elections are an important component of democratic systems, and Secretariat assistance in this area has been at three levels: pre-election technical assistance to promote sound electoral preparations and conditions for a level playing field; observation of the electoral process, including part of the campaign and polling day itself; and post-election assistance. Commonwealth election observer missions continued to play a vital role in the second of these phases.

The Commonwealth Secretary-General constitutes Commonwealth Observer Groups at the request of member governments and with the agreement of the main political parties in the country in question. Members of such Groups are drawn from Commonwealth countries which follow democratic practices, with the Commonwealth Parliamentary Association frequently assisting in finding suitable parliamentarians to serve as observers.



Since mid-1995, the Commonwealth has observed seven national elections: in Tanzania (October 1995), Sierra Leone (February 1996), Bangladesh (June 1996), Ghana (December 1996), Pakistan (February 1997), Cameroon (May 1997) and Papua New Guinea (June 1997). Observers were also sent to an important by-election in Bangladesh in September 1996.

Strengthening Democratic Structures and Institutions

The Secretariat provides practical assistance, mainly funded through the Commonwealth Fund for Technical Co-operation (CFTC), to member countries to strengthen democratic structures, institutions and procedures before and after elections.

It has provided experts, direct policy advice and training programmes in constitutional, electoral, legal and other fields. Help has been provided with the creation or strengthening of various watchdog institutions, such as independent electoral commissions, human rights commissions and ombudsmen.

In the two years from mid-1995, the Secretariat assisted several countries in the establishment of up-to-date election legislative schemes, codes of conduct for political parties and candidates, training programmes for election officials, voter education programmes, election logistics and enhancement of gender perspectives. The Secretariat was instrumental in mounting a joint effort with the British and South African Governments to undertake an evaluation study of the local government elections in South Africa in 1995.

The Secretariat has published the first of two parts in a volume on election laws of 37 Commonwealth countries, and is preparing election case studies as well. It has also published a compilation of papers presented at the election training workshop held in Botswana in March 1996.

WOMEN AT THE POLLS

The Secretariat has made it a point to include as many women observers as possible in Observer Groups. Briefings by women's organisations during such exercises are now a standard feature and concern for women, in relation to the framework for an election and in the wider society, is reflected in all other briefings observers receive from political parties, Commonwealth diplomats and other interested groups. In assessing preparations for the elections and on polling day, observers are urged to look for evidence of activities and measures to encourage the participation of women and to see whether the turnout indicates that women were deterred from voting.



Commonwealth observers look for evidence that women are encouraged to vote ... here women queue at a polling station in Bangladesh in 1996

Government and the Rule of Law

MONEY LAUNDERING

Money laundering continues to undermine the financial and legal systems of many countries. The Secretariat helps countries to understand the problem and to establish relevant legal frameworks. Workshops have been complemented by the production of the Secretariat's guide to national laws and practices which is updated regularly. Together with the UN and other international organisations, including the Financial Action Task Force, the Secretariat is developing a global database on this subject. It will contain information on both the problem and potential solutions.

Since 1995, a number of Commonwealth countries have enacted laws against money laundering, many based on the Model Money Laundering Bill developed by the Secretariat, and established financial investigation units charged with analysing suspicious financial transactions. Senior government officials who met in London in June 1996 felt, however, that many countries needed to take further steps, including involving non-bank financial institutions. They also said that parallel economies of a significant size could be used to launder money.

Guidance notes on strategies to combat money laundering have been prepared.

The Millbrook Action Programme emphasised good government, the rule of law and independence of the judiciary, constitutional and legal structures which underpin democracy, respect for human rights, and sound institutions relevant to all these, as being among measures central to the upholding of Commonwealth fundamental values. Secretariat legal and related programmes and activities are designed to assist member countries in establishing or strengthening existing frameworks in these areas and enabling them to adapt to the challenges of more open and accountable government.

The Secretariat therefore ensures that information concerning best practice in constitutional, judicial, administrative and regulatory matters, as well as human rights issues, is made available to governments; and that national systems benefit from international arrangements designed to combat international crime, especially commercial crime and money laundering. The needs of small states in this regard are of special concern (*see page 85*).

Priority has been given to assist countries in improving their capacities in critical areas which help entrench and advance democracy in general and the rule of law and accountable government in particular. Assistance has also been extended to governments in the review and strengthening of their constitutions and constitutional instruments.

The series of judicial colloquia on the domestic application of international human rights norms, which the Secretariat has since 1988 organised in collaboration with Interights, the London-based International Centre for the Legal Protection of Human Rights, has produced a computerised digest of judicial decisions on human rights which have constitutional implications and through which judges around the Commonwealth are able to learn from the experiences of their colleagues in other countries. These judgments, fashioned out of the application of international norms to local circumstances, have sometimes led to constitutional reform.

Public Officials and the Judiciary

Administrative law workshops were initiated in 1992 and held at regional or national level in Barbados, Botswana, British Virgin Islands, Lesotho, Samoa and Papua New Guinea for public officials, especially those whose actions and decisions directly affect individual rights. Drawing on discussions at these workshops, a handbook on good government and administrative law has been produced to help public officials respect the law when exercising their public duties.

In recognition of the importance of an independent judiciary to the maintenance of the rule of law, Commonwealth Law Ministers, at their April 1996 meeting in Kuala Lumpur, Malaysia, established a working group of senior officials to examine the terms and conditions of service



of judges with a view to securing their independence. This group, which is serviced by the Secretariat, is to report back to the Ministers who will then make recommendations to their governments.

In recognition of the importance of an independent judiciary to the maintenance of rule of law, a working group is examining the terms and conditions of service of judges with a view to securing their independence

Human Rights

The Secretariat encourages and helps members to establish or strengthen mechanisms for the promotion of human rights, and to include special training in this area in existing training programmes. It also encourages wider accession to international human rights instruments and the implementation in an integrated manner of international human rights standards at the national level.

In September 1995, the Secretariat organised a pan-Commonwealth Conference on Human Rights Education and Training at Oxford in Britain. The Conference adopted a Commonwealth Plan of Action within which member countries could develop activities in line with the UN Decade on Human Rights Education 1995-2004. The conference was followed by a Regional Human Rights Workshop for the Pacific in Vanuatu in June 1996.

With a view to identifying ways of forging an integrated approach to promoting democracy, human rights and development, the Secretariat organised a high-level pan-Commonwealth workshop on advancing civil, economic and social rights in London in July 1996, which focused particularly on learning from successful development experience. Two regional training workshops on reporting under the international and regional instruments – in Zambia in July 1995 for the Southern African region and in Jamaica in October/November 1996 for the Caribbean – were held.

The implementation of international human rights standards and their application at the domestic level is encouraged including through colloquia. Two colloquia for judges on the domestic application of international human rights norms were held, in Georgetown, Guyana, in September 1996 for the Caribbean, and in Lesotho in February 1997 for Lesotho, Malawi and South Africa.



The Chief Minister of West Bengal, Mr Jyoti Basu, speaking at the opening of the Commonwealth workshop on managing human rights institutions in Calcutta, India, in June 1997

Training manuals which take into account the rights of women and other gender perspectives have also been produced for law enforcement, prison and Foreign Service officials as well as for judicial officers. These were used at a regional workshop for law enforcement officials in the Africa region, held in South Africa in March 1997. Trainers of trainers in human rights also attended a workshop in Kampala, Uganda, in April 1997, and in May 1997, a workshop was held in Calcutta, India, to improve efficiency in the management of oversight bodies.

Legislative Drafting and Legal Assistance

Governments recognise that a sound legal infrastructure must be serviced by an equally sound and dedicated legislative drafting establishment. They continue to turn to the Secretariat for assistance in obtaining the services of experts in this highly specialised field, where their own skills need upgrading and skilled drafters are in short supply.

In the two years since 1995, drafters funded by the CFTC have been provided to the governments of Dominica, Grenada, Guyana, Lesotho, Kenya, Namibia, St Kitts and Nevis, Trinidad and Tobago, and Uganda as well as to Niue, and a Course Director in Drafting Training to the University of the South Pacific. The CFTC also continues to sponsor students nominated by their governments for training in this field at the University of the West Indies.

The programme for distance training in legislative drafting, officially launched in September 1995 in collaboration with the Commonwealth of Learning (COL), also with funding provided by the CFTC, is now in progress but its full development has been affected by the delay in the establishment of the regional delivery centres in the Caribbean and the Pacific.

Commercial Crime

The commitment of the Commonwealth to the supremacy of the rule of law and of international law lies at the heart of action by member coun-



Awards ceremony at the conclusion of a workshop in Cyprus in 1995 on human rights training for law enforcement officials

tries to co-operate to combat serious crime and to ensure that criminals are not permitted to distort economies and societies by using the profits of their crimes to destabilise nations.

At the request of Commonwealth Law Ministers the Secretariat has begun a study on the major causes of corruption with a view to formulating codes of conduct for public officials. This study will also help countries to combat drug trafficking, implement the UN Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, and ensure that laws prohibiting money laundering can be effectively enforced.

The Secretariat is also working to ensure that the Commonwealth Schemes covering extradition, mutual assistance in criminal matters, transfer of convicted offenders and mutual assistance between business regulatory agencies are capable of responding both to the changing needs of member countries and to the changing *modus operandi* of criminals.

Manuals and other legal materials describing relevant global developments are produced and training courses organised in specialised subjects such as evidence laws and money laundering.

Legal Co-operation

In the general area of Commonwealth mutual legal co-operation, the 11th triennial Commonwealth Law Conference was hosted by the Canadian Bar Association in Vancouver in 1996 and attended by more than 1,500 lawyers from all over the Commonwealth. In the same general thrust of the exchange of experiences in the administration of justice, Commonwealth correctional administrators held their fourth triennial meeting in Brisbane, Australia, in November 1996 and focused on topical and current issues in the management of prisons and co-operation in building capacity in this field.

Gender Integration

Issues relating specifically to women are, as a matter of practice, mainstreamed into all legal programmes and activities, which are continually reviewed to ensure a gender balance. In 1996, Law Ministers acknowledged the continued existence of legal constraints which disadvantage women and in particular the continuing need to address the problem of violence against women. They agreed that their respective statute books and legal practices needed to be revised to remove these constraints and deal with this problem.

TRIPS AND TRADE

One of the agreements adopted under the Uruguay Round of multilateral trade negotiations was the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) which laid down uniform standards for the protection of these rights. All World Trade Organisation (WTO) member countries are required to adopt national legislation and regulations to implement the obligations imposed under this agreement.

Concern for the legal implications of the Uruguay Round multilateral agreements and particularly the difficulties involved in complying with the complex and detailed TRIPS obligations led law officers of small Commonwealth jurisdictions meeting in Windhoek, Namibia, in September 1995 and the Law Ministers meeting in 1996 to request Secretariat assistance to enable members to assess the implication of becoming parties and to effectively implement their obligations.

In line with this mandate, the Secretariat is holding a series of regional workshops, the first of which was undertaken in collaboration with the African Regional Intellectual Property Organisation, the WTO and the International Development Law Institute in Zambia in December 1996. The objective was to assist ministry and legal officials responsible for the implementation of the TRIPS agreement to identify key issues in implementation and develop strategies to overcome problems.



Countries are required to adopt new legislation on aspects of intellectual property rights, to cover sale of music and in other areas, under the Uruguay Round agreements.

South Africa

Consolidating the Transition



Commonwealth electoral commissions and advisers provided technical assistance and support for local government elections in South Africa

The three years since South Africa's transformation into a multiracial democracy and its return to Commonwealth membership have seen a remarkable exercise in rebuilding a nation. Following the first democratic national elections in April 1994, the Government of National Unity embarked on a broad programme of change to consolidate multiracial democracy. The final Constitution, which came into force in 1997, entrenched a Bill of Rights and provided a range of new institutions to buttress the young democracy.

Democratic elections for local government in November 1995 and June 1996 completed the electoral process under the redefined system of governance. Issues of gender equality, which had been submerged in the struggle against apartheid, were accorded high priority. Reform of the public service began in a systematic manner. While tackling pressing economic and development issues, the country also sought to come to terms with the conflicts of the past through the work of the Truth and Reconciliation Commission.

The scope and depth of change across government and society is already considerable, but the process is not yet complete. The three major challenges, as defined by President Nelson Mandela, for South

Africa to achieve its goals are: co-operative governance, management and capacity-building. Commonwealth expertise has contributed towards meeting these and will continue to play a role in helping South Africa to refashion and strengthen its institutions of democratic governance.

At the 1995 CHOGM, Commonwealth Heads of Government pledged continued assistance to South Africa to consolidate the process of transition for two years to the end of June 1998, after which assistance to South Africa will continue under regular Secretariat programmes.

Assistance has accordingly been provided in close co-operation with member governments throughout the Commonwealth. Resources have been mobilised including special contributions from AusAID between 1 January 1995 and 30 June 1998, and British funding to meet the local costs of Commonwealth police officers provided at the expense of their governments to train South Africans in community policing. Expert services have been contributed in kind by 18 member countries.

In keeping with the priorities of the South African Government and those of the Millbrook Commonwealth Action Programme, the Commonwealth Secretariat, through the CFTC, has focused on three priority areas: democratic and constitutional development; justice, safety and security (community policing); and public sector reform. Consideration for gender issues is included in all these areas and Commonwealth expertise has contributed to the development of national machinery for gender equality.

In all, some 100 experts from 19 Commonwealth countries have contributed advice and assistance in the two years since 1 July 1995. Approximately one-third of those experts were women.

Strengthening Democratic Institutions

The Commonwealth has supported the constitution-making process which originated in the negotiations that established the 1994 Interim Constitution. Technical experts have assisted with the establishment of new institutions, including the Human Rights Commission, the Commission for Gender Equality, the Public Protector (Ombudsman) and the Youth Commission. Links with peer institutions in the Commonwealth have been forged to facilitate access to relevant best-practice for the development of policies and programmes.

TOWARDS BETTER MANAGED PUBLIC ENTERPRISES

South Africa's macroeconomic strategy identifies the restructuring of state assets as critical to attracting investments and technology, improving efficiency and orienting public enterprises towards reconstruction and development.

Employing over 200,000 personnel and located in strategic sectors such as energy, transport and natural resources, these enterprises also face the challenge of opening themselves up to the majority population and devising more dynamic training and development plans to meet their staffing needs.

In January 1997, 21 senior managers from six South African parastatal organisations spent two weeks in Singapore attending the Top Management Programme for Public Enterprises. The programme, funded by the Government of Singapore and the CFTC, addresses critical trends in public enterprise management.

Related assistance included a study tour to Malaysia for some participants and an expert to assist the Ministry of Public Enterprises with a personnel audit and to develop new strategies to link human resource policy and training to the transformation of public enterprises. The Secretariat also provided two specialist resource persons to seminars on privatisation and commercialisation for senior managers and to a Parliamentary Committee meeting.

Voter education in South Africa ... the country's first multiracial democratic local government elections were held in November 1995



COMPLETING THE JOURNEY TO DEMOCRACY

In November 1995, millions of South Africans completed South Africa's journey to democracy when they went to the polls to elect the country's first multiracial democratic local governments. The elections were managed by the country's new provincial governments and were the first held using an electoral roll.

Commonwealth electoral commissions and advisers provided technical assistance and support throughout this process.

Invited by the Local Government Elections Task Group, 37 electoral advisers from 13 Commonwealth countries (Australia, Barbados, Britain, Ghana, Guyana, India, Jamaica, Lesotho, Malawi, Malaysia, Pakistan, Trinidad and Tobago, and Zimbabwe) assisted in preparation for the elections. The joint project, sponsored by Australia, Britain and the CFTC, established a small Technical Resource Group and deployed Regional Resource Officers to the provincial electoral management teams.

Following the elections, a team of Commonwealth advisers, in conjunction with the then British Overseas Development Administration, provided support to the Community Elections Evaluation Group which made recommendations for future electoral management. The Group's report was presented at a national consultative conference in July 1996.

The Commonwealth's contribution to the elections and the subsequent report has helped to prepare the way for further capacity-building assistance in the establishment of permanent electoral machinery including the independent Electoral Commission.

Electoral management represents the single biggest area of Commonwealth technical assistance to South Africa's transition, with a combined total of some 100 experts assisting in the national, provincial and local government elections since 1994.



Electoral management represents the single biggest area of Commonwealth technical assistance to South Africa's transition

An expert has helped the Human Rights Commission develop a strategic planning exercise, and two experts trained staff in preparation for the Commission's first annual conference on the Bill of Rights in March 1997. Other Commonwealth experts in socio-economic rights also participated in that conference.

Two advisers served on the Government Communications Task Group which reviewed and made wide-ranging recommendations on restructuring national, provincial and local government communications. The Government's programme for 1997 includes implementation of the Group's report.

Advancing Gender Equality

Commonwealth Secretariat assistance in this field has focused on support for the inclusion of gender considerations in all policies and programmes as well as specific activities to help promote equality.

An adviser from Zimbabwe and experts in specialised areas have provided advice and assistance with development of the institutional framework and policies which advance gender equality. In this way, the Commonwealth has contributed to the establishment of gender structures within and outside government, including the Office on the Status of Women in the Deputy President's Office, the system of gender units in line departments and provinces, and the Commission for Gender Equality.

The National Women's Empowerment Policy, which was developed with Commonwealth Secretariat assistance, is currently being expanded into a National Gender Policy. Assistance in developing gender policies has been provided to a number of departments, including justice, land, water and forestry, welfare and population development, and trade and industry.

In late 1995, the Commonwealth Secretariat and AusAID sponsored exchange visits by South African, Ugandan and Australian officials to discuss national machinery for advancing gender equality. Experts from Australia and Canada have provided support to the multi-party Parliamentary Women's Group, a lobbying body which provides practical support to women parliamentarians.

The Commonwealth has also supported the Women's Budget Initiative, which involves analysing the implications for women of the national budget in all sectors. This initiative provided input for a set of policy options, developed by the Secretariat and endorsed by the Fifth Commonwealth Meeting of Ministers Responsible for Women's Affairs in November 1996, for integrating gender concerns into the national budgetary process of member countries (see page 32). In May 1997, a Secretariat mission to South Africa explored the possibility of the country being selected to pilot the policy options.

Technical assistance is being provided to assist the Government in drawing up its first report to the United Nations on compliance with the Convention on the Elimination of All Forms of Discrimination Against Women which South Africa ratified in December 1995.

Regional Co-operation on Gender Issues

Close links are being forged between the Commonwealth, the new institutions established in South Africa and the Southern African Development Community (SADC) to advance gender equality.



In January 1997, the Commonwealth assisted with a workshop for Southern African women which prepared a set of recommendations on gender mainstreaming in the region. The recommendations, which were accepted at the SADC Council of Ministers meeting in February 1997 and are to be presented for the consideration of SADC leaders at their summit in September 1997, include making a declaration of commitment to gender equality as well as establishing policy and institutional frameworks for including gender considerations in all SADC policies and programmes.

A New Vision for Justice

The Commonwealth has provided assistance to help with the reform of the South African criminal justice system and the transformation of institutions involved in the prevention, detection and prosecution of crime. Since 1995, the Ministry of Justice has undertaken a major review of the justice system and has prepared a transformation plan, Justice Vision 2000, which sets out a strategy for rationalising the system. Commonwealth advisers from Australia, Britain, Canada and Zimbabwe have contributed to the development and implementation of the plan in areas including court management, gender equity and budgeting. Advice has also been provided on strategies for employment equity and communications.

In the second half of 1995, senior Commonwealth police officers from seven countries assisted the South African Police Service (SAPS) in implementing the first national training programme on community policing methods. An Australian expert has assisted the Department of Justice and SAPS to examine ways to address the problem of violence against women and children, which include public information and education campaigns, reviewing the adequacy of the law and of court arrangements, and the sensitisation of legal personnel involved in managing cases.



(top) South Africa's enterprises face the challenge of attracting investment, improving efficiency and opening themselves up to the majority population. Many senior managers were trained through Secretariat programmes

(above) Girls at the Street Kid Shelter in Durban run by the youth group Youth for Christ, which won a Commonwealth Youth Programme Award



Many Commonwealth governments provided expertise to train South Africans in community policing

Transforming the Public Sector

South Africa's public service is being restructured and reformed in order to make it more representative, accountable and responsive, as well as more efficient.

Commonwealth expertise contributed to the development of the November 1995 White Paper on Public Service Transformation which set out the national strategy for change. Support was provided to the Ministry of Public Service and Administration, to the Portfolio Committee of Parliament responsible for the new Public Service Act, and also to the Presidential Review Commission on the Public Service. Senior Commonwealth officials contributed to the National Forum on Service Delivery in February 1997. South Africa has become an active participant in the Commonwealth Association for Public Administration and Management (CAPAM).

Nearly 70 per cent of South Africa's 1.19 million public servants work in the provinces. Since 1995, more than 20 Commonwealth experts have provided assistance to provincial administrations in such areas as personnel and performance management, devolution of responsibilities to local government, labour relations, records management and internal audit. In order to co-ordinate assistance and maximise its impact, the Secretariat and the United Nations Development Programme (UNDP) have developed jointly a special programme for capacity-building for six provinces.

The transformation of South Africa's public enterprises is also an important part of the reform of the public sector (*see page 25*).

Gender Integration



Commonwealth commitment to true equality through gender integration has deepened with the implementation of the 1995 Commonwealth Plan of Action on Gender and Development. This Plan was first unveiled at the UN Fourth World Conference on Women in Beijing, China, and subsequently endorsed by Commonwealth Heads of Government.

At the Plan of Action's core is empowerment and the vision of a time when men and women will have equal opportunities at all stages of their lives. It outlines a gender development policy and strategy to the year 2000 which governments can adapt to their national requirements, and it emphasises monitoring of gender concerns in all areas and at all levels.

The Plan of Action specified 15 areas for priority action for governments. These include the establishment of Gender Management Systems, the mainstreaming of gender issues in all national policies, action for women's participation in decision-making, and support for women's organisations.

Putting the Plan into Action

The Commonwealth underlined the importance it placed on the Plan of Action by calling a special meeting of Commonwealth Ministers Responsible for Women's Affairs on the eve of the world conference in Beijing in September 1995, to discuss a common strategy which included the presentation of the Plan of Action. The meeting was attended by representatives from 41 member governments, and observers from the UN, regional and other Commonwealth organisations.

The ministers agreed to use the Commonwealth's consensual approach and its core values of democracy, good governance, human rights and sustainable development to advance international consensus on the UN Platform for Action which the world conference was to discuss. The Plan of Action was presented by the Commonwealth Secretary-General as the Commonwealth's special contribution to the Beijing conference, and it contributed towards the eventual approval of the UN Platform for Action. The Secretariat also organised, in collaboration with the Commonwealth Magistrates' and Judges' Association, a colloquium at the Non-Governmental Organisations' Forum which ran parallel to the Beijing conference, on the domestic application of international norms relevant to women's human rights.

Two months after the world conference, Commonwealth Heads of Government, meeting in Auckland, endorsed the Plan of Action, and called on governments to implement its recommendations. In November 1996, the Ministers Responsible for Women's Affairs, meeting in Port of Spain, Trinidad and Tobago, suggested further strategies for accelerating the rate of implementation, and discussed Commonwealth priorities within the international agenda set out at Beijing.

AN ENGENDERED SECRETARIAT

The Secretariat continues to mainstream gender concerns into its own operations, as required under the Plan of Action. A Gender Steering Committee, set up in 1995 and chaired by a Deputy Secretary-General, oversees the process of integration, and Gender Focal Points in every division monitor implementation. Changes in organisation and attitude are backed by a sustained review of practices and procedures to make them more gender-sensitive. A new Equal Employment Opportunities policy incorporates gender concerns, among others. The special measures the Secretariat is required to put in place cut across all its activities, and aim to ensure that its programme staff, consultants and experts have the capacity for gender analysis and gender planning, and that all Secretariat activities are engendered.

The ministers also discussed Gender Management Systems, gender integration in politics and conflict resolution, integration of gender concerns into macroeconomic policies, and the human rights of women and the girl-child. Their recommendations defined the issues to be addressed in the next three years.

Gender Management Systems

At the centre of the Plan of Action is the concept of member governments instituting and implementing Gender Management Systems (GMS) which will, among other things, enable countries to identify policies, mechanisms and procedures for integrating gender at every level of planning, implementation and evaluation. The ministers said such systems would promote a more equitable distribution of resources and power-sharing between men and women.

A draft GMS Module has been developed, comprising a handbook and resource kit which includes guidelines for engendering governments' sectoral policies and programmes. This was put before the ministers in 1996; they requested that the Secretariat provide technical assistance to governments to establish GMS by developing or updating national gender policies and programmes for action, managing these plans and introducing appropriate monitoring and evaluation mechanisms.

A number of countries have already requested assistance in setting up GMS – Antigua and Barbuda, and St Kitts and Nevis in the Caribbean; Ghana, Sierra Leone and Uganda in Africa; and Cyprus in the Mediterranean. After the GMS Module has been tested, it will be revised and finalised, taking care to ensure that while the principle of mainstreaming gender across national policies is preserved, any unique national circumstances will be respected, and special needs and concerns of individual countries responded to.

Skills for women ... a factory worker in Malaysia





Credit for women ... the Secretariat, through the CFTC, sponsored training on the management of credit schemes for rural women in Africa. One of the success stories was the Njangi credit and saving scheme for women in Cameroon

Women's Human Rights

The promotion and protection of the human rights of women and the girl-child has continued to be of great concern to the Commonwealth – at their 1996 meeting in Port of Spain, ministers called on the Secretariat to strengthen the judiciary's capacity to respond to violence against women and girls.

To support governments in their implementation of international human rights instruments, especially the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Declaration on the Elimination of Violence Against Women, the Secretariat has organised a series of judicial colloquia on the application, at national level, of international human rights conventions which have special relevance to women's rights.

In 1996, Chief Justices and senior judges from Asia and the South Pacific met in Hong Kong to consider this issue. They paid particular attention to judicial attitudes and responses to violence against women, and endorsed the Victoria Falls Declaration on Principles for the Promotion of the Human Rights of Women, adopted at the African Judicial Colloquium held in Zimbabwe in 1994. At the last colloquium of the series, held for the Caribbean in Guyana in 1997, judges agreed on the Georgetown Recommendations and Strategies for Action on the Human Rights of Women and the Girl-Child through the Judiciary.

Included among the 22 Georgetown Recommendations were the following: states that become parties to international human rights treaties should publicise the fact widely and ensure that copies of the treaties and other relevant documentation are available; gender sensitive training and information about women's human rights should be provided to the judiciary, lawyers, law-enforcement agencies, and community leaders; states should establish specially trained units in the police force for the investigation of offences by and against women and girls, the functions of which should include counselling for those who have been victims of abuse.

To follow-up on the implementation of these Recommendations, the judges formed a Commonwealth Reference Group comprising eight Chief Justices and senior judges from all regions of the Commonwealth.

These colloquia have helped the Commonwealth Magistrates' and Judges' Association in the formation of a network of judges who are sensitive to the rights of women and the girl-child.

Macroeconomic Policies

In early 1996, the Secretariat initiated a programme to assist governments in integrating gender concerns into national budgetary policies and procedures in the course of economic reform. A multi-pronged approach is being used to provide technical assistance to policy-makers in ministries of finance, economic planning, women's affairs and other key ministries on how to integrate gender concerns into national budgetary processes using policy options developed by the Secretariat.

The policy options include gender-aware policy evaluation of public expenditure, and gender-disaggregated analysis of the impact of the budget on time use, which looks at the relationship between the national budget and the way time is used in households for unpaid work such as caring for the family, the sick and community members, cooking, cleaning, teaching children and so on.



Rural women, such as this one in Bangladesh, have benefited from Secretariat-supported schemes in computer-based agriculture management

Politics and Conflict Resolution

Women are much less well-represented than men in national parliaments and government cabinets. Enhancing women's role in politics and all decision-making processes and the engendering of the political agenda were therefore regarded as critical issues by the Ministers Responsible for Women's Affairs meeting in 1996. At their meeting, they proposed a number of interrelated strategies to achieve gender balance – including aiming for a Commonwealth target of women forming 30 per cent of people at decision-making levels in the political, public and private sectors by the year 2005.

The ministers also stressed the importance of increasing the participation of women in the ministries concerned with war, peace and refugee matters, as well as ensuring that women envoys are included in peace initiatives.

The Secretariat organised two regional symposia in Southern Africa and the Caribbean for Women in Local Government in May 1996 and June 1997. Participants identified strategies and mechanisms for



increasing women's role in local government as well as the process of establishing networks among women in local government. The strategies focused on information exchange between women's organisations and councillors, participating in regional and international symposia, and documenting and sharing cases of good practice.

Engendering local government ... a workshop in St Lucia in 1997 made recommendations on increasing women's participation in local government, helping women to progress from local to national politics, and integrating issues of importance to women in local government policies and planning

Foundations for Economic Growth

The 1990s have seen a period of sustained world economic growth and rising prosperity spurred by the globalisation of trade and foreign investment flows, and prudent macroeconomic policies.

Some developing countries which changed to outward-oriented development strategies in earlier years have achieved notable growth and seem well placed to exploit the new opportunities. Others, however, have lagged behind in adopting development strategies based on sound macroeconomic management and structural adjustment. For them, economic growth has been slow, export performance lacklustre and poverty persistent. They are at risk of being further marginalised economically in the 21st century.

Recognising this problem, Commonwealth Heads of Government in 1995 called for several measures to promote development and eradicate poverty throughout the Commonwealth. Since then, the Secretariat has sought to help poorer developing member countries to manage the transition to more rational development strategies in order that they may benefit from the new world economic and trade order – and avoid economic marginalisation.

Assisting Adjustment and Strengthening Competitiveness

The Secretariat has, for many years, assisted member countries in implementing structural adjustment programmes through policy advice, technical assistance and training. In 1996, it began providing assistance to those countries wishing to develop practical strategies for export growth and diversification in the open trading environment created by the post-Uruguay Round and increasingly global capital flows. Much of this assistance was through assessing the competitiveness of certain sectors in member countries in addition to assistance in implementing various elements of the reform programme.

Working together with local counterparts, teams of Commonwealth Secretariat staff and experts have assessed competitiveness in Sri Lanka and Mauritius and begun similar assessments in Zimbabwe and Pakistan. Each assessment seeks to translate the experience of building export competitiveness in successful countries into practical, medium-term strategies for others. Work is also proceeding to develop competitiveness indicators to monitor development in member countries against international benchmarks.

There are several common elements in each assessment: a mapping out of the country's pattern of competitiveness and those of its main competitors; an examination of the macroeconomic regime focusing on inflation, interest rates and exchange rates; an appraisal of the trade and foreign investment policies affecting industry; an analysis of the technological capabilities of manufacturing industries directed at increasing market shares and future exports; and an evaluation of existing financial



institutions and mechanisms for supporting new enterprise growth in areas of dynamic comparative advantage.

Each country assessment also includes some unique aspects. The Mauritius assessment emphasised deepening the financial sector and developing offshore financial services and policies to enhance this. The Zimbabwe assessment will examine the problems of small and medium-sized enterprises, with a focus on enterprises headed by women, and on policies which can stimulate their growth.

These assessments feed into national policy-making. In Sri Lanka, the report was a major input into the work of the Presidential Commission on Employment and Development Strategy and the National Development Council. In Mauritius, it will feed into the work of the Finance Ministry on how to shift from reliance on the garment industry into new manufacturing and service exports. In Zimbabwe, it is expected to contribute to the country's new three-year development plan as well as an industrial policy statement.

The Commonwealth teams have also contributed to capacity-building and training by transferring their expertise to their local counterparts. In the future, it is hoped that the counterparts will be able to undertake their own assessments on national competitiveness assessments and thus update the Commonwealth exercise.

Debt Management

The meetings of Commonwealth Finance Ministers have been instrumental in trying to win international agreement on debt issues (see page 97). These initiatives have been supported by technical assistance and policy advice to member states on debt management.

Following World Bank/IMF agreement on the Debt Initiative for the Heavily Indebted Poor Countries (HIPC) in 1996, the Secretariat

Busy ports, stronger economies ... here the Singapore lion symbolises development strategies that work

DOMESTIC DEBT

While a number of countries have been bringing management of their external debt under control, the associated growth of domestic public debt levels is increasing – and more so in countries where external debt still remains high.

Although domestic borrowings of government are those made in local currency and from residents, there is nevertheless a significant degree of interaction between external and domestic debt. Indeed, as monetary exchange regimes are liberalised, the distinction between domestic and external debt is becoming blurred.

Since 1996, at the request of Commonwealth Finance Ministers, the Secretariat, through the CFTC, has been revamping the domestic debt module of the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS). A number of countries in Africa, the Caribbean and the Pacific have started using the domestic module, together with the external one, to capture the various forms of government borrowings – loans, overdrafts, treasury bills, bonds, post office certificates and so on. The analytical features of CS-DRMS will be enhanced to enable debt sustainability to be determined, taking into account both external and domestic debt.

Regional workshops for senior executives on the issues facing effective domestic debt management have been held in June 1996 in St Kitts and Nevis for Caribbean countries, in collaboration with the Eastern Caribbean Central Bank, and in Sri Lanka for Asian countries.

A new Domestic Debt Compendium highlighting best practice in domestic debt management is also being prepared, taking into account the experiences of various Commonwealth countries.

has begun to help countries carry out their own analysis of debt sustainability, that is, the ability of a country to meet its current and future external debt service obligations in full, without recourse to debt relief, rescheduling of debts or the accumulation of arrears, and without unduly compromising growth. The Secretariat is also helping countries to understand the criteria required in order for them to access debt relief from the Initiative.

In June 1997, the Secretariat held a workshop in London designed to help HIPC countries understand these criteria, discuss the issues pertinent to achieving debt sustainability, develop their ability to do so and identify the relevant policy guidelines as part of effective debt management. Representatives from Cameroon, Ghana, Kenya, Malawi, Mozambique, Tanzania, Uganda and Zambia as well as observers from Belize and Trinidad and Tobago attended.

The Secretariat is also undertaking work on the fiscal sustainability of debt and on the impact of debt overhang on investment and access to capital markets.

Nearly 40 member countries now use the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS), the computer software which was developed in-house and launched in 1985.

The focus of assistance in debt management continued to be on areas identified by individual countries, and these included reviews of institutional arrangements (Malawi, Seychelles and Tanzania), data validation (Sri Lanka, Tanzania, Mozambique and Lesotho), advice on debt strategy and restructuring (Kenya, Guyana) and guidelines for borrowing. A significant amount of resources was devoted to capacity-building at all levels.

The training programmes focused on the interpretation of loan agreements, on the use of CS-DRMS for managing debt portfolios, on developing debt strategies and techniques and, more recently, on customising reports to the local environment.

In 1996, Commonwealth Finance Ministers approved a three-year modernisation programme to create an improved Windows-based version of CS-DRMS. The new version will expand facilities in debt analysis, introduce new features in domestic debt and government on-lending, and permit CS-DRMS to be accessed by a larger group of users with differing needs. The first phase of the modernisation programme was completed with the release of version 7 of CS-DRMS in March 1997, and a programme to upgrade all existing users is under way.

Domestic debt management is also increasingly becoming an important component of the Secretariat's advisory services in debt management.

Trade Policy and Promotion Assistance

The Secretariat continues to help member countries respond to the Uruguay Round agreements and other developments in the international trading system. Several extensive assessments were prepared during 1995 and 1996 of the implications of the Uruguay Round agreements for Commonwealth developing countries. Region-specific and country-specific assessments were also prepared in 1996 at the request of Botswana, Jamaica and Mauritius.

An important consequence of the Uruguay Round is its influence on the terms of future trade arrangements between the set of African, Caribbean and Pacific (ACP) countries and the European Union, which

are currently contained in the Lomé Convention and accompanying protocols. The Secretariat has been assisting the ACP countries (of which 38 are Commonwealth members) by providing expert analysis of the implications of the proposals in the EU's Green Paper on this subject, in close co-operation with the ACP Secretariat. This assistance is likely to be continued as ACP-EU negotiations approach.

Another sequel to the Uruguay Round is a set of links between trade policy and other issues – environment, regionalism, foreign investment and competition – which members of the World Trade Organisation (WTO) have agreed to discuss. The Secretariat provided a commentary on the prospective 'link' issues to Commonwealth members before the WTO ministerial meeting in Singapore in December 1996.



A computer workshop in Bangalore, India ... the Commonwealth works towards improving export competitiveness

The Secretariat has also assisted some member countries in considering accession to the WTO and helped relevant institutions in member countries to formulate and implement strategies for the export of goods and services in the light of the Uruguay Round.

Regional Co-operation

In response to a request from the SADC, the Secretariat recently prepared a study, *The Impact of the Removal of Tariffs for the Free Trade Area (FTA) of the Southern African Development Community*, which analysed the effects of the formation of the FTA on trade, output, employment and customs revenue in the SADC countries.

The results are heavily qualified by limitations in the available trade data, but they suggest that the distribution of benefits to exporters in the FTA is likely to be widespread, even in those countries which initially have only small exporters. However, the study also indicated that difficulties may arise from loss of customs revenue in some countries, and from possibly extensive structural adjustment. These results suggest that

the FTA should incorporate adequate adjustment periods for countries faced with sectoral difficulties.

The report was presented to a SADC meeting in June 1996 which called for a study analysing the complementary economic policies needed to accompany the FTA. The Secretariat is designing this study which will focus on tax policies, the possibility of a compensatory mechanism, export development and facilitating cross-border investment. The study is planned to be followed by further forms of assistance to SADC members as they determine and implement the FTA.



The Secretariat holds workshops on managing debt

Technical Assistance

Audit advisers and managers were sent to Lesotho and Seychelles, income tax and property tax consultations were provided to Antigua and Barbuda, Samoa, and Trinidad and Tobago, and an adviser in CS-DRMS went to Jamaica. Advisers are being provided to South Pacific Forum member countries on trade and investment issues relating particularly to WTO membership, and to Belize on trade matters. An adviser assisted the Aid Management Unit in Ghana, and a national accounts adviser was provided to Barbados.

Investment and Private Sector Development

The Commonwealth recognises that countries should strive for sound economic management based on market forces and that a wider role for the private sector, including the domestic private sector, must be found. Greater investment and a better flow of both foreign and domestic private capital go hand-in-hand with achieving these objectives.

The flow of private capital in the form of direct and portfolio investment to developing countries has increased dramatically in the 1990s, thus supplementing domestic savings and enhancing investment and growth. In the wake of such foreign flows also comes transfer of technology and expertise, greater access to foreign markets for domestic goods and increased competition within national markets, particularly for services.



President Nelson Mandela launches the Commonwealth Africa Investment Fund in 1996 ... it invests mainly in small- and medium-sized firms

Many developing countries, however, continue to attract little foreign capital despite implementing economic reform programmes aimed at creating a conducive macroeconomic environment and putting in place legal and regulatory frameworks allowing freedom to repatriate profits and dividends. The problem is exacerbated by the stagnation, in many cases, of official flows of capital. And where private flows are volatile, macroeconomic management can be difficult.

The Secretariat therefore helps member countries to attract and cope with private flows through its policy development and technical assistance work. It also assists in their efforts at privatisation and strengthening the private sector and in domestic capital market development.



Helping member countries develop appropriate frameworks for stock exchanges, securities trading and investment schemes

Commonwealth Private Investment Initiative

In October 1995, Commonwealth Finance Ministers launched the Commonwealth Private Investment Initiative (CPII) which was endorsed by Heads of Government at the CHOGM in Auckland a month later.

The objective of the CPII is to channel long-term commercial investments to support expanding privatised or privatising companies, new ventures, and small- or medium-sized private sector businesses in Commonwealth developing countries. It addresses the risk capital needs of a much larger group of Commonwealth developing countries than more traditional approaches have done, as these tend to make short-term speculative investments or target blue-chip companies.

CPII is a collaborative venture between the Secretariat and the Commonwealth Development Corporation (CDC), a British agency. Under the CPII, a co-ordinated series of regional investment funds is envisaged. The first of these, the Commonwealth Africa Investment Fund (COMAFIN), was launched in July 1996 by President Nelson Mandela in London. It raised US\$63.4 million from investors in Botswana, Brunei Darussalam, Malaysia, Mauritius, Singapore, South Africa and Zimbabwe, and from the CDC itself. Further amounts will be sought from private institutional investors as a track record of successful investments is built up.

COMAFIN, which has been set up as a ten-year closed-end fund, is being managed by the CDC from its offices in Harare, Zimbabwe. It invests mainly in unlisted enterprises, including small- and medium-sized firms, requiring risk capital for their establishment, expansion or rehabilitation, and in the restructuring of businesses, especially those that promote exports, are part of a privatisation programme or contribute to the development of regional links.

The Secretariat and the CDC are broadening the regional coverage of CPII by establishing funds in other regions of the Commonwealth (see page 87). For the Pacific region, the Kula Fund has been incorporated in Vanuatu and has mobilised capital of some US\$15 million. It will support private sector development in the Pacific island states by making risk capital available in a wide range of sectors.

A US\$100-200 million South Asian Regional Fund for Bangladesh, India, Maldives, Pakistan, Sri Lanka and other members of the South Asian Association for Regional Co-operation is being planned for launch in October 1997. Work is also under way to establish the feasibility of a venture capital fund for the Caribbean, where most of the individual economies tend to be small, but where taken together they provide potential investment opportunities for supporting such a fund.

Foreign Direct Investment and Access to Capital Markets

In 1995/96, the Secretariat prepared two major reports aimed at developing strategies to attract more foreign direct investment (FDI) in Commonwealth developing countries. The reports analysed new sources of FDI and suggested promotion strategies for targeting investments, including information on best practice. Their findings were disseminated through an investment seminar in Singapore and to the Working Group on Private Capital Flows. Similar workshops are being planned for other countries.

A regional programme is being developed for Africa which focuses on three main components: country strategies for investment promotion, strengthening investment promotion agencies and organising workshops to exchange experiences and disseminate best practice in promotion techniques.

Mobilising private capital for development also involves host countries attracting foreign private capital. With this in view, since 1995 the Secretariat has assisted the Government of Tanzania in reviewing the project arrangements, agreements and terms negotiated with foreign investors for the development of a large gas-to-electricity project in order to determine whether to proceed with the project. It has also helped the Governments of Bermuda and Guyana to review their intellectual property legislation to ensure they meet the international standards set by the WTO arrangements and to give potential foreign investors the confidence to invest there.

The Secretariat has provided assistance in designing legislative and institutional frameworks for offshore financial centres, for example, for Botswana. In The Gambia, follow-up assistance on previous advice in this area is being initiated.

The Secretariat has helped the Government of Tanzania to privatise its publicly owned lake transport services business



The Secretariat's quarterly journal *International Capital Markets* interprets and analyses developments in international capital markets from the perspective of developing country borrowers. The journal, which has been redesigned and produced in a new format since 1995, highlights new and innovative borrowings by these countries and reports on domestic capital markets and progress in privatisation in developing countries. It also provides up-to-date information on debt, export credits and country funds.

Privatisation

Key elements of recent economic reform in developing countries have been the restructuring of the public sector and the expansion of the role of market forces in the economy. In parallel with this exercise, governments encourage greater involvement of the private sector in economic development.

In recent years, there has been a substantial increase in demand for Secretariat assistance in the reform and divestiture of state enterprises. In the past two years, the Secretariat has provided advisory services and policy analyses in relation to privatisation, especially in the fields of economic, management and legal matters. It has also reported on the feasibility of mass privatisation schemes in Africa. The Secretariat does not merely advise on the mechanics of a particular divestiture – it also offers advice on the regulatory and policy framework within which the privatisation is to take place, and on post-privatisation management.

Economic, management and legal expertise is included in country-specific advice on policy issues relating to different aspects of the privatisation programme. Thus, in the past two years, advice was given to the Government of Barbados on attracting private capital for its publicly owned petroleum and gas companies, and on privatisation options available to its publicly owned broadcasting corporation.

The Governments of Ghana and Zambia were advised on the restructuring of state enterprises and government agencies prior to privatisation or commercialisation. The Government of Tanzania is being assisted in privatising its publicly owned lake transport services business.

Secretariat assistance has also extended to capacity-building for privatisation and private sector development, dealing with pre-privatisation restructuring, and strengthening the institutional structure of the private sector so as to enable it to manage the additional post-privatisation responsibilities once they have been transferred from the state. Regional workshops were organised for Africa, Asia-Pacific and the Caribbean, and a national workshop held for Botswana to strengthen the capacity for policy formulation. Managerial capacities were strengthened through advanced management training described elsewhere in this Report (*see next chapter*).

Strengthening the role of market forces in a particular economy will often entail a review of and changes in the legal infrastructure for the private sector. At the request of the Ministry of Finance of Ghana, the Secretariat carried out a major diagnostic study of the laws affecting private sector development in that country. In 1996, a report was prepared for the then civilian government of Sierra Leone on double taxation arrangements to attract private investment.

MOBILISING DOMESTIC CAPITAL

The task of mobilising domestic capital for development is as important as that of mobilising foreign capital. Putting an appropriate regulatory framework in place is vital to the process. The Secretariat therefore helps governments develop appropriate frameworks for stock exchanges, securities trading and collective investment schemes. It also assists governments and central banks in developing debt securities markets and undertaking financial sector reform. Since 1995, Ghana, Maldives, Mauritius, Tanzania and Uganda have received assistance in these areas.

Public Sector Reform

The public services in all Commonwealth countries are under pressure as never before. Each is faced with new tasks – and yet many are organised to meet outdated priorities. Pressure from taxpayers, from politicians determined to reduce government debt and from international funds is forcing budget cuts. At the same time, citizens are demanding higher quality service at lower cost.

Governments realise that the response must be to improve services, not to abolish them – and that a reshaped public service is necessary to ensure that the infrastructure, services and regulatory structure necessary for a country to be economically competitive are in place. The Commonwealth Initiative for Public Service Reform, 'Towards a New Public Administration', endorsed by Heads of Government in 1995, enables member governments to pool knowledge and expertise in order to improve public service performance.

The Secretariat's role is to provide assistance in the key phases of change. Integrated packages of assistance, incorporating advice, training and policy analysis, have been delivered through the provision of experts, consultancy services, workshops and specialised programmes, professional collaboration and project management for other agencies. The objective has been to enhance key skills and institutional capacity in priority areas including public policy management, the strategic framework for reform, management of public sector reform, management of economic policy reform, and democratic and governance structures.

Strengthening Public Policy Management

The main thrust of assistance to member governments in this area is improving their ability to formulate public policy reform. This is done through a combination of seminars and workshops, policy advice, consultancy missions and publications which illustrate the various options for reform, provide good examples and discuss the implications of reform strategies.

Thus, in June 1997, 24 ministers, permanent secretaries and other senior officials from Commonwealth developing countries discussed policy development and related topics at a seminar organised by the Secretariat in Ottawa in collaboration with the Public Policy Forum of Canada. The month before, a similar regional seminar was held in Nairobi, Kenya, through the Development Policy Management Forum.

Enhancing the Strategic Framework for Reform

Member governments have recognised that national competitiveness is increasingly shaped by a dynamic public service which provides quality services to the public and manages the economic and regulatory frameworks with skill.

STRENGTHENING GOVERNANCE STRUCTURES

Practical help continues to be offered at the request of member governments to strengthen the capacity of key institutions which sustain democracy and civil society – especially those concerning accountability, improved customer services, and empowering the public, for example through citizens' charters.

The Roundtable on Democracy and Good Governance in Africa, in Gaborone, Botswana, in February 1997 (see page 17), was one such initiative. Another was the meeting on 'Serving the Public – Consumer Protection and Citizens' Charters', held in Ahmedabad, India, in March 1997, which brought together leading government and non-governmental organisations to review current consumer protection strategies, including problems and prospects of establishing citizens' charter programmes.

In Pretoria, South Africa, in April 1997, a seminar on democratic structures in public service improvement focused in particular on the management of oversight bodies and their impact on the administrative reform process. A related seminar was organised in June in Calcutta, India, on managing human rights institutions in Asia (see page 21).



Singapore provides training for the management of public enterprise reform and privatisation in a programme co-funded by the CFTC and the Ministry of Foreign Affairs

To this end, workshops on strategic planning in the public sector and advice on strategic planning and reform have been held or given – for example, more than 160 ministers and top civil servants from Barbados, Dominica, Grenada, St Kitts and Nevis, and St Lucia have benefited from such workshops since 1995.

Advice on various aspects of reform was given to the then civilian government of Sierra Leone, and to the governments of Mauritius, South Africa, Zambia and Zimbabwe. Recently, advice has focused on needs analysis and the formulation and design of performance management appraisal instruments in Barbados and St Kitts and Nevis. Countries that had deficient systems for keeping records have been provided with assistance in the design of an effective Records Management System.

Capacity-building for Managing Reform

In the early stages of formulation and team-building where the public sector is preparing for change, bringing together ministers and civil servants has helped smooth the process of reform. In this area, the Secretariat has continued to work closely with the South African Government on the restructuring of the central civil service and local and provincial government (in collaboration with UNDP). Seminars to assess and redirect reform efforts have been held in Belize, Botswana and Guyana.

Commonwealth specialists have also helped with review and training for new salary structures in Zimbabwe, and with advising on the reform of key areas of the civil service in India, to support these countries' economic reforms. Training in quality and productivity management in the civil service is provided in a joint programme with the Government of Singapore.

To support government efforts to restructure and commercialise government departments and state enterprises, workshops and special

training programmes have been held and advisory missions mounted. The Secretariat also helps develop and support management development and training institutes (see page 64).

Through various communications and networking means, such as the Commonwealth Association for Public Administration and Management, the Commonwealth Local Government Forum and the Commonwealth Network of Information Technology for Development, the Secretariat fosters the exchange of information and experience in reform.

The Secretariat's integrated portfolio of technical assistance includes researching and publishing cases of Commonwealth best practice and experience of public sector reform, policy workshops and seminars, skills training, and short-term policy and management advisory services to provide member countries with specialist resources. Special projects have also been introduced to include gender policy and programme development.

Strengthening the Management of Economic Policy Reform

In order to help develop national and institutional capacity to formulate and implement economic policy reform, the Secretariat has offered assistance in the following areas: the management of growth-oriented economic structural adjustment programmes; the transition to market-based economies; the reform and privatisation of state-owned enterprises and the promotion of the role of the private sector; and the management of national and international capital flows. This assistance has been implemented through an integrated programme which combines specialised training programmes, professional exchange arrangements, publications and policy advice.

Specialised training for the management of economic policy reform is provided through the International Programme on the Management of Economic Policy Reforms, carried out at the Indian Institute of Management, Ahmedabad, through the Commonwealth Programme on Economic Analysis for Strategic Planning at the Lahore University of Management Sciences, Pakistan, and through the Regional Programme on Economic Reform and Management at the University of Nairobi, Kenya. Assistance was also given to these institutions so as to

Private sector development in Botswana ... a policy seminar on competition, productivity and privatisation was held to consider options for enhancing competition and productivity as part of an overall reform package



prepare them to offer this training. Since 1995, more than 200 senior economic policy-makers and technocrats, about 30 per cent of whom were women, have been trained through these programmes.

Training for the management of public enterprise reform and privatisation was provided through the Commonwealth Top Management Programme in Singapore (co-funded by the CFTC and the Ministry of Foreign Affairs, Singapore), the Commonwealth Programme on Corporate Planning and Strategic Management offered by Lahore University of Management Sciences, Pakistan, and the Regional Training Programme on Public Enterprise Restructuring and Privatisation offered by the Eastern and Southern African Management Institute, Tanzania. A total of 250 chief and senior executives of state-owned and privatised enterprises and established private companies have benefited from this training since 1995. Of these, 35 per cent were women.

The highlight of specialised training for the management of national competitiveness and private capital flows was the Policy Seminar on Competition, Productivity and Privatisation: Applications of Commonwealth Experiences and Lessons for Botswana, in April 1997. The seminar focused on the promotion of competitiveness and productivity throughout the Botswana economy and explored alternative forms of privatisation. Other training activities in this area included a policy workshop on competitiveness strategies in Mauritius and a policy workshop on strategies for the promotion of foreign direct investment in Singapore. The former was attended by 30 senior government officials and corporate executives; the latter by 25 senior investment promotion executives.

Foundations in Industry

Following a major review of its industrial programme in 1993/94, the Secretariat has emphasised the development and implementation of projects with the primary aim of promoting the sustainable development of small states, creating an enabling environment for the growth of small and medium enterprises, including entrepreneurship development, and strengthening institutions. Particular attention is given to technology promotion, the development of micro-enterprises and involving more women in the process of industrialisation.

To create a supportive environment for investment, the Commonwealth Business Network, launched in 1993, strengthens the role of private business organisations by promoting investment, technology and help to small businesses. Working with the International Bureau of Chambers of Commerce and other business organisations, the Secretariat launched a pilot scheme to link up and create a site on the Internet for the Chambers of Commerce of Commonwealth developing countries.

Industrial activities are funded through the CFTC.

Entrepreneurship

Working with ministries and institutions, local development agencies, chambers of commerce and industry, and NGOs, the Secretariat helps identify emerging entrepreneurs and eco-friendly small businesses and provides practical assistance in making their ideas and opportunities become a reality. Such assistance lays the foundations for environmentally sustainable development where it must take root to be effective: at the community level.

Would-be entrepreneurs are assisted through training workshops which teach basic entrepreneurial skills and small business management. They

Assistance in improving entrepreneurship for small enterprises, such as this one in Ghana



HIMALAYAN PAPER SOLUTION

Experienced mountain guides or sherpas warn travellers in the Himalayas against cutting trees for firewood because it can lead to deforestation and soil erosion. Until a few years ago, however, the fruit growers of the Himalayan foothills chopped down pine and eucalyptus trees to make wooden boxes to package their fruit. They had done so for years and the fragile environment in one of India's most beautiful mountainous regions was being destroyed.

When the state government of Himachal Pradesh decided to modernise the fruit-packing industry, it did so with the help of the Secretariat. At the cost of £5 million, the state government established a modern plant to produce corrugated paper cartons as an alternative to the wooden boxes. These are made from recycled paper, jute waste, old cartons and bagasse (refuse products from sugar-making).

Providing practical advice and help for the factory fell to a group of CFTC experts. In 1996, they helped install state-of-the-art machinery from Japan, trained staff and helped improve the factory's operations and the quality and performance of its products. In particular, they advised on the computerisation of the stock control and data tracking system and suggested ways to cut wastage and costs and improve efficiency. When the first cartons produced were found unable to withstand certain weather conditions, the experts suggested improvements to the raw materials and came up with new designs.

Agro Industrial Packaging India Ltd (AIPI), as the plant is known, is now producing boxes for such international companies as Pepsi, Sony and Panasonic – as well as the fruit growers of the Himalayan foothills.



Recycled paper used to make cartons

are also exposed to other trends, such as those impacting on product design and marketing in small island economies, mostly dominated by tourism. Such projects have been implemented, for example, on the islands of Bequia and Union Island in the Grenadines in 1996, the outlying islands of The Bahamas in 1997 and the islands of the South Pacific in 1995 and 1996. About 100 entrepreneurs, most of them women, have benefited from this special type of assistance.

The Secretariat takes special care in addressing the needs of women entrepreneurs and projects promoted by women. This is largely accomplished through close consultations with local women's bureaux and the ministries responsible for women's affairs. Through these consultations, the Secretariat has been able to help identify and implement several investment projects of special interest to women either as individual entrepreneurs, as members of women's co-operative groups, or as employees.

The Secretariat also recognises that many women face special problems when they wish to borrow money to start businesses. It therefore designs programmes to help them access credit. In May 1996, for example, one of the first Secretariat-sponsored activities in Cameroon was a training programme on the management of credit schemes for rural women entrepreneurs in Africa. This attracted 29 participants from 12 Commonwealth African countries and was co-sponsored with the International Labour Organisation and the Pan-African Institute of Development in Buéa, Cameroon.

Small-scale Industry

Most of the Secretariat's development budget for improving industry goes into small- and medium-scale industries. Technical assistance has concentrated on improving support measures and eliminating the constraints on growth. This is done through business clinics and industrial opportunity surveys. Strategically, this means providing advisory services not only to foster growth, but also to source, adapt and transfer technology at the enterprise level.

Due to the nature of developing country economies, many of the Secretariat's projects, although relatively small-scale, make a significant impact on individual countries. In Brunei Darussalam, for example, the Secretariat provided assistance to transfer appropriate technology, know-how and practical training to increase the productivity of the country's handloom sector.

In November 1996, the Ministry of Women's Affairs of Samoa launched a fully operational and sustainable sewing machine repair facility, revamped with assistance from the Secretariat. The new facility trains people not only in repair skills but also in small business skills, and assists women entrepreneurs in the local garment industry in particular. It will create wealth, promote private sector industry and help the country meet its own economic needs.

Most industries can be classified as either labour or skills intensive. In the category of labour intensive industries, the Secretariat has assisted the small-scale garment manufacturing industries in St Kitts and Nevis, Montserrat, St Lucia, and Antigua and Barbuda. The results of this effort have been improved product diversification, increased productivity, better quality, less wastage of raw materials, improved designs and expanded markets, among other things.

In the skills intensive areas, the Secretariat has assisted foundry projects in Jamaica and Trinidad and Tobago. In Trinidad, the Secretariat

is helping a local foundry and the University of the West Indies' Faculty of Engineering to rationalise and improve the quality and consistency of batch melts. Two lecturers from the university were also sent on exposure visits to foundries in Britain, to gain working experience. These skills are being passed on to many future students of engineering.

In Southern Africa, the Secretariat has assisted the Government of Swaziland in developing a cost-effective strategy for the use of renewable energy resources as part of an integrated national energy strategy. It has also assisted in evaluating indigenous ceramic raw materials and developing a project for processing these raw materials into ceramic products such as tableware.

Capacity-building

In tandem with other projects, the Secretariat is increasingly providing support for the development of institutional capacity for industrialisation. In this regard, it has assisted in developing the capacity of the African Regional Industrial Property Organisation (ARIPO), based in Zimbabwe, to provide efficient services to its 14 member countries through computerisation. The Secretariat has also helped introduce a computerised cost-control system of Activity Based Costing in Jamaica and assisted in developing Uganda's capability to produce rubber latex and process it into moulded rubber goods.



Environmental-friendly ... the Secretariat helped develop this rubber reclamation project in Kenya



In the Pacific island countries of Kiribati, Samoa, Tonga, Tuvalu and Vanuatu, assistance has been provided to develop local human resource capabilities within the Ministries of Trade and Industry.

In Tanzania, assistance has been extended to the Ministry of Industries and Trade to formulate an overall policy framework for the development of the micro and small enterprise subsector, establish data collection and monitoring systems and redefine the role of the Ministry from regulating and controlling to facilitating the growth of the industry sector.

The Secretariat's industrial development programme works to create an enabling environment for the growth of small and medium enterprises

In Search of New Markets

The conclusion of the Uruguay Round of Multilateral Trade Negotiations in 1994 substantially changed world trade. The result has been the opening up of international trade to global competition. Since then, it has become imperative for countries who have enjoyed preferential access to certain markets to find new markets and diversify their products.

This has short-term effects for developing Commonwealth member countries in the form of a possible reduction in their market share arising from an erosion of the protection guaranteed under the Lomé Convention, the General System of Preferences, the Caribbean Basin Initiative, etc., which they have used to build their exports.

It also has long-term beneficial effects if the greater market access under a rule-based system can be used by competitive enterprises in these countries to open up new markets. There are, for example, significant opportunities in the agricultural, textile, clothing and manufacturing sectors. Countries also need to familiarise themselves with the rules of the World Trade Organisation so that they can avoid heavy penalties should their trade policies and practice violate these rules.



(above) The Secretariat assists exporters in identifying and targeting new export market opportunities through contact promotion programmes

(right) The main driving force in the integration of the world economy is growth of international trade



Through the CFTC, the Secretariat assists in sensitising member countries to the rules, regulations and requirements of the new global trading environment; in their accession to the WTO; in finding new markets for their traditional and non-traditional products; in diversifying their products; and in improving their competitiveness in the global market. The focus of this assistance has been building institutional capacity in member countries and at the regional level.

Among recent activities, the Secretariat has published, in collaboration with the International Trade Centre and UNCTAD/WTO, a *Business Guide to the Uruguay Round*, and assisted Tonga in accession to the WTO. It has also organised a regional workshop on trade and environment for the Caribbean region and helped the Common Market for Eastern and Southern Africa (COMESA) to prepare a plan for the

development of standardisation and quality assurance to improve the competitiveness of export products.

The Secretariat also helps small states to draw up a strategic framework which will contain practical recommendations to increase their trade.

Trade Promotion Assistance

The Secretariat assists exporters in identifying and targeting new export market opportunities through contact promotion programmes in which business people from developing countries visit markets and introduce their products to importers in these target markets. In 1995, for example, the Secretariat introduced representatives from the Mauritius garment industry to the Swedish and Danish clothing markets. Similar programmes were organised for Swaziland businesspeople to Western Europe, for Kenyans to South Africa and Namibia, and for Malawians to Zambia and Tanzania.

In order to enhance the competitiveness of industrial products from the Eastern and Southern Africa region, help was given to the COMESA Secretariat to prepare guidelines on the costing of industrial products. A study was also done in Zimbabwe, on women in export development, which identified areas for further technical assistance that would help bring more women into the export market sector.

An integrated marketing programme helps exporters of specific products – such as processed foods and herbal medicines – to meet the specifications, standards and requirements of the target export market. It involves product adaptation and development, design, quality, packaging and test marketing. Ghana, for example, was helped in such a way in exporting its jewellery and selected handicrafts to the United States.

Since 1994, as part of its assistance in institutional capacity-building, the Secretariat has organised, in collaboration with the Government of Singapore, an advanced training programme on export market development for middle-level management from export promotion agencies in countries such as India, Malawi, Pakistan, Tanzania and Uganda.

The Secretariat also helped to organise a regional symposium in June 1997 in Kuala Lumpur, Malaysia, for Asian Commonwealth member countries on trade promotion and development in the emerging multi-lateral trading system.

Export Sector Investment Promotion

The Secretariat helps some developing member countries to promote themselves as suitable places to invest in. In 1996/97, it conducted a Business Intensification Programme for the Sri Lankan electronics industry by bringing together Sri Lankan entrepreneurs and potential European investors to discuss and enter into joint venture arrangements. Brunei Darussalam is being given similar assistance to identify and attract investors from Indonesia, the Philippines, Australia and Malaysia to set up plants for the manufacture and export to other developing countries of products in the non-oil manufacturing sector.

Trade and Environment

No agreements were reached in the Uruguay Round on environment-related trade issues. Ozone depletion and global warming have since emerged as major pollution issues, and the primary industry and services

TOURISM MARKETING

With the reduction of tariffs, the general dismantling of non-tariff barriers, and the lowering of the preferential access under the General System of Preferences and the Lomé Convention following the conclusion of the Uruguay Round, the export earnings of a number of Commonwealth African-Caribbean-Pacific countries have fallen. As a result, affected countries, especially the island states, are giving increased priority to developing their tourism sector. The Secretariat provides assistance with marketing and strategic planning to ensure balanced and sustainable growth.

In 1996, the Secretariat assisted the Southern African Development Community in the preparation of a tourism marketing plan and strategy, as well as in the development of tourism protocols to facilitate co-operation, co-ordination and harmonisation in the tourism sector throughout the region.

In the Caribbean, The Bahamas, facing environmental problems such as the destruction of the terrestrial and marine ecosystems because of extensive tourism, has been assisted in workshops to build institutional capacity for the development of sustainable tourism and Nevis was assisted by a CFTC-funded expert in a project for the development of its tourism sites and services. In April 1997, the Caribbean Tourism Organisation received technical assistance in holding the first Caribbean Tourism Investment Conference in The Bahamas and for the preparation of an action plan to accelerate investment in the tourism industry.



Integrated marketing programmes help exporters meet the specifications, standards and requirements of export markets

sectors are coming under as much scrutiny as the manufacturing sector. The list of environmental issues has assumed a global character, often involving either the physical spill-over of pollutants or concern over loss of plant and animal genetic resources.

The continuing integration of the world economy has made it imperative that countries become increasingly sensitive to each other's behaviour and actions. The main driving force in this integration is the growth of international trade.

In October 1996, the Secretariat assisted Trinidad and Tobago in organising a Caribbean regional workshop on trade and environment to sensitise countries, and particularly their business enterprises, to the trade and environment issues being considered by the WTO. The workshop also prepared the countries for participation in the discussions leading to the formulation of trading rules based on environmental considerations. About 50 participants attended the workshop, including from business enterprises, regional organisations, and representatives of international bodies.

Tackling Poverty



Global poverty continues to grow, with about 90 per cent of the world's 1.3 billion poor living in rural areas. Poor food supplies and malnutrition are inextricably linked with poverty, and about 70 per cent of poor people are women. The lack of opportunity and employment in rural areas is also having an impact on urban communities, with the rise in migration to the cities. However, it is projected that the size of rural communities will continue to outstrip that of urban communities, at least until the year 2020.

The Commonwealth continues to be deeply concerned about poverty – about half the world's poor live in its member countries. In 1993, Heads of Government called for decisive action against poverty, stressing that problems of poverty and food insecurity were interrelated. At the 1995 summit, the Heads established sustainable development as one of the three platforms for action under the Millbrook Action Programme on the Harare Declaration. In doing so, they gave added weight to the task of addressing food insecurity, alleviating poverty and accelerating rural development.

The commitment to assist members in their efforts to reduce poverty is reflected in all activities of the Secretariat. Broadly, these activities work towards creating an economic environment which is conducive to

Tackling poverty ... the Secretariat works towards creating an environment conducive to eradicating poverty, advancing gender equity and developing sustainable agriculture



eradicating poverty, advancing gender equity and developing sustainable agriculture.

Specifically, the Secretariat helps member countries by:

- ◆ encouraging policies leading to long-term economic growth;
- ◆ developing food security policies which include specific action to alleviate poverty among women;
- ◆ improving the agriculture sector so that incomes will increase for people working in that sector;
- ◆ introducing self-help programmes, such as rural credit and micro-lending schemes for small-scale enterprise development;
- ◆ improving, for example through education and training, the ability of a country in policy development; and
- ◆ pursuing macroeconomic stability and attracting investment.

A Commonwealth Poverty Initiative was launched in 1996 and a report entitled *Practical Mechanisms for Poverty Reduction* was prepared by consultants and used as the basis for a workshop held in Arusha, Tanzania in November 1996. The five Commonwealth countries which met in Arusha – Kenya, Malawi, Mozambique, Tanzania and Uganda – agreed that improved agriculture was essential if rural poverty was to be reduced.

The Secretariat also commissioned country reports from Botswana, Ghana, Malawi, Uganda and Zimbabwe on their experiences in building gender considerations into food policy-making. A *Handbook on Incorporating Gender into Food Security Policies* was produced for Africa in consultation with the Food and Agriculture Organisation, the International Fund for Agricultural Development, the World Food Programme and United Nations Development Fund for Women (UNIFEM). As part of his presentation to the World Food Summit in November 1996, the Secretary-General drew attention to the handbook, which has been distributed widely within governments in African member countries as well as to the international community. It has already been used by UNIFEM in a 1996 workshop for training SADC gender contact points, and a further SADC request has been received for its use later this year in a training of trainers course on food security, organised in collaboration with the University of Namibia.

The search for increased agricultural production is set against a very rapidly changing scene, especially in Africa, as World Bank/International Monetary Fund structural adjustment programmes attempt to turn around fragile economies. Among other things, these programmes require the withdrawal of government from a number of traditional service areas and encourage the privatisation and commercialisation of government services. There is pressure therefore to reduce the role of government agencies in areas such as research and extension, credit provision, and farmers' organisations, while at the same time seeking to promote agriculture so as to improve the livelihoods of millions of poor farmers.

The response to this dilemma in Africa can take a number of forms and Secretariat assistance is available in all areas.

First, there is a move to look beyond government to the private sector to take up where government services have been withdrawn in the agriculture sector. Areas such as seed production and distribution, veterinary services and agricultural education are candidates for this process of private finance or at least cost-recovery. Technical assistance arranged by the Secretariat, especially in relation to the dairy industries in Africa and the Caribbean, has provided governments with advice and the documentation to approach the private sector with realistic plans.



Working in the food sector

Among successful projects undertaken between 1995 and 1997 are the Smallholder Dairy Development project in Zimbabwe, which provided technical assistance to prepare a five-year development plan for small dairy farmers, and the Dairy Industry Development project in Jamaica, which prepared a strategy for rehabilitating the dairy industry.

Second, there is a move to overcome the mistrust often found between NGOs and governments and search for active partnership arrangements between them. Secretariat programmes already address capacity-building in the NGO sector and this will become a key ingredient of future activities in poverty alleviation.

Third, there is an increasing realisation that the market has been long neglected and that access to a cash income is a potent force in rural development. Funding from the Secretariat has strongly supported efforts at local level to engage government and NGO workers in new approaches to agricultural extension, by moving towards what are now termed participatory rural action programmes, which recognise the importance of marketable produce.

Finally, there are substantial numbers of farmers and herdsmen, perhaps still the majority in Africa, working at the margins of subsistence. Any meaningful poverty programmes will need to target these groups, which include the landless, many female-headed households, pastoralists and communities displaced by civil strife. Expensive food security nets will continue to be necessary to protect these disadvantaged groups. Deepening community structures such as self-help groups and supporting NGO activities will remain primary Commonwealth concerns.

Exploiting Natural Resources

Member countries are keen to exploit natural resources, such as minerals, petroleum and marine life, in order to increase their income from natural wealth. Governments therefore seek private capital, usually through foreign investment, for the commercialisation of these resources. Responding to their requests, the Secretariat advises on appropriate legal, economic and fiscal terms for such exploitation. It also assists with the delimitation of maritime boundaries, thereby establishing a jurisdictional framework for the exploitation of offshore resources.

The Secretariat also provides CFTC-funded experts on a short- or long-term basis to a number of countries to assist with various other aspects of the development of their natural resources.

Minerals and Petroleum

The exploration, development and production of mineral and petroleum resources is both costly and risky, yet their commercialisation can yield significant, sometimes enormous, economic benefits for the country concerned.

While the actual mining and petroleum operations are best handled by experienced and risk-taking private, often multinational, companies and mining houses, the challenge for governments is to establish an enabling framework that is sufficiently attractive to induce inward investment while at the same time adequately robust to safeguard the national interest. This task has been made more difficult in recent years as countries vie with each other to attract such foreign investment.

The Secretariat's in-house economic and legal advisers assist member governments in attracting new private risk capital for the exploitation of such resources by developing the relevant legal and fiscal frameworks. They also participate, as part of government negotiating teams, in actual talks with foreign oil and mining companies. These negotiations have resulted in several long-term investments.

In the past two years, they have assisted 17 Commonwealth countries, 11 of which are small states, in matters relating mainly to such resources as gas, gold, diamonds, platinum, cobalt, copper, lead, zinc and manganese. Small states are particularly disadvantaged when dealing with large oil and mining multinationals possessing specialised knowledge, technology, financing and operational experience which they usually lack.

Since mid-1995, the Secretariat's in-house advisers have helped the governments of Botswana, Maldives, Sierra Leone, Uganda and Zimbabwe to review, establish or modify policies and strategies for attracting new risk investment to their mineral and petroleum sectors. They have helped prepare model mining agreements for Botswana, Namibia and Pakistan, model petroleum agreements for India and Seychelles, and new legislation in other countries. Advice on investor

proposals, contracts and international promotion strategies, and assistance at meetings with potential foreign investors has also been given.

In addition, advisers have assisted the Government of Trinidad and Tobago in framing a development licence covering liquefied natural gas operations, and the Namibian Government in its negotiations with companies over the Kudu gas field. In Tanzania, they helped to review the complex arrangements negotiated with foreign investors for a major gas-to-electricity project. In Cook Islands, they are assisting the Government with the development of a framework for legal and fiscal measures for the deep-sea mining of mineral nodules.

Policy-oriented workshops on mining matters have been conducted for senior government officials from Botswana, Namibia and Solomon Islands, and on petroleum for Namibia and Seychelles officials.

The Secretariat, through the CFTC, has sent out a consultancy firm to study environmental and operational safety in oil extraction in Barbados, a senior geologist to Guyana's Geology and Mines Commission for geological mapping and mineral resource assessment, and experts to the South Pacific Applied Geoscience Commission to help the regional organisation develop sustainable mining strategies and environmentally sound water and sanitation management. A petroleum engineering adviser undertook a feasibility study for oil exploration in Malta.

Drilling for oil offshore, Namibia





Tanzania's Songo Songo gas field flaring from the discovery well

Maritime Boundary Delimitation

During the period under review, the Secretariat assisted many countries in the field of maritime boundary delimitation, including in the various stages of preparatory work and the negotiations. Notable among this assistance was the Organisation of Eastern Caribbean States (OECS) boundary delimitation programme under which the Secretariat offered assistance to the entire group of independent OECS members in their preparations for boundary negotiations. An adviser has also been provided on a long-term arrangement to assist the OECS.

Secretariat advisers also assisted in negotiations between Jamaica and Britain (with respect to the Cayman Islands) and between Jamaica and Nicaragua. They helped prepare Grenada for negotiations with Venezuela, and Samoa for negotiations with neighbouring states.

The Secretariat participated in workshops on the Law of the Sea and maritime boundary issues in Maldives, Seychelles and the Eastern Caribbean with a view to facilitating capacity-building in aspects of the Convention of the Law of the Sea and maritime boundary delimitation in those countries.

Fisheries

The Secretariat has assisted member countries in drafting fisheries legislation and negotiating fisheries access agreements. It has also organised country-specific workshops in enforcement and the management of Exclusive Economic Zones (EEZs). Following an earlier package of services to Brunei Darussalam on all aspects of its fishing industry, a fisheries boarding and prosecution exercise was conducted in that country, with the help of the navy, police, customs and magistrates, to train some 17 officers from the various departments concerned.

An expert on fisheries law has been assigned to the South Pacific Forum Fisheries Agency to assist in the operation and management of the agency's vessel monitoring system.

Capacity-Building

Commonwealth developing countries are in a period of transition. They are experiencing rapid economic, social and political change and need to strengthen their ability to reorient their economies and implement policy changes in pursuit of sustainable economic development. The Secretariat helps them do this in two ways: by building up local skills through training, and by providing expertise, usually from other developing countries, in key positions.

In this way it concentrates on capacity-building, working closely with other multilateral and bilateral agencies to ensure that programmes meet particular country and institutional needs. The programmes are funded by the CFTC.

Training to Enhance Skills

The Secretariat's training programmes are designed to identify and help meet human resource development needs in developing countries, assist institutions in developing local and regional capacity to offer specialised training programmes, and provide opportunities for upgrading technical and vocational skills. Since 1995, more than 9,000 people have taken part in CFTC-funded training programmes with the assistance of some 350 institutions, many in developing countries. These are described more fully elsewhere in the Report (*see page 64*).



Agricultural economist Anna Locke inspects a sugar plantation in Mozambique

Providing Expert Skills

A major problem for many developing countries trying to reorient their economies and undertaking developmental tasks is a lack, in certain areas, of key skills and expertise. With funding from the CFTC, the Secretariat assigns advisers and operational experts, at the request of governments, to fill these gaps. In the two years since 1995, it has placed more than 650 short- and long-term experts in essential positions in

some 46 member countries, six dependent territories and several regional organisations where qualified nationals are not available.

These experts, many of whom are from other developing countries, use their skills to strengthen sectoral ministries, institutions and agencies. By working alongside local staff and providing on-the-job training as appropriate, they are also able to transfer their skills to national officials so that in the long run countries become more self-reliant and the numbers of skilled people available in government, and elsewhere, are enhanced. This is especially important in small states, where local capacity within government structures needs strengthening (see page 85). Similar support is provided to regional and sub-regional organisations with substantial Commonwealth membership.

The Services Sector

Experts are sent to a variety of sectors which are described in other chapters throughout this Report. Particular attention, however, is paid to the services sector – to financial services, insurance, financial institutions, transport and tourism – for the improvement of efficiency and development of supporting infrastructure and institutions. In the past two years, for example, experts have assisted governments in the British Virgin Islands, Grenada, St Vincent and the Grenadines, and Seychelles for tourism; in Ghana, Samoa, Uganda and Vanuatu for banking; in Belize and St Lucia for insurance; and in Ghana, Swaziland and Tanzania for financial institutions and co-operatives. Small states, especially, have benefited from expert assistance in tourism and in other sectors.

The CARICOM Secretariat and its member states benefited from a long-term adviser on the development of the services sector and a short-term analyst who assisted with the identification and promotion of areas with economic potential. Both have also assisted with the design and implementation of data collection on the services sector in the Caribbean.

Experts on co-operatives were provided to the Ghana Co-operative Bank to implement a restructuring plan, to Swaziland to advise on the feasibility of setting up housing finance co-operatives, and to Tanzania to set up a new department to provide corporate advisory services. Banking experts were sent to carry out an in-depth study of the restructuring requirements of the Development Bank of Uganda and its client companies, a development banking and credit adviser was sent to Vanuatu, and an adviser assisted with the development of legislation for the Samoa Offshore Centre. Insurance advisers went to Belize and the

(left) Accountant Evelyn Young was sent as a Commonwealth expert to St Lucia as bursar of a college

(right) Commonwealth expert Morenike Babington-Ashaye established an Institute of Finance Management in Tanzania to improve the skills of accountants



Eastern Caribbean Central Bank in St Lucia to strengthen and build the institutional capacity of the insurance sector, and an actuarial adviser was sent to Kenya to review its existing system for the regulation of the insurance industry and recommend improvements.

Efficient transport systems and public utilities such as telecommunications, water and energy, improved medical facilities and better health and social welfare systems, rational and sound planning, monitoring and development of physical assets and strengthening institutional capacity are basic to economic and social growth. Experts who serve in these areas include those in physical planning in The Gambia, Guyana and St Lucia; in health sector reform in Mauritius and St Lucia; in social planning and welfare in Belize and the British Virgin Islands; and in the monitoring of engineering projects including water, sewerage, roads and bridges in Jamaica.

In Mauritius, the CFTC sent a health economist and an expert in public health policy reform to assist the Government with the preparation of a new health policy and with the writing, editing and publication of an action plan for reform. It also placed a Chief Medical Officer in St Kitts and Nevis to assist the Ministry of Health and Women's Affairs in developing a functional and cost-effective health care system. In Papua New Guinea, a marine (legal) expert advised and assisted the Department of Transport and Maritime Resources by revising and drafting shipping legislation. A social planner assisted Belize in the establishment and operation of a Social Planning Unit within the Ministry of Social Development, and in the British Virgin Islands a labour administration consultant addressed social welfare needs through strengthening the labour administration system.

In Guyana, an airports electrical engineering expert has provided training and advice on preventive maintenance for electrical equipment, and an airworthiness expert has assisted with the regulation and administration of civil aviation. Tuvalu received the services of a civil aviation adviser in airport development and civil aviation policy; an expert was placed in the Gambian Civil Aviation Authority as Director of Flight Operations and Safety; and a management and financial adviser was provided to the OECS Civil Aviation Directorate in Antigua and Barbuda.

Civil, highway and senior project engineers and consultants on road development were provided to the governments of Maldives, Mauritius, Jamaica, Grenada, and Trinidad and Tobago to assist in the planning, development, implementation and monitoring of roads, bridges and construction projects.

COMMONWEALTH VOLUNTEERS

The Commonwealth Service Abroad Programme, launched in 1995, is another means by which the Secretariat meets the needs of member governments for short-term assistance. Volunteer experts from Commonwealth countries are assigned to technical assistance projects on a no-fee basis, with only travel expenses and a daily living allowance paid. Since the Programme's inception, volunteers have served in Africa, the Caribbean and the Pacific in fields such as law, diplomatic training, road transport planning and the garment industry.



Volunteer Bruce Rogerson was sent to Samoa to help improve the repair facilities for machines

Building for the Future

People are at the heart of development. Much of the Secretariat's work is therefore directed towards achieving greater equity of opportunity and better quality of life for people.

The development of human resources continues to be guided by the 1993 Commonwealth Working Group report, *Foundation for the Future*, which proposed strategies for improving the impact, effectiveness and sustainability of existing policy. In particular, it advocated a holistic approach involving five key strategies:

- ◆ more professionally managed government (PMG);
- ◆ partnerships between governments, NGOs and the private sector;
- ◆ priority for gender issues;
- ◆ appropriate use of technology; and
- ◆ innovation in the mobilisation of resources.

The report recommended applying these five strategies to the core elements of human resource development: education and training, primary health care, nutrition, population policies and employment.

The Secretariat promotes these strategies in two ways. First, it has initiated a series of high-level workshops in which senior government officials and other stakeholders are sensitised to the key strategies, and specific tools are developed to aid their implementation. Second, the Secretariat has applied the principles to its own human resource development programmes, both to lead by example and as a valuable technique for increasing their impact.

Initial workshops based on the strategies of *Foundation for the Future* involved senior officials from education ministries and examined the first key strategy of professionally managed government. As well as providing information and training to participants from across the Commonwealth, these workshops (in Malaysia and in Britain in July and October 1995 respectively) created the concept of a Professionally Managed Government Audit and developed an inspection list and toolkit. Following further work by a consultant in 1996, this practical device to assist countries in instituting improved PMG was published early in 1997 as *The Role of Professionally Managed Government: Action for Human Resource Development*.

Subsequent workshops focused on the second key strategy: promoting more effective partnerships between governments, NGOs and the private sector. A workshop in Botswana in July 1996 involved senior officials from education and health ministries and senior executives from NGOs. This meeting was itself an example of the close working relationship between the Secretariat, which brought in the government officers, and the Commonwealth Foundation, which brought in the NGO representatives. The Commonwealth Foundation's recently published *Non-Governmental Organisations: Guidelines for Good Policy and Practice* was used as a source of information and stimulus to the debate.



A report of the Botswana meeting, *Partnership Between Government and Non-Governmental Organisations: Basic Education and Primary Health Care*, was published in 1997. It contains practical recommendations for governments and NGOs on extending the scope and effectiveness of their joint work in human resource development.

A pan-Commonwealth workshop in India in December 1996, hosted by the Indian Ministry of Youth Affairs and Sports, marked a further step in the process of increasing the impact of the government-NGO-private sector partnership. It focused on the specific issues of quality assurance and resource mobilisation in the areas of education, training and the creation of employment opportunities. A further workshop on public-private sector partnerships in Jamaica in May 1997 focused on the key area of technical and vocational education and entrepreneurship training.

At the same time, the Secretariat has incorporated the essence of the key strategies into its own programmes of technical assistance and consensus-building in human resource development. This Report contains numerous examples of its efforts to promote good governance, the emphasis placed on encouraging gender equity, and the focus of the Commonwealth Science Council on appropriate technologies for environmentally sound, sustainable development.

Examples are also found in the following chapters on education and health, which are two of the main pillars on which national development is constructed. In both these areas, the Secretariat has emphasised encouraging multi-sectoral approaches, developing partnerships with NGOs, giving priority to women and girls and adopting the most appropriate technologies to meet local needs.

Much of the Secretariat's work is directed towards achieving greater equity of opportunity and better quality of life for people

Training to Enhance Skills

In order to help countries develop the skills they need for sustainable development, the Secretariat, through the CFTC, supports the training needs of member countries in a number of ways. Broadly, it offers training packages designed to help meet strategic human resource requirements, and assists local and regional institutions in improving their ability to offer relevant courses. It also provides opportunities for upgrading technical and vocational skills. Since mid-1995, the Secretariat has provided training to more than 9,000 middle- and top-level managers and officials in the public and private sectors through about 350 institutions, mainly in developing countries.



Training and teaching for future needs ... here Professor Shashi Kumar Gupta heads a department of environmental engineering in a Tanzanian college

The Secretariat's training programmes vary in scope. They include training-of-trainers programmes in specialist areas such as training needs analysis and quality and productivity improvement in the public sector, and programmes for trainer-motivators of entrepreneurs and information analysts. They work to build up institutions, for example by strengthening management development institutions which promote public sector reform (see page 43) and universities, and by running specialist post-graduate programmes. They also provide for the upgrading of technical and vocational skills for middle-level engineers, technologists and managers of industrial enterprises.

The Secretariat also supports in-country and regional training programmes on gender issues and on matters that address the needs of small states (see page 85).



Special programmes have been designed to improve the skills of women managers

Most of the Secretariat's training activities have been designed for the government sector, but training opportunities for the private sector and NGOs have also been expanded. Assistance for participants from the private sector has enabled them to attend training programmes that contribute to strengthening the liberalisation of the economic environment.

Institutional Capacity-building

The Secretariat encourages member countries to work towards becoming self-sufficient in the skills they need to build relevant education and training institutions into national or regional centres of excellence. In doing so, it assists in staff development, teacher training and networking.

Assistance has been given to training programmes for Commonwealth professional organisations and to regional networks of management institutions in Africa and South Asia for which the Secretariat has helped to obtain international donor support.

The Secretariat also supports training for the development of specific organisations and sectors in a country or region. Since 1995, for example, 16 managers from the public and private sectors have been trained as professional managers through the Masters in Business Administration programme in the South Pacific, and over 30 middle to senior public servants have been trained through the Masters in Public Sector Management programme in the West Indies.

Customised Masters Degree Programmes

With the support of the Secretariat, some institutes of higher learning are developing and running new postgraduate courses in priority fields.

The Secretariat has provided a combination of technical expertise, academic staff upgrading through academic exchange, short- and long-term external consultants and lecturers, and the guarantee of support for a minimum number of students to ensure the viability of these programmes for a number of years. It has also helped develop specialist materials for these programmes.



Malta Freeport has become one of the country's centres of excellence where recipients of CFTC awards train

The programmes are: Master of Business Administration, Africa University, Zimbabwe; Master of Science in Computer Science, National University of Science and Technology of Zimbabwe; Master of Science in Environmental Science, University of Botswana; Masters in Public Sector Management in Small States, University of the West Indies; Masters in Policy Studies, Southern Africa Regional Institute for Policy Studies; Diploma in Educational Planning and Management in Small States, University of Malta; Diploma in Human Resource Development and Management, Seychelles Institute of Management. The development of a Master of Science in Environmental Engineering programme has just been completed at the University of the West Indies, Trinidad and Tobago.

The CFTC has supported 110 scholars in the above programmes in the two-year period since mid-1995.

Enhancing Industrial and Vocational Skills

The Commonwealth Industrial Training and Experience Programme (CITEP) promotes industrial expertise by helping to upgrade technical and vocational skills through training. In the two years since mid-1995, more than 200 technicians and technologists have had the opportunity to develop skills in advanced technologies and new manufacturing processes in such fields as CAD/CAM, CAE, maintenance engineering and machine and tool design.

Skills for Mozambique

The three-year Mozambique-Australia Human Resource Development Programme, which began in 1994, is funded by AusAID and managed on its behalf by the Secretariat. Since then, Mozambique staff from a number of fields have received training, mainly in health, agriculture, telecommunications and the English language.

Since Mozambique was admitted to Commonwealth membership in 1995, new programmes of assistance have been developed for it under the Commonwealth Capacity-Building Facility for Mozambique. With the increasing demand for proficiency in English, over 200 government officials are currently being taught the language in Maputo. Awards have also been given for 14 officials to attend specialist courses or seminars in other Commonwealth countries. Advice has been given on privatisation, and the Secretariat is providing short-term experts on public service reform. The National Assembly is developing links with other parliaments through the Commonwealth Parliamentary Association.

Skills Development for Women

Member governments and regional training institutions have asked the Secretariat to organise regional and in-country training in gender policy and strategy formulation, gender sensitisation and the elimination of gender stereotyping. The training programmes were designed for a wide range of professionals in government and NGOs.

Training programmes on gender policy planning have been developed in the past two years in the Africa and Caribbean regions. For example, short courses in related areas, for which the Secretariat provided partial support, were run at the Centre for Gender and Development Studies of the University of the West Indies, Jamaica, in June 1996. Programmes such as these have been developed for senior government policy-makers, directors of women's bureaux, officers responsible for women's desks in government and international agencies, and project officers in NGOs.

Special emphasis has been placed on improving the skills of women managers. The Secretariat supported participants for various workshops and training programmes which addressed the need to enhance the special role and skills of women, including one in Zimbabwe for senior African women managers and another in Sri Lanka for women managers in higher education, both in 1996. Training programmes that focus on economic empowerment for women as part of efforts to alleviate poverty have also been supported. The aim of many such programmes is to help create an environment for the establishment of efficient and effective credit schemes and networks for rural women.

ENTREPRENEURSHIP AND SMALL INDUSTRY DEVELOPMENT

In the past few years, governments have emphasised promoting the growth of entrepreneurship in small- and medium-sized enterprises. In developing countries, such enterprises have increasingly contributed to substantial growth in employment. Providing entrepreneurship training in this sector also speeds the pace of industrial development.

The Secretariat has therefore organised training workshops for small enterprises as well as for developing entrepreneurs. Five pan-Commonwealth and regional training workshops have been held in the two years since mid-1995, along with other assistance to individual countries. Some of these workshops were aimed at enhancing the skills of those working in credit and income-generating enterprises for rural women and also developing skilled professionals who would work for the promotion of economic activities among women.

Education – Investing in People

A COMMISSION ON THE COMMONWEALTH

In June 1996, the Commission on Commonwealth Studies under Canadian professor T H B Symons presented its final report, *Learning from Each Other: Commonwealth Studies for the 21st Century*. One year earlier, the Commonwealth Secretary-General had appointed Prof Symons and eight other senior academics to examine the range and scope of studies on various aspects of the Commonwealth in universities and colleges in member countries, and recommend ways of enhancing and strengthening such studies.

The Commission concluded that an 'extraordinary and unprecedented opportunity' existed for Commonwealth countries to learn from the rich experience of other member countries in many fields. It noted, however, that the levels of awareness and understanding of the Commonwealth were 'truly appalling' and called on the academic community and government policy-makers to do more to encourage higher education studies on the modern Commonwealth.

Its report listed 11 principal recommendations for the consideration of Commonwealth Heads of Government and Education Ministers, and a further 32 for the academic community, Commonwealth organisations and the private sector.

Commonwealth countries, the Commission said in its report, face similar challenges in areas of public policy and institutional reform which, if studied, could have great practical and academic value for the next century. These common challenges occur in such fields as economic liberalisation, democratisation and constitutional design, public administration, civil service reform, the provision and funding of health care and social security, taxation, education, population movements, and heritage conservation.

Commonwealth experiences in education differ widely. Some member countries have long since attained universal access to most levels of education; others are still struggling to achieve universal basic education; yet others are taking desperate measures to prevent a decline in enrolment ratios. Some countries are preoccupied with refining the quality of primary and secondary education and maximising access to tertiary education; others still have difficulty achieving minimum standards in basic education.

Among the common concerns of member countries are: restrictive public sector budgets at a time of increased demands on education systems, the need to gear education to a fast-evolving technological world without ignoring the cultural foundations of a country, and the use of education to promote peace and understanding.

Taking all these into account, the Secretariat continues to help Commonwealth members improve the quality of and access to education at all levels, and address their common as well as their particular concerns. These include: the education problems of small states (*see page 90*); raising the quality of science, technology and mathematics education; and the promotion of student mobility and improved access to all levels of education for disadvantaged groups, especially females and out-of-school youths.

Basic Education

The Secretariat recognises that the role of the teacher is central to the educational experience of the learner, especially in basic education. It therefore places great emphasis on improving teacher education and the support and management structures which underpin the teacher's operating environment. Much attention has also been given to head-teacher training, as the proper management of institutions is at the heart of successful basic education.

To this end, a training workshop on teacher management and support was held in Ghana in 1995, and workshops on gender sensitisation and training of trainers were held in Botswana, Swaziland and Tanzania in 1996.

Initially, activities in headteacher training and teacher management and support were concentrated in member states of Africa, where the Secretariat worked closely with the Association for the Development of Education in Africa (ADEA). Much of the 'good practice' developed from this collaboration is now being transferred to other regions of the Commonwealth through training workshops, and through a range of resource materials. A workshop in India in April 1997 enabled Bangladesh, India, Malaysia, Pakistan, Papua New Guinea and Vanuatu to begin adapting these modules and training trainers to use them.

The Secretariat has also launched a new initiative on examinations which will help improve the quality of basic education. Following a



pan-Commonwealth workshop in Barbados in 1995 on examination systems in small states, it was felt that there was a need for greater co-operation in the general area of measurement and assessment of learners. This in turn led to a call for an overarching body to deal with this issue. The Secretariat is therefore helping to establish the Association of Commonwealth Examination and Accreditation Bodies, which is expected to be launched in 1998.

The Secretariat recognises that the role of the teacher is central to the educational experience of the learner

Non-formal Education

An international meeting in Jordan in 1996 established that while considerable progress has been made towards the goal of providing education for all, progress has been poor particularly in those countries where enrolment ratios have stagnated or declined and gender disparities persist. This problem has been further compounded by the need to train illiterate and poorly educated adults and unemployed youths.

The combined demand for education cannot be met by formal school systems alone. The Secretariat therefore seeks to encourage the integration of the methodologies of formal and non-formal education in pursuit of the goals of universal basic education and opportunities for life-long learning.

In 1996, the Secretariat formed a consortium with the Swiss Agency for Development and Co-operation, United Nations Educational, Scientific and Cultural Organisation and the Club du Sahel/Organisation for Economic Co-operation and Development, to increase the delivery of education through non-formal channels, within the framework of the ADEA Working Group on Non-formal Education. Initially, this working group has concentrated on encouraging government-NGO collaboration, stimulating studies of community needs for non-formal education and identifying relevant institutions and specialists in the field.

Science, Technology and Mathematics Education

High priority is given to strengthening the teaching of science, technology and mathematics, as the mastery of these disciplines is essential for modernisation and economic development. The Secretariat continues to support the efforts of individual governments through the training of trainers and laboratory technicians, and the improvement of teachers' competence to assess learners. Between 1995 and 1997, six training monographs on technician training have been developed for use in Asia, Africa, the Caribbean and the Pacific, and published with assessment modules for the training of trainers.

The Secretariat has also, in collaboration with the Commonwealth of Learning, helped Open Universities in Asia and some polytechnics in Africa to develop curricula, delivery mechanisms and assessment strategies for laboratory technician courses offered through distance learning. In May 1996, a training workshop was held in India for the science faculties of Open Universities in Bangladesh, India, Pakistan and Sri Lanka. A similar workshop was held in Zambia in November 1996 for staff of polytechnics in Kenya, Tanzania, Uganda and Zambia.

In the area of gender equity in science, technology and mathematics education, the Secretariat organised a pan-Commonwealth meeting in Ahmedabad, India, in January 1996, on mathematics as a barrier to learning science and technology among girls. This identified such barriers as poor gender sensitivity in packaging and presenting curricula and in methods of teaching and assessment. The Secretariat participates in the Female Education in Mathematics and Science project initiated by the Forum for African Women Educators by, among other things, helping to develop tools for case studies and the design of data analysis.

In May 1997, the Secretariat brought together a group of experts under Professor Joan Solomon in Singapore to explore concepts, issues and strategies for training to popularise a scientific and technological culture. Experts were drawn from Australia, Bangladesh, Brunei Darussalam, India, Malaysia, New Zealand, Pakistan, Papua New Guinea, Singapore, Solomon Islands, Sri Lanka and Vanuatu.

Member countries receive assistance to improve the quality of and access to education at all levels



Higher Education

The Secretariat has a three-pronged approach to promoting sustainable development in higher education: developing the Commonwealth Higher Education Support Scheme (CHESS), encouraging greater student mobility and improving the Commonwealth Scholarship and Fellowship Plan (CSFP).

Initiated in 1990 to strengthen higher education institutions in developing countries, CHESS has focused on collaborative initiatives for improving quality. Increased access to books, learning materials and libraries was facilitated by an inventory prepared for the Secretariat by the International Network for the Availability of Scientific Publications and widely distributed to university libraries in developing countries.

In the area of staff development, CHESS has focused on enhancing management skills of senior women administrators in higher education. A core network of senior women managers and trainers is being identified, training materials are being developed and pan-Commonwealth workshops have been conducted in South Africa and Sri Lanka for senior women managers.

The Commonwealth Higher Education Management Service (CHEMS), which provides consultancy services to strengthen higher education management, has undertaken 35 consultancies for governments and universities throughout the Commonwealth since its inception in 1994. In addition, it is developing a list of reference materials on relevant subjects.

Student mobility continues to be of concern, as intra-Commonwealth student flows are still in decline. At their meeting in 1994, Commonwealth Education Ministers agreed that the future thrust of student mobility initiatives should focus on seeking new partnerships and working towards institutional development and capacity-building to encourage academic links, joint degree programmes, staff visits and exchanges. The Commonwealth Universities Study Abroad Consortium (CUSAC) continued to work towards student mobility, internationalisation and institutional strengthening.

Currently comprising a group of 45 universities, CUSAC is committed to creating opportunities for their students to study for a period of up to a year in another Commonwealth university. Current work has focused on the preparation of a development and funding plan for the future stable and sustainable development of CUSAC in partnership with governments, NGOs and the private sector.

The CSFP remains one of the major avenues of student mobility, with more than 20,000 scholars having studied in other countries under the Plan. A report prepared for the Auckland CHOGM indicated that in 1995, although over 1,700 CSFP awards were given, there was some cause for concern: awards were offered by a relatively few countries – with Britain alone accounting for 60 per cent of the awards, Canada 10 per cent, followed by Australia and India. Pledges by other governments to offer new or additional awards have not yet been fully realised, in spite of the pledge by ministers in 1994 to strive to reach an agreed target of 2,000 CSFP awards by the year 2000. Consultations with a number of the current main awarding governments also indicate that budgetary constraints may lead some to cut back on the number of future awards.



Awards for three whose innovative projects sparked an interest in young people in science, technology and mathematics ... (from top) Chandrawathie Warakadenya (Sri Lanka), A Y Ravindran (Seychelles) and K M Bhatt (India)

ABC of Health

PROGRESS WITH HIV/AIDS

The management and control of HIV/AIDS has been a Commonwealth priority since the mid-1980s. Using World Health Organisation information, the Secretariat continues to monitor the implementation of national multi-sectoral AIDS programmes in member countries. This enables the Secretariat to provide advice where required, and to secure flows of support from relevant agencies to meet members' needs. A progress report presented to Commonwealth Health Ministers at their pre-WHA meeting in 1996 led to a request for the Secretariat to help member states to strengthen their health information systems. A workshop in Arusha, Tanzania, in April 1997 began this process.

The activities undertaken by ten young 'Ambassadors for Positive Living' (see page 79), who form part of the Commonwealth Youth Programme's HIV/AIDS Network in Africa, also help to increase HIV/AIDS awareness.

Concern remains about the high incidence of child deaths associated with preventable conditions

The health of people is interconnected with many other aspects of human resource development. The Secretariat works to meet the health needs of member governments while recognising the key roles played in the health field by other major international agencies.

By improving the skills of health workers – through workshops, seminars and information links – the Secretariat strengthens the ability of member countries to tackle key problem areas. The thrust of its work emphasises 'ABC', that is, the advocacy, brokerage and catalytic functions that the Secretariat can deliver on behalf of member states.

Women and Health

In previous years, the Secretariat's Health Programme has focused on two areas: Community Approaches to Health Promotion and Disease Prevention, and Environment and Health. In 1995, the focus turned to women – their health and long-standing role as informal health educators, trainers and carers.

At the Eleventh Triennial Meeting of Commonwealth Health Ministers in Cape Town, South Africa, in December 1995, where 'Women and Health' was the theme, ministers adopted a three-year action plan to enhance the health of women and enable them to play a more equitable role in decisions on health matters, including the development of national health policy and health planning. It dealt with two specific areas: women's experience of health (including sexual and reproductive health, violence against women and coping with HIV/AIDS), and women for health (improving women's representation at all levels of decision-making through legislation, quotas and targets).

Since then, the Secretariat has developed a set of criteria for evaluating models of good practice in women and health matters. These were incorporated into a Good Practice Kit and sent to member countries in August 1996 as part of an awards scheme to attract examples of model



projects. Some 108 applications were submitted and more than two-thirds of the projects met the criteria.

The Health Ministers also agreed to the setting up of a temporary Technical Support Group (TSG) for Women and Health financed by voluntary contributions from governments to help strengthen the Secretariat's capacity to deliver its Women and Health Programme. It began work in November 1996 to establish health databases and a print and electronic communications system to increase the flow of information from the Secretariat's Health Programme.

Child Survival

In its report to the 1995 CHOGM, the Secretariat described the progress that had been made by member countries towards reaching the mid-decade goals set out in Unicef's Plan of Action for child survival. It noted achievements, but expressed concern about the continuing high incidence of child deaths associated with preventable conditions in most regions.

In 1996, the Secretariat's attention shifted to monitoring the decade goals, using country data provided by Unicef. Following regional meetings of child health experts across the Commonwealth, a number of priority areas for action were identified. In February 1996, the Secretariat made a contribution of about £5,000 to the Regional Health Community Secretariat for East, Central and Southern Africa towards the development of a communicable disease surveillance system. In the South Pacific, it commissioned a consultant to assess child health training needs.

The Secretariat has continued collaboration with the Canadian Public Health Association to help sustain immunisation programmes by strengthening working relationships between governments and NGOs. A study in Asia and Africa, which received substantial funding from the Government of Canada, was designed and implemented to identify existing mechanisms which support or hinder effective NGO-government working relations and the critical success factors necessary for effective collaboration.

The Secretariat has brokered a new relationship with the South Pacific Commission (SPC) and the Pacific Public Health Surveillance Co-ordinating Network to strengthen health-information systems in child health in the Pacific. A four-day training workshop on health information systems, with special relevance to child survival, was convened by the Secretariat in February 1997 in Tonga. The Secretariat invited the SPC to participate in developing and implementing the workshop.

Human Resource Development for Health

Human resource development continues to be a priority focus for action in the Secretariat's Health Programme. Many activities in this area are implemented in consultation with Commonwealth professional associations such as the Commonwealth Nurses Federation (CNF) or the Commonwealth Association for Mental Handicap and Developmental Disabilities (CAMHADD). Under the umbrella of the Commonwealth Action Plan on Nursing and Midwifery, the Health Programme continues to enhance the involvement of nurses and midwives in the development and implementation of national health policies.

COMBATING SUBSTANCE ABUSE

The Secretariat responds to requests from member countries for assistance in the reduction of drug abuse and the control of illicit drugs. In recent years, a number of Commonwealth countries have also expressed concern over increasing levels of tobacco and alcohol use, and the Secretariat has played an advocacy role in sensitising member countries to the long-term health threats posed by the use of these two substances.

In 1996, Commonwealth Health Ministers, meeting before the World Health Assembly, adopted an action plan recommending practical steps to enhance the health of women, including ways to reduce tobacco use. While conscious of the economic role the tobacco industry plays in some Commonwealth countries, the ministers called on governments to develop 'comprehensive strategies' to reduce tobacco consumption, including measures such as raising taxation to increase the price of tobacco and its products, setting a minimum age limit on sales, and banning vending machines and smoking in public places.

With some £10,000 of financial assistance from the Secretariat, the Caribbean Community Secretariat (CARICOM) was able to establish a Caribbean network to collect preliminary data on substance abuse in 1995-96. This has attracted offers from other regional organisations to help CARICOM go one step further and establish a drug-monitoring system.

The Secretariat also collaborated with several international agencies, including the US State Bureau of International Narcotics, which provided technical assistance and co-funding for a substance abuse prevention programme. Other donors included the Colombo Plan Bureau and the UNDP.



Commonwealth Health Ministers adopted a three-year action plan to enhance the health of women

Among its recent human resource development projects, for example, the Secretariat organised jointly with the CNF a regional management training workshop for senior nurses in the Pacific in February 1997. In the current phase of its work, the Secretariat is collaborating with the CNF and the steering committee for the Commonwealth Action Plan to provide technical assistance to nursing/midwifery leaders to enable them to develop their national plans of action.

A number of health professionals in the Caribbean were trained in the use of research as a management tool in health programme planning, and a training manual was produced and distributed in that region. The training was carried out by the Commonwealth Caribbean Medical Research Council.

Environment and Health

Environment and Health, which was the major area of work for the Secretariat's Health Programme between 1992 and 1995, was concluded in early 1996. Health Ministers had identified the lack of adequate sanitation as a critical need in Africa and the Secretariat therefore commissioned the Robens Institute of the University of Surrey in Britain to undertake a study and develop a strategic action plan for sustainable urban sanitation. The study advocated flexible and progressive education for staff involved in the field, and strategies to support the development of policy-making and exchange of information.

Realising the Potential of Youth

More than half of the Commonwealth's 1.7 billion citizens are young people. Over the past two years, the Secretariat – through the Commonwealth Youth Programme (CYP) – has adopted a more comprehensive and integrated way of meeting their special needs. This is based on a three-pronged strategy for action in national youth policy development, human resource development and youth empowerment, which was endorsed in 1995 by Commonwealth Ministers Responsible for Youth Affairs in consultation with young people.

Within these areas, the Secretariat and the CYP address a number of priority issues: enterprise and youth employment; young women and development; youth health and welfare; environment; literacy; social integration; and youth participation in peace and the prevention and resolution of conflict. These activities are carried out at the pan-Commonwealth level as well as through the CYP's four regional centres in Africa (Lusaka, Zambia), Asia (Chandigarh, India), the Caribbean (Georgetown, Guyana) and the South Pacific (Honiara, Solomon Islands).

Youth Policy Development

A coherent and comprehensive policy on youth is essential if young people are to feel an integrated part of society and be allowed to achieve their full potential. Less than one-third of the Commonwealth's member countries currently have national youth policies and many of these could be improved. Ministers Responsible for Youth Affairs in 1995 therefore urged member countries to have in place by the year 2000 youth policies which would adequately address the problems young people encounter.

The CYP developed National Youth Policy 2000 to help member governments to formulate and implement such policies by the turn of the century, and to review and update those policies already in existence. At

A Cornwall youth group won a CYP award in 1996 for organising a drop-in centre for young people





Students preparing for the CYP South Pacific Centre's diploma in youth and development

the pan-Commonwealth level, policy development workshops have been held to facilitate the sharing of experiences and good practice. At the national level, the CYP Regional Centres have been meeting requests for assistance in policy formulation and implementation.

During the period under review, 11 countries in Africa and three in Asia have requested or received assistance in policy development. Three countries in the Caribbean are discussing their policy requirements, and the South Pacific Centre has collaborated with the Government of New Zealand in a workshop on policy development. Four Pacific countries have been earmarked for assistance.

The CYP's package of support to governments on policy development includes a handbook of guidelines, *Formulating and Implementing National Youth Policies*, a Commonwealth Youth Charter and a series of information sheets and resource documents. Together, these items form a comprehensive 'Youth Policy Toolkit'. Teams of consultants, trained in the use of the toolkit, are available to assist national officials and others in the development of individual country policies for youth.

Human Resource Development

The CYP was one of the first agencies to provide training in the youth and development field to member countries through its pioneering diploma and certificate courses. Today, many graduates of these courses hold key positions in ministries and youth development agencies around the Commonwealth and are involved in policy formulation and implementation.

CYP's re-modelled Diploma Course in Youth and Development is now to include such subjects as youth policy planning and implementation, young people and conflict resolution, and health promotion. Other modules being developed are on Commonwealth principles and values, the principles and practices of youth in development work, promoting enterprise and economic development, gender and development, management skills, and sustainable development and environmental issues.

The core modules of the course have already received pan-Commonwealth academic validation and accreditation from the

University of Huddersfield in Britain. Accreditation is being negotiated with other partner institutions. From 1998, these courses will also be delivered through distance education techniques, where available, such as interactive audio and teleconferencing. The pilot cycle of the new distance education courses is targeting 2,000 youth workers in each of the four regions over two years.

The CYP is also looking for partners for the delivery of its new diploma programmes. Tertiary institutions such as the Indira Gandhi National Open University and the University of the South Pacific have a key role to play in delivering and accrediting these programmes. In the past two years, regional workshops to develop aspects of the diploma have been held with a total of 18 partner institutions, including the Commonwealth of Learning.

At the same time, the CYP can tailor its modular distance education courses to the specific needs of members governments. When the Government of Barbados expanded its ministry responsible for youth affairs and recruited new Youth Commissioners, a special diploma course in Youth and Development by distance education was conducted by the CYP Caribbean Centre in December 1996. Thirty-seven participants received professional training to enable them to deal with the challenges of their new responsibilities.

Empowering Young Women and Men

Empowerment for young people means increased participation in decision-making and greater access to resources. The CYP has a long history of supporting and tapping the enterprising nature of young men and women as a key approach to combating youth unemployment. Young aspiring entrepreneurs, however, need to be given greater access to credit and other resources to enable them to start up and expand their own businesses.

The Commonwealth Youth Credit Initiative (CYCI), launched in 1996, provides a package of assistance to potential young entrepreneurs. It is designed to help entrepreneurs find ways of obtaining credit easily from local agencies, set up savings schemes, and provide training and support to small-scale entrepreneurs. It is being developed as a model of good practice which can be promoted and eventually replicated in different countries with the support of the international donor community and other agencies.

Pilot projects were launched in Guyana, India and Zambia in 1996 and are being closely monitored by the CYP's Regional Centres. The

RECOGNISING OUTSTANDING ACHIEVEMENT

It's a familiar Friday night scene. The week over, young people head into town to meet up with their friends. They congregate in bus shelters, parking lots, anywhere there's a street corner or lamp-post. In the British city of Truro, Cornwall, however, you won't find young people hanging about. That's because everyone is at Zebedees.

Run by young people for young people, Zebedees is a drop-in centre offering a friendly, welcoming space to get together and socialise. On a typical Friday night between 70 and 130 people use the centre, which also provides information on youth issues such as alcohol, drug abuse and sexual health. In 1996, it was one of five youth projects to win a Commonwealth Youth Service Award worth £1,000.

The Commonwealth Youth Service Awards Scheme empowers young people to become more involved in national development. It recognises and rewards initiatives by young women and men which contribute towards the development of their societies. In 1996, five groups of young people from Britain, Canada, Malawi and Pakistan won awards for projects ranging from family planning initiatives to the integration of mentally handicapped young people into society. The awards have been granted annually since 1985. In 1997, the scheme was expanded to allow for up to five regional awards worth £1,000 each and three pan-Commonwealth awards worth £3,000 each.

The CYP works towards empowering young men and women



micro-enterprises being set up are in the manufacturing, trading, agriculture and service-oriented sectors. In Asia, for example, the pilot CYCI enterprises include bicycle repair shops, clothes repairing, nurseries (for children), retail outlets for groceries, electrical and household goods, bakeries and marble cutting. In the South Pacific, the scheme will be piloted from the Solomon Islands in mid-1997.

A Commonwealth Micro-Credit Financing Initiative has been devised to create awareness of the CYCI model and to help mobilise financial institutions at national and regional levels, and donors to assist governments in replicating the scheme. This initiative will be launched in 1997/98.

Besides empowerment through the CYCI, the CYP is committed to the principle of youth participation in policy formulation and implementation. Young women and men are involved in CYP's consultative and management processes at national, regional and pan-Commonwealth levels.



These youths in Lusaka, Zambia, received help from the Commonwealth Youth Credit Initiative

CYP is also working to empower young people to contribute to conflict resolution and peace-making by providing training opportunities in how to resolve conflict. Arising from a Commonwealth Youth Conference on Conflict Resolution in August 1995, a training module on Young People and Resolution of Conflict is being prepared using materials from the conference. A video on mediation skills has also been produced, together with an audio-tape on the South African experience on conflict management.

Youth networks are another way the CYP enhances the participation of young people in national decision-making. Among its network-building activities, the 'Ambassadors for Positive Living' form part of the HIV/AIDS Network in Africa and help to increase awareness about HIV/AIDS (*see next page*). Youth exchanges are important regional activities. In Africa, priority is given to the HIV/AIDS Youth Networks through the Positive Living Ambassadors programme. The Asia Region uses Regional Youth Exchange programmes to promote national harmony and unity. In the Caribbean, youth exchanges have been identified as important strategies for regional integration and skills development.

Empowerment also means access to information about government and its responsibilities to young people under global agreements. The CYP is collaborating with Unicef to produce in 1997 a user-friendly *Youth Rights Guide* on the human rights implications of conventions and summits for young people.

Plan of Action for Youth Empowerment

The mainstreaming of youth issues into all areas of government policy and service is another priority for the CYP. To help member governments, national youth organisations and even the CYP itself to achieve this goal, a Commonwealth Plan of Action for Youth Empowerment is being developed. The Plan will identify the mechanisms to be put in place and the targets to be achieved, it will highlight examples of good practice, and it will demonstrate how all these elements can be brought together and endorsed at the highest political level to achieve a society where young women and men are truly empowered.

The CYP also recognises that the needs of young women are distinct from those of young men and is an example of good practice itself in implementing the Commonwealth Plan of Action on Gender and Development (see page 29). Gender Focal Points have been established in all the CYP Regional Centres to ensure gender mainstreaming in all CYP activities.

From 1993-96, CYP also carried out a pan-Commonwealth research project, *Three Generations, Two Genders, One World*, which examined the changes in gender roles, values, attitudes and relationships of three generations of young women and men in a number of Commonwealth countries.

LIFE AMBASSADORS

Since he was diagnosed as HIV positive in 1991, 25-year-old Zambian David Chipanta has been on a mission. As a Commonwealth 'Ambassador for Positive Living', David has journeyed to Kenya, Malawi, Malta and South Africa to raise awareness about HIV/AIDS and to urge positive changes in behaviour. On a five-day mission to Malta in 1997, for example, David met with young women and men, 15 to 29 years old, in bars, cafés – anywhere young people would listen. The trip included a high profile press conference with Malta's Minister of Health.

David is one of ten young men and women across Africa who are part of the CYP Africa Centre's three-year-old 'Ambassadors for Positive Living' campaign. They visit schools, youth groups, churches, mosques, government officials and policy-makers and talk openly about the disease and its spread.

"The overall policy is to create greater visibility of the HIV/AIDS problem among young people and to put those issues on the agenda with a view to cajoling governments to put more resources into fighting the virus," says CYP Africa Centre Director, Richard Mkandawire.

Development Through Science

Skilled management of science and technology is essential for development. In order to help member countries increase their capability and expertise in these areas, the Secretariat, through the work of the Commonwealth Science Council (CSC), emphasises four main areas for action: management of biological diversity and genetic resources, water and mineral resources, energy, and capability-building. This last area was added at the 19th biennial meeting of the CSC in Malawi in May 1997.

At this meeting, the CSC adopted a new three-year work programme whose objectives include the application of science and technology towards poverty alleviation, effective networking of science and technology institutions, and increased participation on an equitable basis of women in science and technology. The CSC also hopes to further develop a culture of science and technology in member countries and address issues of special interest to small states.

Biodiversity and Genetic Resources

Conserving and managing biological resources is as important for the economies of many Commonwealth countries as it is for the environment. The CSC concentrates on providing practical assistance for managing biological diversity, conserving natural environments and research on the utilisation of biological resources, especially for their economic value. It produces guidelines, provides training and assists countries in the implementation of international scientific agreements, such as the Convention on Biological Diversity.

Various fungi have been recognised as having medicinal properties, among other things, and are thus of potential economic gain. The CSC has helped set up a network for African mycologists to promote research in Sub-Saharan ecosystems and focus on the application of fungal diversity in rural and industrial development. At the end of 1995, mycologists

Work continues to improve food security and generate income by promoting cassava both as a food and a cash crop



and other scientists met at a workshop in Dar es Salaam, Tanzania, to discuss the status of mycology in their countries and to identify future needs in training and regional collaboration. Among other things, the workshop established a mycology network and initiated a *Sub-Sahara Mycology Network Newsletter*.

Activities have focused on two areas within genetic resources: under-utilised crops which can be developed for food and other uses, and integrated pest management.



The CSC encourages more women to participate in science and technology

In August 1995, a workshop, run in conjunction with the International Centre for Underutilised Crops (ICUC) and the UN Food and Agriculture Organisation, in Nelspruit, South Africa, resulted in the establishment of the Southern and Eastern African Network for Underutilised Crops (SEANUC). At a subsequent meeting in Pretoria, South Africa, member countries identified bambara groundnut (*Vigna subterranean*) and a root called *Plectranthus*, or 'Livingstone potato' (*Plectranthus esculentus*), as priority species. For investigation, SEANUC has also agreed to focus on the sustainable production and processing of underutilised fruits.

In Asia, the Underutilised Tropical Fruits for Asia Network (UTFANET) was set up in 1995 with CSC and ICUC assistance. Jackfruit (*Artocarpus heterophyllus*), pummelo (*Pummelo citrus grandis*) and mangosteen (*Garcinia mangostena*) have been identified as priority species for attention. The CSC is now working with ICUC to develop networks in other regions and, together with FAO, to form a global network for underutilised species.

Work continued in Zimbabwe to improve food security and generate income for rural communities by promoting cassava for food and as a cash crop for industry.

Biological control, or biocontrol, using natural enemies, is an environmentally friendly and relatively inexpensive method of controlling pests. The CSC has biocontrol projects in Africa on waterweeds and in the Caribbean on plant pests. Two types of beetles (*Neochetina eichornia* and *Neochetina brunii*) are being used to destroy water hyacinth in the waterways and lakes of Africa, notably Lake Kyoga in Uganda and now the Kafue River in Zambia.



Solar energy is used for the drying of tropical fruits as in this project in Guyana

REMOTE SENSING

Remote sensing is a technique by which data collected from aeroplanes or satellites is used to monitor changes in land or sea features. It is invaluable for natural resource management. A variety of remote sensing data is available at reasonable cost but to gain maximum benefit from the data collected it is necessary to expand the knowledge of its application.

Towards this aim, four workshops were held: on remote sensing and geographical information systems (GIS) for the Caribbean region (in Trinidad and Tobago, November 1995); on the use of satellite and synthetic aperture radar data for sustainable management of forestry, agriculture and marine resources, organised with Radarsat International of Canada (Malaysia, May 1996); on practical remote sensing using satellite and aerial data (South Africa, October 1996); and on remote sensing for coastal and forestry resource management (Sri Lanka, June 1997).

In the Caribbean, the CSC is using the expertise of a CFTC consultant to control agricultural pests, notably the pink mealybug, which has caused serious damage to agricultural crops and ornamental plants. The project aims to give farmers the techniques for identifying the mealybug, and breeding and distributing two control agents. An information centre on pest management for the region is also being set up.

Following a CSC workshop in Malta in 1995, a group of experts devised a methodology for identifying and monitoring biodiversity which has been published as a booklet, *Biodiversity in Small Island States*. A multimedia training programme in biodiversity management has been developed and the results of a global survey of training materials have been published as a *Multimedia Directory on Biodiversity*.

Water and Mineral Resources

Development of water and mineral resources is another major Commonwealth concern. A number of CSC projects address aspects of geoscience, groundwater and oceanographic studies, and water information networks. All involve collaboration with other agencies to provide relevant scientific and technological information.

Potable water is becoming increasingly scarce and the CSC therefore supports projects on groundwater management through three focus areas of activity: small island states, arid and semi-arid areas, and water in urbanised areas.

A Small Island Water Information Network (SI-WIN) was set up in 1996 to work towards reducing the isolation of water professionals on small islands and provide them with up-to-date information. It is intended in time to develop this project into a Commonwealth Water Information Sharing Network. The SI-WIN is funded by Britain's Department for International Development and the British Geological Survey.

In the area of management of marine resources, a new collaborative project with African countries on the Indian Ocean seaboard, the Commonwealth Ocean Resources Programme for the Western Indian

Ocean, was launched in February 1996 to investigate the research needs and resources of the countries on the eastern seaboard of Africa. It is expected to lead to a network of institutions for the management of ocean resources in the western Indian Ocean. An initial study has been carried out for a similar scheme in the Caribbean.

Energy

Better quality of life, especially in rural areas, is linked to access to high-quality energy. CSC activities therefore focus on renewable energy projects using technologies which are sustainable and can be maintained by the local population. Projects also aim to develop appropriate standards for equipment, installation and maintenance. The CSC's activities in this area include the solar drying of tropical fruits and other produce, as well as small-scale photovoltaic projects such as solar lighting.



In Tanzania, training is provided for those wishing to start businesses in solar systems

In July 1995, funding was obtained from the Ashden Trust, a British charity, to support work in Tanzania involving the rehabilitation of solar equipment, such as lighting units, radios and communications equipment, in a Masai training centre, and also for a project in Kenya involving credit mechanisms whereby people could gradually buy parts of electrical systems for their houses and start up a business in solar systems. The CSC also organised training courses in the installation and maintenance of solar systems together with the Solar Training Centre run by the Karagwe Development Agency, a Tanzanian NGO.

A project to demonstrate and evaluate affordable solar-powered systems for pastoralists in the Olkonerei area of Tanzania identified three commercially available portable lanterns, which were later distributed in the pastoralist community. The potential of solar dryers was examined at a CSC workshop in Guyana in May 1996, leading to the establishment of an export industry in dried exotic fruits. Training is also being provided in the processing, drying and marketing of these fruit.

Renewable energy sources are important for enhancing domestic energy options and contributing to the reduction of greenhouse gas emissions. The Secretariat co-organised with the UN Institute for Training and Research, the UNDP, Kestrel Solar Technology and

Malawi's Ministry of Energy and Mining a workshop in Malawi in late 1996 on establishing renewable energy training centres. It was agreed that such a centre was needed in the region, and a network of scientists and scientific institutions was established for the SADC.

Industrial Support

Working with nine countries in the Asia-Pacific region, the CSC runs a project on Chemical Research and Environmental Needs – together with other agencies – to promote environmentally friendly industrial practices. Issues addressed have been pollution, especially gaseous emission and atmospheric acidification, and cleaner production. A seminar on monitoring pesticide residues in exportable commodities was held in Sri Lanka in April 1996 and training on air quality modelling and atmospheric acidification given at Dhanbad, India.

The CSC has promoted the use of mathematical models for industrial and technological development and for understanding and protecting natural resources. Following on from this work, a new programme on Productivity Enhancement through Engineering Analysis and Design is being developed. A planning meeting was held in December 1996.

Hazardous Waste Management

The CSC and the Royal Society of Chemistry (Britain) have initiated a joint project to enhance the scientific capabilities of developing countries in the management and disposal of toxic waste. A network of regional centres has been established with bases in a number of countries, including Australia, Canada, India, Kenya and Malawi.

Small States, Special Needs

More than half the Commonwealth's 53 member countries are small states, with special characteristics – they are either physically very small or have populations of less than 1.5 million. They have similar developmental, political, economic and security problems despite their different geographic locations and socio-economic circumstances.

Since the mid-1980s, the Commonwealth has made the needs of small states one of its priority concerns. It has helped foster international trade and finance including promoting consensus on money laundering, the debt crisis and the environment, and played a pioneering role in winning international recognition that small states are vulnerable and have special needs. From its inception in 1971, the CFTC has provided assistance to help small states meet these needs. Today, small states account for over 60 per cent of CFTC expenditure.

Commonwealth policy and assistance to small states is developed and monitored through a three-tiered framework. The first tier is the Commonwealth Ministerial Group on Small States (MGSS), which provides strategic direction to the Commonwealth to address the political, economic and social concerns of small states, and to mobilise support for action and assistance on these concerns in various international fora.

The second tier is the Commonwealth Consultative Group on Small States (CGSS), a forum of senior officials constituted to examine small states issues in depth. It recommends priority areas for Secretariat assistance to small states. The third is a task force within the Secretariat, which services these two groups and ensures that programmes of assistance to small states are co-ordinated across all Divisions.

Vulnerability in the 1990s

At the 1995 Auckland meeting of the MGSS, Commonwealth leaders focused their discussions on the sustainable development of small states, their security, and the effects on small economies of systemic changes in the international trading system. They called for the landmark 1985 report, *Vulnerability: Small States in the Global Society*, to be revised and updated with its coverage expanded to embrace economic, environmental and social aspects of small states' vulnerability, as well as the political and security dimensions. They also asked the Secretariat to complete a Vulnerability Index in order to assist international consideration of the special problems of small states.

The new report on vulnerability will be presented to the MGSS when it meets in Edinburgh before the 1997 CHOGM. Work on the Vulnerability Index will be presented to the September meeting of the CGSS for further consideration.

The Secretary-General constituted an Advisory Group, comprising nine eminent Commonwealth persons serving in an individual

capacity, to ensure the independence of the authorship of the new report on vulnerability. The Group, headed by former Prime Minister of Dominica Dame Eugenia Charles, met twice and its report was to be examined by the CGSS in September 1997.

Provision of Expertise and Training

A significant part of the Secretariat's technical co-operation programme is devoted to assisting small states, either directly or through regional organisations. Commonwealth experts funded by the CFTC can serve from a few weeks to a few years and help fill key developmental positions where the required skills are in short supply. Through on-the-job training, CFTC experts pass on their knowledge to local counterparts.

Demand increased for this type of assistance in 1995-97, especially in banking, legal, maritime boundary delimitation, fisheries, mining and petroleum matters. For example, within weeks of a Guyana Government request for help in the aftermath of a major cyanide leak from the Omai Gold Mine in 1996, the Secretariat had put in place a CFTC-funded engineering geologist and an environmental scientist who provided impartial assistance to the Government and its Commission of Inquiry which followed.

St George's Harbour, Grenada ... small states do not always have the capacity to maximise their trade potential



The tourist industry is also important to the economies of small states. Between 1991 and 1996, technical assistance was provided to the Caribbean Tourism Organisation to promote investment in the Caribbean. An expert funded by the CFTC advised the Seychelles Government on all aspects of tourism and assisted with the preparation of a Tourism Master Plan for 1996-2005. Experts were also sent to Grenada, St Vincent and the Grenadines, and Trinidad and Tobago.

Secretariat training activities in small states are aimed largely at institutional strengthening and capacity-building through the design and delivery of specialised pan-Commonwealth, regional and in-country workshops and seminars.

Key training areas include entrepreneurship development, diplomatic training, public sector reform, middle-management development programmes, human resources planning and management, information technology, environmental management and disaster/emergency preparedness, and local government capacity-building. Many of these programmes are organised and delivered through such institutions as the

University of the South Pacific, the University of the West Indies and the University of Malta.

Trade and Industry

As the world strives towards greater economic integration through increased participation in international trade, the Secretariat is conscious that some small states may not have the capacity to maximise their trade potential. It therefore advises them on appropriate trade-led development strategies, helping them to respond to the conclusions of the Uruguay Round and other developments in the international trading system.

It has helped institutions formulate and implement strategies for the export of goods and services, and improved the capacity of governments to adapt and develop policies to enhance their exports. For example, assistance was provided to Swaziland in developing exports and attracting inward investment: a short-term legal trade and investment expert helped prepare legislation for the establishment of an investment promotion agency and draft legislation on competition policy and law.



Small states receive assistance in setting up businesses ... this ceramics enterprise was set up for the disabled in The Bahamas

The liberalising of global trade is likely to have a strong impact on enterprising small economies, but they will need help to take full advantage of it, especially at the micro-level. The Secretariat is about to finalise a study of the impediments faced by small states in the area of international trade. The study examines business successes and failures in an attempt to identify requirements for developing and sustaining effective trade policies and removing obstacles which impede the export performance of small states. It is partially funded by the Australian Government.

Since 1995, the Secretariat has shifted the focus of its industrial assistance programmes towards promoting entrepreneurship and small enterprises in small states. These are described in an earlier chapter (see page 47).

Promoting Capital Flows

Small states often experience problems in attracting the private capital flows they need for economic growth. Under the umbrella of the



For young children in small states, such as these in the Seychelles, special assistance is needed to deliver quality education suited to their needs

Commonwealth Private Investment Initiative (see page 40), the first in a series of regional investment funds, the Commonwealth Africa Investment Fund is already attracting investment to African member countries, including the small states of Botswana, The Gambia, Lesotho, Mauritius and Swaziland. The fund was launched by the Secretariat in July 1996 in conjunction with Britain's Commonwealth Development Corporation (CDC).

A second fund, for the Pacific region, the Kula Fund, has been incorporated in Vanuatu. Its management company will be based in Papua New Guinea. It has mobilised some US\$15 million worth of capital from such agencies as the Asian Development Bank, European Investment Bank, International Finance Corporation, the French financing agency Proparco and CDC. It will support private sector development in the Pacific island states by making risk capital available in a wide range of sectors. The Kula Fund is expected to close at the end of 1997, by which time further amounts are likely to have been raised. Its inaugural board meeting was scheduled to be held in Vanuatu in August 1997.

Work is also under way on a similar fund for the Caribbean. The Secretariat has already discussed its potential with governments in the Caribbean, and the CDC is studying the possibility of mobilising capital worth US\$25-30 million. Initial studies analysing investment opportunities in the region are being carried out and, if they are positive, the fund might be established in 1998.

Environment, Science and Technology

The environments of small island states are among the most threatened in the world – from pollution, natural disasters, coastal erosion and the impact of tourism. With few local scientists and even fewer research facilities, small states face an uphill struggle when it comes to protecting their fragile environments, preserving biological diversity and harnessing what precious natural resources are available to them. At its biennial meeting in May 1997, the Commonwealth Science Council (CSC) discussed concessionary terms of membership for the 17 small countries

which have yet to join the CSC and for whom many CSC programmes are particularly relevant.

Under the CSC's water resources programme, for example, assistance to small island states is a high priority. A Small Island Water Information Network (SI-WIN) aims to reduce the isolation of water professionals on small islands by putting them in touch with each other, and to increase efficiency and productivity through regularly circulating information. The network has established nodes in the Pacific and in the Mediterranean. These have been provided with equipment and software for scanning their reports and documents into the SI-WIN database. Further nodes are to be established for the Caribbean and the Indian Ocean.

For many years, it has been recognised that biodiversity may play an important long-term role in the national economic development of many small states. The Secretariat's lead project in this area is the Iwokrama International Rainforest Programme in Guyana, which seeks to help identify successful methods of conserving and using the forest's resources on a sustainable basis (*see page 92*). The Secretariat is also developing a pilot project, to be implemented in Mauritius, to identify and monitor biodiversity in small island developing states. A workshop to establish a Caribbean Network for the Management of Mangrove Ecosystems was held in Jamaica in July 1996.

With the support of the Canadian International Development Agency (CIDA), the CSC has completed a major study to develop a strategy for sustainable ocean management and development in the Caribbean. The study has established an integrated and comprehensive framework for ocean management in the Commonwealth states of the Caribbean, and is a platform for future donor assistance. Plans are under way to develop a similar programme in the Western Indian Ocean.

The CSC is carrying out training in the management of hazardous waste in order to enhance the capabilities of scientists to monitor and manage toxic and other hazardous wastes and assess human risk in dealing with these wastes.

Law

Legal cases, especially international ones, can tie up a small state's attorney-general's office for months. Small states therefore have the most to gain from the Secretariat's work in mutual legal assistance and co-operation in, among other things, the fight against money laundering (*see page 20*). Legal skills are available to them for negotiation of fisheries access agreements and the effective management of exclusive economic zones.

Issues of special interest and concern to small states have, as a matter of practice, been included on the agenda of the triennial Commonwealth Law Ministers Meetings and since 1983, the Secretariat has organised a separate meeting of law officers (ministers and attorneys-general) of small Commonwealth jurisdictions every three years.

At their last meeting in Namibia in 1995, law officers of small Commonwealth jurisdictions identified a number of priority areas requiring urgent Secretariat assistance. These included issues pertaining to the Law of the Sea, environment and the trade-related aspects of intellectual property rights (TRIPS) under WTO agreements. In 1996 the Secretariat initiated a programme of regional workshops to address these issues.

HUMAN RESOURCE DEVELOPMENT

The Secretariat has continued to assist small states in strengthening their capability to deliver quality education suited to their special needs. Various workshops have been held to help small states in the management of their educational resources, and materials have been produced to assist in the training of teachers working with students in different grades.

To help strengthen existing Ministries of Education and examination boards, the Secretariat organised a pan-Commonwealth workshop on examination systems in small states in May 1996. As a direct result of this, an Association of Commonwealth Examination and Accreditation Bodies is expected to be launched in 1998.

Small states also benefit from a wide range of activities delivered through the Commonwealth Youth Programme (CYP) and its regional centres, two of which, in Guyana and the Solomon Islands, serve in regions with a preponderance of small states (see page 75). In the South Pacific, for example, courses have been taught on advanced youth-worker skills, such as counselling, financial management and enterprise development.

International Representation

Since 1983, the Commonwealth has maintained in New York a Joint Office for Commonwealth Permanent Missions at the United Nations, which provides office space for the representatives to the UN of nine small member countries: Belize, Dominica, The Gambia, Grenada, Maldives, St Lucia, Samoa, Seychelles and Solomon Islands.

The Joint Office has traditionally received funding from three major donors: Australia, Britain and Canada. Following the Commonwealth call in 1996 for more donors for the Joint Office initiative, additional financing was obtained from the Governments of New Zealand and Singapore.

Through its observer status at the UN General Assembly, the Secretariat continues to monitor developments relating to areas of concern to small states. The Secretariat expects to continue to work with Commonwealth small states within the UN system as well as other regional organisations to address threats to the security of small states and other issues.

The Secretariat maintains its links with small states within the Caribbean, *inter alia*, by the attendance of the Secretary-General at the Caribbean Community (CARICOM) Heads of Government Meetings, and it has strengthened its relationship with CARICOM through the signing of a Memorandum of Understanding (MOU) with the CARICOM Secretariat in 1996. A similar MOU was agreed earlier with the Secretariat of the South Pacific Forum.

The promotion of Commonwealth fundamental political values, such as democracy and democratic processes, has included the organisation of regional meetings of Chief Electoral Officers in the Pacific region in 1995, the Caribbean in 1996, and Asia and the Indian Ocean in 1997. The Commonwealth continues to assist The Gambia and Lesotho in capacity-building for the consolidation of democracy (see page 17).

On matters of international trade and negotiations, the Secretariat continues to provide small states with assistance on accession procedures to the WTO, and on options for a successor agreement to the Lomé IV Convention in advance of formal negotiations to begin in 1998.

The Environment

Concern for the environment continues to be integrated into almost every area of the Secretariat's economic and social developmental work. At the root of this is recognition that good environmental practice is a pre-condition for sustainable development. The core of this work is promoting agreement on major environmental issues, the integration of economic and environmental policies, technical assistance and training in environmental management, and support for the Iwokrama International Rainforest Programme in Guyana.

At their summit in 1995, Heads of Government accepted the recommendations of the Commonwealth Consultative Group on Environment (CCGE) that the association could play an important role in environmental matters provided it focused on those areas where it had a comparative advantage. They agreed that forestry in particular was an area where a distinctive contribution could be made through the Iwokrama Programme.

Environment-related aspects of mainstream Secretariat activities are described throughout this Report.

Promoting Consensus on the Environment

Since the 1992 UN Conference on Environment and Development (UNCED) in Rio de Janeiro, Brazil, international co-operation on environmental matters has increased. However, further discussion and agreement on key issues remains necessary.

Research projects in the Iwokrama include documentation of indigenous knowledge of biodiversity with the participation of Amerindian women



MANAGING IWOKRAMA

The Iwokrama International Centre, which is responsible for the management of the rainforest programme, is governed by a Board of Trustees. The Centre is headed by Mr David Cassells, a prominent environmental specialist on secondment from the World Bank. It has three core programmes: sustainable management of the tropical rainforest, conservation and the sustainable use of biodiversity, and sustainable human development. These are supported by research on forests and biodiversity, and a programme of information and communication.

A medium-term plan, strategy statement and business plan have been prepared, and a Donor Support Group constituted. This group consists, at present, of representatives of the Government of Guyana, the Commonwealth Secretariat, the UNDP and Canada's International Development Research Centre.

The Secretariat, which has been a major provider of technical assistance, is co-ordinating preparations for a donors' meeting in October 1997. A consortium is also being formed to enable research institutions with interests in sustainable forest management and biodiversity to contribute to Iwokrama's research and training activities.

In 1996, the CCGE turned its attention from sustainable management of forests to fisheries. It recommended: sharing information and expertise on the sustainable management of fisheries and the reduction of marine pollution from land-based sources; improving countries' abilities to manage coastal zones; providing technical assistance and exchanging information on fisheries management in small island developing states (SIDS); improving surveillance and the monitoring of fisheries in exclusive economic zones, especially in SIDS; and legal assistance for the delimitation of maritime boundaries and the negotiation of agreements on fisheries.

The CCGE also met in June 1997 during the Special Session of the UN General Assembly on the review of the implementation of Agenda 21, the global action programme on environment adopted at UNCED in Rio in 1992. The Group concluded that the Commonwealth had made significant efforts to strengthen co-operation on certain environmental issues, and stressed the need to accelerate the transition to environmentally sustainable development through full and effective implementation of existing global conventions and agreements, the integration of economic and environmental policies, and the promotion of greater resource flows to assist the implementation of Agenda 21 in poorer countries.

The Group also identified priority areas for further action through Commonwealth co-operation and technical assistance. These included climate change and sea-level rise, forests and biodiversity, desertification, marine resources and fisheries, transfer of environmentally sound technologies, and the sustainable development of small states.

The Iwokrama Programme

The basis for the Iwokrama International Rainforest Programme, a Guyana-Commonwealth initiative launched in 1990, is that the tropical rainforest is a form of ecological capital which can be used for economic, environmental and socio-cultural benefits while also being conserved for posterity.

The Programme was made possible by Guyana's offer at the 1989 CHOGM to set aside some 360,000 hectares (900,000 acres) of pristine South American rainforest for both conservation and sustainable development. Half of the forest has been demarcated as a Wilderness Preserve where biological diversity (biodiversity) is conserved for scientific research. The remainder will be utilised, in partnership with the private sector, to provide economic benefits on an environmentally sustainable basis.

Following an agreement signed by the President of Guyana and the Commonwealth Secretary-General at the 1995 CHOGM, Guyana's Parliament enacted legislation in March 1996 guaranteeing the autonomy of the forest area and the Iwokrama International Centre which is responsible for its management.

Experts funded by the CFTC in 1994-96 helped the programme's operational development in several critical areas, including resource surveys, research projects including the documentation of indigenous knowledge of Iwokrama's biodiversity with the participation of Amerindian women, and natural resource management. In 1996-97, another expert is providing advice on the identification, extraction and marketing of non-timber forest products as part of an overall assessment of resources in the Iwokrama site.

Additional technical support is being provided by a short-term consultant who prepared research and development projects for external funding.

Commonwealth Forestry Initiative

Following high-level discussions at UNCED and agreement on a set of Forest Principles, attention was focused on the goal of sustainable forest management, especially in regard to tropical forests. Experienced foresters quickly pointed out that historically there were examples of wise management which needed to be understood and revisited if research was not to repeat past mistakes.

The Commonwealth Forestry Initiative provided a number of countries with an opportunity to record these past experiences in an accessible form, which would perhaps provide pointers for further work. A series of brief reports were published for Karnataka, India (1993), Uganda and Ghana (1994), and Sri Lanka (1996). There was particular interest in Uganda and a training guide for forestry staff was prepared and published in 1996. Its Forestry Department also requested a specific study on timber supplies and the correct use and treatment of wood, and a *Guide to Better Timber Use* was published in 1996. This has been followed by training courses held in Kampala which are based on the guide.

Environmental Management

The Secretariat helps member countries to develop skills and strengthen the ability of their institutions to deal with a range of environmental programmes. Training programmes have focused on preparing for and handling environmental disasters and hazards, on the preparation of manuals and guidelines for pollution prevention and control, and on workshops to increase awareness of new critical issues

INTEGRATING ECONOMIC AND ENVIRONMENTAL POLICIES

At the national level, economic and environmental policies must work together in order to make economic development environmentally sustainable. Since the cost of inappropriate economic policies on the environment is high, the Secretariat work focuses on helping members integrate environmental considerations in the early stages of economic policy-making.

Workshops were held in Malta in January 1996 and Sri Lanka in November 1996 to help several economic and environmental policy-makers gain a better understanding of the tools required, the practical dimensions of economic and environmental policy integration, and how market-based economic instruments, such as taxes on polluters and charges for resource use, can be used to achieve environmental objectives. The Secretariat has also published handbooks of training materials to assist policy-makers in integrating economic and environmental policies.

Iwokrama ... experts funded by the CFTC have helped the programme's operational development in several critical areas





Environmental-friendly energy ... solar panels being put up

in environmental management. Short-term training attachments have also been supported in such areas as environmental conservation, fisheries management and marine geology.

A new project, developed since 1995, relates to the identification, transfer and development of environmentally sound technologies. It is aimed at helping decision-makers to take an informed, long-term view of technological and industrial development. In May/June 1997 a regional workshop at the University of the West Indies Centre for Environment and Development (UWICED) in Jamaica sought, among other things, to build national and regional capacities in environmental technology assessment.

Technical assistance funded by the CFTC is being provided to member countries in several areas. For example, a public health adviser is to help St Lucia review and restructure the operations of its Environmental Health Branch; an environmental economist cum policy analyst is strengthening environmental and natural resource management at the Planning Institute of Jamaica; and advisers have been assisting with the management of a Central Environmental Laboratory in Mauritius, the improvement of environmental legislation in Brunei Darussalam, and the development of environmental guidelines for the oil palm industry in Papua New Guinea.

Assistance is also given on a regional basis. An expert will help the South Pacific Regional Environment Programme to implement a strategy for the protection of the marine environment, another has been assigned to UWICED to develop the skills for environmental management in Caribbean small island states, and regional and sub-regional workshops have been held in Kenya and Tonga to help senior planning officers in East Africa and the Pacific to understand better how environmental impact assessment (EIA) techniques can be used in the planning and monitoring of development projects. A handbook on EIA was published to complement the training.

The Commonwealth in the Global Community

The Commonwealth has a key role in building consensus on issues of global importance. In recognition of this, the Millbrook Action Programme outlined a greater role for the association in using its unique characteristics to build bridges across traditional international divides of opinion.

For the past three decades, consensus within the association has informed debate, policy formulation and action on matters of critical importance to the international community. Global and regional arrangements for the strengthening of peace and security, promoting sustainable development, tackling the debt crisis and protecting the interests of small states have all benefited from Commonwealth consensus and the ability of its members, singly or collectively, to promote the association's views in other international fora.



Concern for refugees ... Secretary-General Chief Emeka Anyaoku receives the report of the Intergovernmental Group on Refugees and Displaced Persons from Ambassador Michael E Sheriffs, the group's chairman

At the UN and Other Organisations

The principal forum for the promotion of consensus on major world issues is the UN, where the Commonwealth has observer status at the General Assembly. Commonwealth countries have made important contributions across a range of subjects and the Secretariat has developed close working relations at every level with the UN Secretariat. In the past two years, the Commonwealth Secretary-General has participated in meetings convened by the UN Secretary-General to consider how international peace and security matters might be more comprehensively addressed through co-operation between the UN and regional and other international organisations. The second meeting in the series took place in February 1996.

PROMOTING POLICIES TO ATTRACT PRIVATE CAPITAL FLOWS

At their meeting in Bermuda in 1996, Commonwealth Finance Ministers agreed that the role of national and international policies in encouraging private capital flows for investment should be studied in greater depth by a small working group of senior Commonwealth finance ministry officials. As a result, a working group comprising senior finance officials of Australia, Britain, Botswana, Canada, Ghana, Guyana, India, Malaysia, Mauritius, Pakistan, South Africa, Uganda, Vanuatu and Zimbabwe was set up.

The group met in February and April 1997 and discussed the policies for enhancing, sustaining and coping with capital flows as well as the role of international policies, agreements and agencies, including that of the Commonwealth. The group's conclusions and recommendations will be reported to Commonwealth Finance Ministers who meet in Mauritius in September 1997.

Commonwealth Permanent Representatives to the UN met in February 1996 with the Commonwealth Secretary-General in New York and decided that they would hold regular meetings among themselves to discuss various Commonwealth decisions and initiatives and how these could be carried forward at the UN. The Commonwealth Secretariat has ensured that the Permanent Representatives are informed of these decisions, and the Secretary-General and his senior colleagues participate in the meetings when they are in New York. The Permanent Representative of New Zealand, as the 1995 CHOGM host country, currently chairs the meetings.

The Commonwealth also maintains close working relations and contacts with other regional and international organisations. For example, the Secretary-General participated in the 1996 and 1997 meetings of the Conference of Heads of Government of the Caribbean Community (CARICOM) where he briefed Heads on current developments in the association and received feedback from them which will inform future Commonwealth activities.

To further strengthen its institutional, consultative and operational links with these organisations, the Secretariat has signed Memoranda of Understanding (MOUs) with CARICOM (February 1996) and with Unicef (November 1996). MOUs have previously been exchanged with the *Agence de Coopération Culturelle et Technique*, the OAU and the South Pacific Forum Secretariat, among others. The Commonwealth Secretariat has used its relationships with such organisations to promote the interests of all Commonwealth members, especially on such issues as money laundering and assistance to small states.

Refugees

Since the 1995 CHOGM, the Commonwealth has sought to draw more international attention to the complex issue of the world's refugees and displaced persons. The Secretariat has established an Intergovernmental Group on Refugees and Displaced Persons (IGRDP) which has highlighted the special problems of refugee women and children who comprise a majority of refugees and displaced persons, and the particular challenge which this crisis poses to a number of Commonwealth countries, especially in Africa. The Secretary-General will present the IGRDP's report to the 1997 CHOGM.

National and International Economic Issues

The Commonwealth has also continued to play an important bridge-building role on economic issues. The conferences of its Finance Ministers, held just before the annual International Monetary Fund/World Bank meetings, are a key forum for arriving at a collective view or set of proposals on economic matters for promotion in international fora.

These Finance Ministers meetings are therefore often launching pads for new international and Commonwealth initiatives, including those on debt, private capital flows and combating money laundering. The Commonwealth Private Investment Initiative (see page 40) was launched at the 1995 meeting and in previous years, important proposals on resolving the multilateral debt problem have been put forward and later



*The consultation process at work ...
Commonwealth health ministers met in Cape
Town, South Africa, in 1995*

taken up at wider international levels. To help promote the collective Commonwealth view, since 1996, the Secretariat has arranged for press briefings by Commonwealth Finance Ministers at the venue of the Fund/Bank meetings.

Action on Debt

For many years, the Commonwealth has played a major role in the development of initiatives to reduce the debt burden facing heavily indebted poor countries (HIPCs). At their 1995 meeting, Commonwealth Finance Ministers asked the Secretariat to maintain the initiative on multilateral debt originally proposed by the British Chancellor of the Exchequer at the 1994 conference. The Secretariat circulated a paper on the multilateral debt problems of HIPCs to the IMF and World Bank Executive Boards, with the aim of contributing to their discussions on the issue in February/March 1996.

Once the proposed framework and timetable on multilateral debt relief became clear following the April 1996 IMF/World Bank Interim and Development Committee Meetings, the Secretary-General wrote to the Heads of Government of the Group of Seven (G7) prior to their summit in Lyon, France, in June 1996, urging them to give decisive leadership on the issue and strengthen the initiative in a number of ways.

When they met in 1996, Finance Ministers, while encouraged by the progress made in advancing proposals on the HIPC debt, recognised that these needed to be further strengthened if as many eligible countries as possible were to exit this category by the year 2000. They agreed it was important for the Commonwealth to continue to focus on debt issues and provide technical support to countries seeking debt relief.

An Action Programme on HIPCs was formally endorsed by the IMF/World Bank Interim and Development Committee Meetings in September 1996 and the World Bank established a HIPC Trust Fund, to which it has agreed to transfer US\$500 million of the net income from the International Bank for Reconstruction and Development as its initial contribution. Since then, the Secretariat has continued to work on two fronts: it has emphasised the need for strengthening the Action Programme and accelerating its implementation, and has helped countries build their capacity to carry out analysis of debt sustainability and the impact of debt on development (*see page 35*).

New Trade Challenges

Consensus-building on trade policy issues and assisting developing member countries in trade policy development continue to be an

SOVEREIGNTY AND SECURITY

Small states feature prominently in the Commonwealth's consensus-building activities. The association's solidarity and support continue to be vital for two of its small states – Cyprus and Belize. The Commonwealth continues to support the unity, independence, sovereignty and territorial integrity of Cyprus, invaded by Turkey in 1974 and since divided. It supports UN and other international efforts to find solutions and the Commonwealth Action Group on Cyprus stands ready to assist when required.

The Commonwealth continues to monitor the problem of Belize and its difficulties stemming from the territorial claim of Guatemala. The association has consistently reiterated its support for the independence, sovereignty and territorial integrity of Belize, and a Commonwealth Ministerial Committee on Belize also remains ready to meet when required.

The Secretariat's other assistance to small states is described in an earlier chapter (*see page 85*).

important part of the Secretariat's work in the new era of global trade liberalisation. Since the 1995 CHOGM, it has been conducting policy work in two main areas: facing the post-Uruguay Round challenges, and the post-Lomé IV Convention arrangements for the group of African, Caribbean and Pacific (ACP) countries.

The post-Uruguay Round agenda comprises a number of old and new issues having a bearing on the conduct of trade and trade-related policies. Trade and environment, regionalism, investment, competition policies and government procurement practices are some of the new issues proposed for multilateral rule-making in the WTO. The Secretariat prepared a policy-oriented report on the new issues to assist member governments at the first WTO Ministerial Conference in Singapore in December 1996, and is undertaking further studies identified at this conference focusing on key negotiating issues and country interests.



Strengthening links with other organisations ... the Secretariat signs a Memorandum of Understanding with the Caribbean Community in 1996

The form and nature of a successor arrangement to the Lomé IV Convention will be of considerable importance to the ACP group, which includes most of the small states and the least developed countries in the Commonwealth. It is especially critical for those who are highly dependent on special trading arrangements with the European Union for principal exports such as bananas and sugar. Studies by the Secretariat have analysed possible options for a successor arrangement capable of addressing the diverse trade and development interests of ACP countries. These studies provided a basis for discussion among ACP country representatives at a workshop in Brussels, Belgium, in May 1997 organised jointly by the Commonwealth and ACP Group Secretariats as a first step to forming consensus.

The Commonwealth Family

Voluntary associations and NGOs contribute extensively to Commonwealth co-operation and understanding. They are often credited with giving the association its unique character and identity, making it as much an extended family of peoples as it is of governments. NGOs have specialised knowledge and expertise, are familiar with the communities they work in, and are therefore natural partners in the design and delivery of development assistance.

The Secretariat seeks to involve NGOs in its work. Its ties are therefore especially close to the Commonwealth Foundation, the inter-governmental organisation which supports and strengthens links among Commonwealth voluntary agencies and professional associations, but it also collaborates with many individual NGOs in the course of its work.

The 1995 Millbrook Commonwealth Action Programme, for example, acknowledged the role such organisations as the Commonwealth Parliamentary Association (CPA) could play in strengthening democratic culture and effective parliamentary practices. The Secretariat therefore works closely with the CPA and the Commonwealth Local Government Forum in advancing fundamental political values through workshops and seminars. CPA members also serve on the various Commonwealth Observer Groups sent to monitor elections in member countries.

In promoting sustainable economic and social development, NGOs also have a role in facilitating the adoption of more successful self-help schemes and in mobilising the energies of citizens in alleviating poverty. The Secretariat enhances its own impact, efficiency and cost-effectiveness by drawing on the experiences and resources of NGOs in socio-economic development.

Since 1995, a large number of specific activities have been undertaken with the co-operation and participation of NGOs. Among these are judicial colloquia for senior judges on human rights, particularly women's human rights, organised in collaboration with the Commonwealth Magistrates' and Judges' Association and often with the participation of other NGO representatives funded by the Foundation. Another example is the Commonwealth Youth Programme's close co-operation with many local NGOs through its four regional centres, including organisations such as the Malaysian Youth Council, the Guyana Association of Professional Social Workers, the Duke of Edinburgh Award scheme and the Pacific Youth Council.

One notable project illustrating the benefits of official and unofficial co-operation was the advanced training in 1997 of ten ophthalmologists from India in the skills of intra-ocular lens implantation, a technique for curing partial or total blindness resulting from cataracts. The project, first initiated by an NGO based in Bangalore, India, was supported by the Secretariat and the CFTC, which channelled its funding through another NGO, CAMHADD. It is estimated that more than 500 blind

people in India have already had their eyesight restored through this project.

In mid-1993, the Secretariat established a formal contact and co-ordination point for NGOs to help harmonise its own development activities with those of the unofficial sector. Through the NGO Desk, the Secretariat liaises with the Foundation and the unofficial Commonwealth to ensure programme complementarity. One result is the expanding number of roundtable discussions and other events at the Secretariat headquarters in London involving NGOs – 39 such meetings were held in 1995 and over 50 in 1996.

The unofficial side of the Commonwealth has also played an increasingly high-profile role at CHOGMs. At the 1993 summit in Cyprus, Commonwealth NGOs were officially accredited for the first time, and some 31 representatives from 12 organisations were registered. In Auckland in 1995, this number increased to 66 representatives from 18 NGOs. In Edinburgh in October 1997, about 300 representatives from 60 pan-Commonwealth NGOs are expected to be accredited. They will also benefit from facilities for meetings and displays which the host government has arranged through the provision of a Commonwealth Centre for NGOs.

In 1997, the Secretariat assisted a number of pan-Commonwealth NGOs in the celebration of the UK Year of the Commonwealth, initiated by the Royal Commonwealth Society of Britain and consisting of a series of events, meetings and lectures organised by NGOs, academic institutions and other organisations, and often sponsored by commercial firms. Within the Secretariat, a task force was established by the Secretary-General to co-ordinate the Secretariat's contribution to the events.

Secretariat partnerships with NGOs are described in the relevant chapters on development activities throughout this Report.

Benefiting from Sport

Only a privileged minority of the Commonwealth's one billion young people have access to sport and physical education. Despite extensive evidence of the health, education and social benefits of regular involvement in sport and physical activity, even the most basic sports facilities and equipment are unavailable to the vast majority of today's youth.

In March 1997, leading representatives of sport and governments in Southern Africa, along with international aid agencies and sports organisations involved in development assistance, gathered in Zimbabwe for the Harare '97 Forum on Sport and Youth Development. The two-day forum, the first of its kind, explored the role of sport in the wider development process – particularly its economic and social benefits – and how these related to current international aid priorities such as poverty alleviation, the promotion of participatory democracy and the special needs of women and young people.

The forum was an initiative of the CHOGM Committee on Co-operation Through Sport established by Commonwealth Heads of Government in Harare in 1991 under the chairmanship of Mr Justice Roy McMurtry of Canada. The committee's task is to recommend ways of strengthening Commonwealth sport, and to help develop an appreciation of sport as an intrinsic and indispensable part of national development.



In response to the committee's second report, Heads of Government agreed at Auckland in 1995 to encourage investment in sport and physical education programmes, including the exchange of technical assistance, and to integrate sport in, for example, youth, education and environment planning and policy implementation. The Harare '97 Forum was an outcome of this commitment, and its conclusions and recommendations will form an important part of the committee's 1997 report to CHOGM.

Since 1994, sport and development has also been a distinct programme within the Secretariat. It provides information on developments in sports policy and practice, and supports the study of national sports policies and their links with wider developmental objectives. Increasing women's participation in sport is another priority of the programme.

In 1995/96 and 1996/97, the Secretariat's allocation for sport and development projects was £20,000 each year. With additional funding from outside agencies, including the Malaysian Ministry of Youth and Sport, the British Council, Leeds Metropolitan University in Britain and the Government of Papua New Guinea, total funds available in 1996/97 exceeded £80,000. This allocation has partially funded two main research

A study on opportunities and barriers to women in sport has been carried out

projects: one, a study on opportunities and barriers to women in sport, was completed in April 1997; the other is on linking national sports policies to wider developmental objectives. This latter project commenced in late 1996 and is expected to be completed in 1999.

The report on Commonwealth Women and Sport stems from studies undertaken at the XV Commonwealth Games in Victoria, Canada, in 1994 as well as on analyses of sports policies for women in selected member countries. Among its major findings was that barriers to women's participation in sport are largely structural rather than social or cultural (though these exist as well). Nearly three-quarters of the more than 300 athletes who took part in the survey said access to financial support, including scholarships, was the most frequent barrier. Poor access to facilities, equipment and coaching also prevented women from reaching their full sporting potential.

The CHOGM committee is also mandated with the task of recommending ways of strengthening the Commonwealth Games. Although plans are well under way for the 1998 Commonwealth Games in Kuala Lumpur, Malaysia, and the 2002 Games in Manchester, Britain, the committee has warned that, on the whole, government attention to the Games is waning. It said that action should be taken quickly to move the Games to new levels of achievement and visibility while retaining their character, integrity and distinctiveness in the world of sport. For this to occur, the committee argues, the Commonwealth Games Federation must be strengthened with the support of governments.

The committee, which met in September 1996 and is scheduled to meet again in July 1997, will present its third report to Commonwealth Heads of Government in October 1997.

New Challenges for the Secretariat

The Secretariat continues to be sensitive to the changing priorities and developmental needs of member governments, especially as outlined at CHOGMs and various ministerial meetings. Since 1 July 1993, the Secretariat has organised its work within the framework of a three-year strategic plan approved by the Steering Committee of Senior Officials (SCOSO). This Committee, which now meets once in three years, provides broad operational and resource allocation guidance, and strategic direction to the Secretariat's work.

With the establishment within the Secretariat of a central Strategic Planning and Evaluation Unit for thinking strategically about Secretariat work, co-ordinating planning, and commissioning programme reviews and evaluation studies of activities, proposals for future work are informed by where the Secretariat can achieve results in meeting member countries' needs.

Planning

The annual work programme and the accompanying budgets of the Secretariat are submitted for the approval of the individual governing bodies of Secretariat funds, namely the Finance Committee and the Board of Representatives of the CFTC, the Commonwealth Youth Affairs Council (for the CYP), and the CSC and its Executive Committee (see Appendix VI).

All activities of the Secretariat are grouped under defined programmes and sub-programmes. Under the Third Three-Year Strategic Plan, which came into effect on 1 July 1997, the Secretariat's work is organised under 11 broad programme and 22 programme/sub-programme headings. Prior to this, its work had since 1994 been contained in 15 programme and 43 programme/sub-programme headings (*right*). The simplified framework clarifies areas of responsibility, by division and fund, as recommended in a 1995 review of social and economic programmes by Professor John Toye.

Through careful planning, the Secretariat focuses its work in areas where it has a comparative advantage and can expect to achieve impact, while avoiding duplicating the work of other international agencies. It also identifies activities which can be phased out and replaced by new activities which reflect the changing priorities of member governments.

An additional and significant aspect of the planning process is strengthening gender planning awareness and skills. In 1995 and 1996, in line with the emphasis placed on the Commonwealth Plan of Action on Gender and Development, three sets of workshops were held to familiarise Secretariat staff with gender considerations. More such workshops are envisaged. Attention has also been given to ensuring that assistance to small states features in all Secretariat activities.

Internal organisational and resource strategy meetings are now held

THE NEW WORK PROGRAMMES

- A POLITICAL**
- A1** Promoting Fundamental Political Values
- B DEVELOPMENTAL**
- B2** Economic Development
- B3** Human Development
- B4** Commonwealth Youth Programme
- B5** Public Sector and Public Service Reform
- B6** Capacity-Building
- B7** Science and Technology for Sustainable Development
- C GENDER EQUALITY**
- C8** Gender Equality: The Commonwealth Plan of Action and Gender Policy Formulation and Implementation on Critical Political, Legal and Developmental Issues
- D SECRETARIAT GOVERNANCE AND MANAGEMENT**
- D9** Secretariat Governance, Executive Direction, Strategic Planning and Evaluation
- D10** Information and Public Affairs
- D11** Administration, General Services and Information Technology

within the Secretariat before each major Commonwealth meeting or conference. Since the 1995 CHOGM, debriefing sessions have also been held so that outcomes and implications for the Secretariat's work are widely disseminated.

Evaluation

The findings of evaluation studies and feedback on project implementation and impact play a major role in planning the Secretariat's work. Since 1993, major reviews of programmes in the areas of sustainable development and of economic and social programmes have been conducted by Professor Mike Faber and Professor John Toye respectively.

Both reviews identified particular areas where the Commonwealth was making an impact, and also areas of weakness. Their recommendations have led to a reorganisation and refocusing of Secretariat work, placing more emphasis on ensuring that the assistance offered to member countries is demand- rather than supply-driven and concentrating efforts on areas where the Secretariat has a proven record of quality work and enjoys a comparative advantage.

Two other reviews were commissioned. The review of the information programme, which was conducted by Mr Derek Ingram, a senior British journalist, was completed in March 1997. It made a number of recommendations for sharpening the image of the Commonwealth and promoting awareness of its activities. These were considered by a Steering Group of Commonwealth officials in the first half of 1997 and are being implemented in respect of those proposals which the officials found acceptable. A review of the political programmes is being conducted by Mr Henri Sekyi of Ghana and is due to be completed towards the end of 1997.

Evaluation studies now cover a cluster of projects or programmes relating to a particular sector, country or region. A study of recent CFTC assistance to Uganda was conducted and another on similar assistance to the Caribbean region is now in progress. Other evaluation studies covered such areas as policy advice and assistance to Tonga in the financial sector, administrative law workshops, workshops on environmental impact assessment, the Commonwealth Higher Education Management Service, and short training programmes in public administration and managerial reform.

Evaluation studies of procedures or administrative arrangements included the CFTC Memoranda of Understanding on the provision of basic local support, the CYP Memoranda of Understanding on local support for the CYP Regional Centres in Guyana, India, the Solomon Islands and Zambia, and Secretariat procedures in project administration and management. Between 1 July 1995 and 30 June 1997, a total of 15 evaluation studies or major reviews of programmes were either completed or initiated. Their various recommendations are disseminated widely in the Secretariat and among governments.

A cover note system is now in place in the Secretariat to consider and follow up on the implementation of recommendations made by the evaluation studies.

Information and Public Affairs

The announcement by Heads of Government in 1995 of the Millbrook Commonwealth Action Programme gave a substantial boost to the Commonwealth's international standing and brought with it much favourable comment.

The renewed interest in the Commonwealth was sustained through the subsequent deliberations of the Commonwealth Ministerial Action Group (CMAG), its November 1996 visit to Nigeria, various election observer missions to member countries, and the Roundtable on Good Governance and Democracy in Africa in February 1997. Together, these activities were seen as a demonstrable commitment by the Commonwealth to upholding its principles.

The greater demands that came with this increased attention led the Secretariat to commission in 1996 a review of the publicity and information programme. This was carried out by Mr Derek Ingram, a respected British journalist, who spoke to hundreds of people all over the Commonwealth and concluded that many governments, their officials and members of the public were often unaware of Commonwealth activities, and that many young people, in particular, were in ignorance of the association, its aims and its activities.

The Ingram Report, which highlighted the joint responsibility of the Secretariat, member governments and Commonwealth NGOs to publicise the Commonwealth, is expected to form the basis on which the Secretariat will reformulate its strategies for the rest of the decade.

Already, new methods of communication are being introduced, including the launching of the Commonwealth and the Secretariat on the Internet's World Wide Web.

World Wide Web

In November 1996, the Commonwealth Secretariat joined the Information Superhighway, thus dramatically increasing its potential audience to include the 70 million Internet users all over the world.

Its World Wide Web site was planned primarily as an information and resource point for government officers, academics, scholars, NGOs and journalists, but it has since been developed to be attractive and relevant also to other users, especially young people. Visitors to the site can access the Secretariat's press releases and features, information on more than 50 Commonwealth NGOs, as well as news and other information on Commonwealth and Secretariat activities.

A special section, *Know Your Commonwealth: A Guide for Young People*, was created on the Secretariat's Web site in time for Commonwealth Day 1997. This was designed as a colourful introduction to the Commonwealth for schoolchildren. The Secretariat's address on the World Wide Web is <http://www.thecommonwealth.org/>



Her Majesty the Queen, Head of the Commonwealth, talks to guests at the Secretary-General's Commonwealth Day reception

Media Relations and Public Affairs

Major media organisations and journalists in all Commonwealth countries have been kept up to date with Commonwealth initiatives and activities through over 130 news releases and numerous press briefings ahead of such important events as the July 1996 launch of the Commonwealth Africa Investment Fund by President Nelson Mandela and the Roundtable of Heads of Government of Commonwealth Africa on Democracy and Good Governance in Africa. CMAG held seven press conferences on various issues during the review period.

The principal vehicle in the print media for disseminating information on the Commonwealth continues to be the quarterly magazine *Commonwealth Currents*. This was redesigned and relaunched in early 1996 to include opinion and other reflective articles from contributors. The magazine is mailed to more than 31,000 subscribers across the Commonwealth, about one-third of them parliamentarians. A series of *Commonwealth in Action* booklets was produced to stimulate interest in the various regions of the Commonwealth.

The Features and Broadcasting Services

Both the features and broadcasting services underwent considerable change in the period under review as they refocused their activities to concentrate on projecting the Commonwealth to regional audiences. Adjustments were also being made to take into account the recommendations of the Ingram Report.

Following two series of magazine-style radio programmes on the Commonwealth for Southern Africa and another series on CFTC-funded activities in the South Pacific, a consumer survey was undertaken in order to better identify the specific interests of both public service broadcasting and private radio stations and the best ways to encourage local broadcasters to report on Commonwealth activities in their countries.

Radio is the most effective way of reaching Commonwealth citizens, but television has enormous influence especially among decision-makers and opinion-formers. Three promotional videos on the Commonwealth and the CFTC were therefore being made for use at meetings and by schools and NGOs.

About 70 feature articles on various Commonwealth activities were produced during the period on subjects ranging from science and technology, herbal medicine, through industrial development, to export marketing and the work of individual CFTC experts in the field. These were distributed to news organisations in all member countries and associated states, and to many non-Commonwealth countries through the Caribbean, pan-Asian and pan-African news agencies.

Commonwealth Day

The themes for Commonwealth Day 1996 and 1997 were respectively, 'Working in Partnership' and 'Talking to One Another'. To promote these themes, and the Commonwealth in general, thousands of colourful, educational posters were produced and distributed to schools and NGOs in member countries in time for Commonwealth Day, which is observed on the second Monday in March. Both posters featured the flags of member countries, a map of the Commonwealth and statistical information. Schools in Barbados and Ghana in 1996 and in Australia and Bangladesh in 1997 were specially targeted. The Head of the Commonwealth and the Secretary-General's messages were distributed to radio stations all over the Commonwealth.

Celebrating Commonwealth Day ...in Ghana this school holds a mock parade of 'representatives' from each member country



Publications

Following two reports by a publications consultant (1993, 1995), it was agreed that an in-house Publications Unit offering professional publishing, design and marketing services and advice would be set up. As a first step, an in-house design service was established in early 1996 to create a corporate identity for Secretariat sale publications. More than 50 such books and journals were designed in this style, including the *Economic Papers* series and the toolkit for the CYP's National Youth Policy 2000 project.

Book promotion efforts continued with the Secretariat exhibiting, as before, in the annual Zimbabwe International Book Fair, Africa's premier publishing event. The Secretariat continued to publish the authoritative reference book, *The Commonwealth Yearbook*, in partnership with a



Press interest mounts at the 1995 CHOGM in New Zealand ... here New Zealand Prime Minister Jim Bolger and Commonwealth Secretary-General Chief Anyaoku announce the suspension of Nigeria

commercial publisher. A version of the book is also available on the World Wide Web.

Media Development

In support of the development of a strong, free and independent media as one of the foundations of democracy, the Secretariat encourages skills training in a wide variety of areas. It does so through the Commonwealth Media Development Fund (CMDf), a fund subscribed to voluntarily by Commonwealth member countries, which it administers.

At the 1995 CHOGM, the Australian Government announced it would resume its contribution to the CMDf with a grant of A\$50,000 annually. The British Government, through the Department for International Development, contributes £180,000 a year.

The CMDf pays for training partners, including such NGOs as the Commonwealth Broadcasting Association, Commonwealth Journalists Association and Commonwealth Press Union, to organise courses which focus not only on writing skills and technical expertise but also on gender issues, specialist reporting, computer and media management skills, advertising and sales, and broadcast engineering. A list of these workshops and seminars is at Appendix III.

Administration

Since the Secretariat was restructured in mid-1993, it has delivered expanded and more sharply focused programmes and services to member governments in accordance with the principles set out in the 1991 Harare Commonwealth Declaration and the priority concerns which governments have identified. Administration support is provided especially in the areas of personnel management, financial management, accommodation, and conference, printing, information technology and library services.

Staff

The total Secretariat staff strength by mid-1997 was 348, reflecting a continued reduction since mid-1993 when the number of positions was reduced from 431 to 360. The Secretariat has also continued to recruit staff from as wide a Commonwealth geographical base as possible. Whereas in 1995 staff came from 33 countries, by early 1997 that spread had increased to 37 countries. In late 1995, at the request of governments, a study was commissioned to review the grading of posts and establish the competitiveness of remuneration packages. The exercise, undertaken with the help of consultants, ended in early 1997. Governments have approved the consultants' recommended changes in grading and pay levels as well as in staff performance appraisal processes. These changes are being implemented with an expectation that staff performance will be enhanced and higher levels of productivity achieved.

Measures to enhance staff productivity include greater use of computers in the Secretariat. Internal and external communication by electronic mail has been introduced. The development and implementation of information technology is being overseen by an Information Technology Steering Group chaired by a Deputy Secretary-General.

Activities aimed at increasing the skill levels of staff were undertaken through tailored-made seminars and workshops organised in-house as well as by having staff attend short external training programmes. An internal Staff Development Advisory Committee gives guidance on training priorities and implementation.

A list of Secretariat senior staff is given at Appendix V.

Finance

The problems which were encountered when the Financial Management Information System (FMIS) was initially installed and implemented have now been resolved and the system is widely used by Secretariat staff. The FMIS generally meets the current financial and management accounting and reporting needs of the Secretariat. A Project Activity Monitoring and Management system (PAMM) is being continuously developed. The current operation of FMIS and PAMM facilitates the

preparation of financial and management reports, which enables more effective financial monitoring and control.

The Secretariat's Assessed Budget and budgets for other funds are at Appendix VI, with programme budget allocations for 1995/96 and 1996/97.

Facilities and Support Services

In 1996, new arrangements were made for the Secretariat's printing, library and archives, and sale publications services, which enabled the Secretariat to withdraw from the office building at 10 Carlton House Terrace in London SW1. The Secretariat's offices are now in two main locations, Marlborough House and Quadrant House, both in Pall Mall, London, though one division, the Economic and Legal Advisory Services Division, and the Secretariat's archival storage continue to be housed elsewhere. During the period under review, member countries agreed on a Policy for Shared Commonwealth Records which allowed for documents to be released to the public after 30 years, subject to the approval of Commonwealth governments. Records for 1965 and 1966 released in early 1997 included the 1965/66 papers of the first Secretary-General, Arnold Smith, and this practice will be followed yearly.

The Millbrook Commonwealth Action Programme on the Harare Declaration

I

- 1 At Harare in 1991, we pledged to work for the protection and promotion of the fundamental political values of the association, namely democracy, democratic processes and institutions which reflect national circumstances, fundamental human rights, the rule of law and the independence of the judiciary, and just and honest government. We agreed at the same time to work for the promotion of socio-economic development, recognising its high priority for most Commonwealth countries. During our Retreat at Millbrook, we decided to adopt a Commonwealth Action Programme to fulfil more effectively the commitments contained in the Harare Commonwealth Declaration. This Programme is in three parts:
- i advancing Commonwealth fundamental political values;
 - ii promoting sustainable development; and
 - iii facilitating consensus building.



New Zealand Prime Minister Jim Bolger and Commonwealth Secretary-General Chief Anyaoku at the Press Conference announcing the suspension of Nigeria at CHOGM 1995

I ADVANCING COMMONWEALTH FUNDAMENTAL POLITICAL VALUES

A Measures in Support of Processes and Institutions for the Practice of the Harare Principles

- 2 The Secretariat should enhance its capacity to provide advice, training and other forms of technical assistance to governments in promoting the Commonwealth's fundamental political values, including:
- ♦ assistance in creating and building the capacity of requisite institutions;
 - ♦ assistance in constitutional and legal matters, including with selecting models and initiating programmes of democratisation;
 - ♦ assistance in the electoral field, including the establishment or strengthening of independent electoral machinery, civic and voter education, the preparation of Codes of Conduct, and assistance with voter registration;

- ♦ observation of elections, including by-elections or local elections where appropriate, at the request of the member governments concerned;
- ♦ strengthening the rule of law and promoting the independence of the judiciary through the promotion of exchanges among, and training of, the judiciary;
- ♦ support for good government, particularly in the area of public service reform; and
- ♦ other activities, in collaboration with the Commonwealth Parliamentary Association and other bodies, to strengthen the democratic culture and effective parliamentary practices.

B Measures in Response to Violations of the Harare Principles

- 3 Where a member country is perceived to be clearly in violation of the Harare Commonwealth Declaration, and particularly in the event of an unconstitutional overthrow of a democratically elected government, appropriate steps should be taken to express the collective concern of Commonwealth countries and to encourage the restoration of democracy within a

reasonable time frame. These include:

- i immediate public expression by the Secretary-General of the Commonwealth's collective disapproval of any such infringement of the Harare principles;
- ii early contact by the Secretary-General with the *de facto* government, followed by continued good offices and appropriate technical assistance to facilitate an early restoration of democracy;
- iii encouraging bilateral *démarches* by member countries, especially those within the region, both to express disapproval and to support early restoration of democracy;
- iv appointment of an envoy or a group of eminent Commonwealth representatives where, following the Secretary-General's contacts with the authorities concerned, such a mission is deemed beneficial in reinforcing the Commonwealth's good offices role;
- v stipulation of up to two years as the time frame for the restoration of democracy where the



CHOGM 1995 ... the summit in New Zealand where the Commonwealth gave practical expression to its commitment through the Millbrook Action Programme

- institutions are not in place to permit the holding of elections within, say, a maximum of six months;
- vi pending restoration of democracy, exclusion of the government concerned from participation at ministerial-level meetings of the Commonwealth, including CHOGMs;
- vii suspension of participation at all Commonwealth meetings and of Commonwealth technical assistance if acceptable progress is not recorded by the government concerned after a period of two years; and
- viii consideration of appropriate further bilateral and multilateral measures by all member states (e.g. limitation of government-to-government contacts; people-to-people measures; trade restrictions; and, in exceptional cases, suspension from the association), to reinforce the need for change in the event that the government concerned chooses to leave the Commonwealth and/or persists in violating the principles of the Harare Commonwealth Declaration even after two years.

C Mechanism for Implementation of Measures

- 4 We have decided to establish a Commonwealth Ministerial Action Group on the Harare Declaration in order to deal with serious or persistent violations of the principles contained in that Declaration. The Group will be convened by the Secretary-General and will comprise the Foreign Ministers of eight countries*, supplemented as appropriate by one or two additional ministerial representatives from the region concerned. It will be the Group's task to assess the nature of the infringement and recommend measures for collective Commonwealth action aimed at the speedy restoration of democracy and constitutional rule.
- 5 The composition, terms of reference and operation of the Group will be reviewed by us every two years.

II PROMOTING SUSTAINABLE DEVELOPMENT

- 6 We reaffirmed our view that the Commonwealth should continue to be a source of help in promoting development and literacy and in eradicating poverty, particularly as these bear on women and children. With a view to enhancing its capa-

city in this area, we agreed on the following steps:

- i to strengthen the Secretariat's capacity for undertaking developmental work through support for its various Funds and especially by restoring the resources of the CFTC to their 1991/92 level in real terms; and to provide adequate resources to the Commonwealth of Learning and to the Commonwealth Foundation;
- ii to support a greater flow of investment to developing member countries through such schemes as the Commonwealth Private Investment Initiative;
- iii to work for continued progress in assisting countries with unsustainable debt burdens and to promote enhanced multilateral concessional financial flows to developing countries; in particular, to support new and innovative mechanisms for relief on multilateral debt, such as the one proposed by the British Chancellor of the Exchequer at the 1994 Commonwealth Finance Ministers Meeting in Malta, and reiterated subsequently;
- iv to support the Secretariat in facilitating the adoption by more Commonwealth countries of

successful self-help schemes, with non-governmental agencies and others acting as catalytic agents, for mobilising the energies of people in alleviating poverty;

- v to support the efforts of small island developing states to mitigate the effects on their development of environmental change, natural disasters and the changing international trading system; and
- vi to combat the spread of HIV/AIDS, which threatens large parts of the younger population of many countries, recognising that the effective exploitation of economic opportunities requires a healthy and educated population; and to provide further resources to renew the core funding of the

Southern African Network of AIDS Organisations (SANASO), along with increased funding for UNICEF initiatives in Southern Africa.

III FACILITATING CONSENSUS BUILDING

- 7 We were convinced that the Commonwealth, with its global reach and unique experience of consensus building, was in a position to assist the wider international community in building bridges across traditional international divides of opinion on particular issues. We therefore agreed that there was scope for the association to play a greater role in the search for consensus on global issues, through:

- i use of their governments' membership of various regional organisations and attendance at other international gatherings to advance consensual positions agreed within the Commonwealth;
- ii use, where appropriate, of special missions to advance Commonwealth consensual positions and promote wider consensus on issues of major international concern; and
- iii use of formal and informal Commonwealth consultations in the wings of meetings of international institutions with a view to achieving consensus on major concerns.

12 November 1995

* It was subsequently announced that the Group would comprise the Foreign Ministers of Britain, Canada, Ghana, Jamaica, Malaysia, New Zealand, South Africa and Zimbabwe.

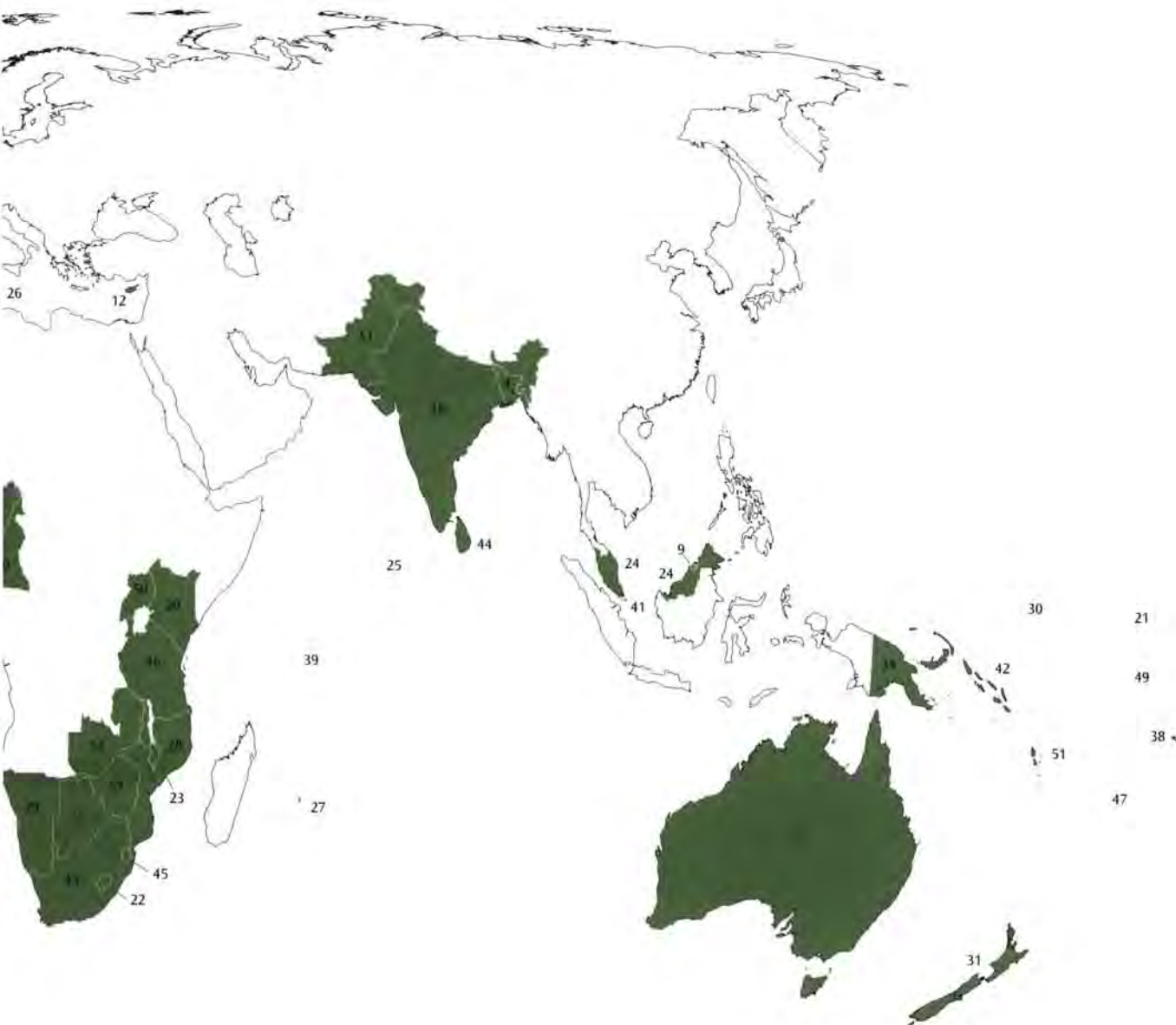


The Commonwealth and its Members

Member Countries (as at 1 August 1997) and Population



1	Antigua and Barbuda	65,000		
2	Australia	18,054,000		
	<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	276,000		
4	Bangladesh	119,768,000		
5	Barbados	266,000		
6	Belize	216,000		
7	Botswana	1,450,000		
8	Britain	58,533,000		
	<i>Dependent 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>			
9	Brunei Darussalam	285,000		
10	Cameroon	13,288,000		
11	Canada	29,606,000		
12	Cyprus	734,000		
13	Dominica	73,000		
14	The Gambia	1,113,000		
15	Ghana	17,075,000		
16	Grenada	91,000		
17	Guyana	835,000		
18	India	929,358,000		
	19	Jamaica	2,522,000	
	20	Kenya	26,688,000	
	21	Kiribati	79,000	
	22	Lesotho	1,980,000	
	23	Malawi	9,757,000	
	24	Malaysia	20,140,000	
	25	Maldives	253,000	
	26	Malta	372,000	
	27	Mauritius	1,128,000	
	28	Mozambique	16,168,000	
	29	Namibia	1,545,000	
	30	Nauru*	8,000	
	31	New Zealand	3,601,000	
		<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**	111,273,000	
	33	Pakistan	129,905,000	
	34	Papua New Guinea	4,302,000	
	35	St Kitts and Nevis	41,000	
	36	St Lucia	158,000	



37	St Vincent and the Grenadines	111,000	47	Tonga	104,000
38	Samoa	165,000	48	Trinidad and Tobago	1,287,000
39	Seychelles	74,000	49	Tuvalu*	11,000
40	Sierra Leone	4,195,000	50	Uganda	19,168,000
41	Singapore	2,987,000	51	Vanuatu	169,000
42	Solomon Islands	375,000	52	Zambia	8,978,000
43	South Africa	41,457,000	53	Zimbabwe	11,011,000
44	Sri Lanka	18,114,000			
45	Swaziland	900,000			
46	Tanzania	29,646,000			

1995 population figures from 1997 World Bank Atlas, except for Nauru and Tuvalu.

* Nauru and Tuvalu are Special Members of the Commonwealth and do not attend ministerial meetings or CHOGMs

** Nigeria has been suspended from membership since November 1995

The designations employed and the presentation of material on the map, based on UN practice, do not imply the expression of any opinion whatsoever on the part of the Commonwealth Secretariat concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. The dotted line represents approximately the Line of Control in Jammu and Kashmir agreed upon by India and Pakistan. The final status of Jammu and Kashmir has not yet been agreed upon by the parties. The term Britain is used informally to mean the United Kingdom of Great Britain and Northern Ireland.

Map source: ComSec/Maps-in-Minutes™



Commonwealth Secretariat Projects

1 July 1995 to 30 June 1997

(Conferences, Meetings, Workshops, Training Programmes and other activities organised by the Commonwealth Secretariat)

ECONOMIC AFFAIRS DIVISION

Second meeting of the Advisory Group on Multilateral Debt August 1995, London, Britain

Commonwealth Finance Ministers Meetings October 1995, Kingston, Jamaica; September 1996, Bermuda

Meeting of Commonwealth Ministerial Group on Small States November 1995, Auckland, New Zealand

Third meeting of the Advisory Group on Multilateral Debt December 1995, London, Britain

Workshop on Integrating Economic and Environmental Policies for Sustainable Development in the Commonwealth January – February 1996, Valletta, Malta

Third meeting of Commonwealth Consultative Group on Environment April 1996, New York, USA

Fourth meeting of the Advisory Group on Multilateral Debt June 1996, London, Britain

Senior Finance Officials Meeting on Combating Money Laundering June 1996, London, Britain

Meeting of Commonwealth Consultative Group on Small States October 1996, London, Britain

Commonwealth Asian Region workshop on Integrating Economic and Environmental Policies and Using Economic Instruments to Promote Environmentally Sustainable Development November 1996, Colombo, Sri Lanka

Meeting of the Advisory Group on Multilateral Debt and Capital Flows November 1996, London, Britain

First meeting of the Working Group on Private Capital Flows February 1997, London, Britain

Meeting of Advisory Group for updating the Vulnerability Report May 1997, London, Britain

Workshop on Post-Lomé IV Arrangements May 1997, Brussels, Belgium. Attended by ACP Ambassadors

Second meeting of the Working Group on Private Capital Flows June 1997, London, Britain

Fourth meeting of Commonwealth Consultative Group on Environment June 1997, New York, USA

Project on export competitiveness and private sector development Three country assessments (Mauritius, Sri Lanka and Zimbabwe) undertaken to formulate export strategies to boost medium-term competitiveness

ECONOMIC AND LEGAL ADVISORY SERVICES DIVISION

(All consultancies unless stated otherwise)

Commonwealth General

Debt Management Strategies and Techniques Course February 1996, Madras, India

Workshop on Effective Domestic Debt Management for Caribbean Countries June 1996, St Kitts and Nevis

Workshop on Effective Domestic Debt Management for Asia-Pacific Countries December 1996, Colombo, Sri Lanka

Training in the use of Version 7.1 of CS-DRMS March 1997, London, Britain

Training on Customising of CS-DRMS to the Local Environment March 1997, London, Britain

Africa

Training workshop on Public Enterprise Restructuring and Privatisation October – November 1996, ESAMI, Zimbabwe (with Management and Training Services Division)

Regional training in the use of Version 7.1 for African CS-DRMS Users May 1997, Nairobi, Kenya

Botswana: Advice on legislation for apex regulatory/promotional body for proposed international financial services centre; National workshop on privatisation and competitiveness (with Management and Training Services Division); Advice on mineral sector policy and issues arising; Assistance in drafting mining legislation (including fiscal) and a Model Mining Agreement; Assistance in conducting a mining industry consultative meeting; Conduct of a training attachment in the

Economic and Legal Advisory Services Division for a senior Government mining officer; Capacity-building on management tools of the CS-DRMS; Assistance with debt portfolio review

The Gambia: Assistance in debt recording and management; Advice on the establishment of an offshore financial services centre; Advice on a draft petroleum seismic contract; Provision of an adviser on voter education

Ghana: Advice on a regulatory framework for collective investment schemes; Diagnostic survey of laws affecting private sector development; Advice on a regulatory framework for non-bank financial institutions; Assistance in aid and debt management, including capacity-building

Kenya: Advice to the Ministry of Finance on the restructuring and refinancing of some existing loans; Training workshop on bank restructuring; Assistance to the Ministry of Finance and Central Bank of Kenya on debt management, including government on-lending to parastatals and local community

Lesotho: Advice on a proposed diamond agreement with a foreign company; Assistance with establishment of independent electoral commission; Assistance in debt management through the use of CS-DRMS and capacity-building

Malawi: Assistance in aid and debt management, including institutional arrangements and capacity-building of both the Ministry of Finance and Reserve Bank of Malawi

Mauritius: Assistance with review of legislation on stock exchange and capital markets; Assistance with legislation on the regulation of financial institutions; Assistance with the formulation of a privatisation policy; Advisory services and capacity-building in debt recording and management to the Ministry of Finance and Economic Planning and Development

Mozambique: Advisory services and capacity-building in debt recording and management to the Ministry of Finance and Bank of Mozambique

Namibia: Assistance with the second petroleum licensing round; Assistance

with analysis of oil company bids; Participation in negotiations with numerous oil companies; Assistance in drafting petroleum agreements; 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; Conduct of a mining workshop and a petroleum workshop; Assistance in debt management, including on-lending arrangements, and borrowing strategy

Seychelles: Advice on revision to petroleum terms; Conduct of a petroleum workshop; Assistance in drafting revisions to petroleum income tax legislation; Assistance in revising the Model Petroleum Agreement; Workshop on maritime boundary matters; Work on delimitation of maritime zones and EEZ management

Sierra Leone: Advice on the review of double tax agreements; and on the possible establishment of a stock exchange; Advice on mineral sector policy, legislation and terms; Legal advice and advice on preparation and organisation for elections; Assistance in debt recording and management

South Africa: Advice on the need for 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; Assistance with the privatisation of lake transport services; Review of 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 to Ministry of Finance and Central Bank of Tanzania on debt management, including domestic debt and aid management

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 the arrangements for the provision of private capital for a hydro power project; Advice on mineral sector policy; Review of draft mining legislation; Assistance in preparing draft mining fiscal legislation; Participation in a mining industry consultative forum; Advice on a strategy for the recovery of a loan

Zimbabwe: Assistance with measures pertaining to implementation of the

Hartley platinum agreement, including drafting of mining fiscal legislation; Advice on new mining legislation

Eastern and Southern Africa Initiative in Debt and Reserves Management:

Joint capacity-building programme and advisory services to a number of countries (Tanzania, Malawi, Switzerland, Lesotho and Namibia) on debt management, including domestic debt, undertaken with ESAIDARM (now the Macroeconomic and Financial Management Institute)

Asia

Brunei Darussalam: Fisheries enforcement exercise in order to offer training to officers of all departments involved



October 1995 – Mr Rashleigh Jackson (front row, centre), former Foreign Minister of Guyana, headed a 21-member Observer Group to the Union Presidential and Parliamentary Elections in Tanzania

India: Advice on petroleum terms, including fiscal; Assistance in preparing a new Model Petroleum Agreement; Advice on mineral sector promotion and assistance with the organisation of a mining industry promotion meeting; Assistance in debt recording and management through the use of CS-DRMS, including capacity-building

Maldives: Advice on policy and legislative provisions for the regulation and promotion of a domestic capital market; Advice on petroleum promotion strategy and in preparing draft documentation for meetings with international oil companies; Workshop on maritime boundaries legislation; Workshop on EEZ management

Pakistan: Advice and assistance to federal and provincial governments in drafting amendments to the existing mining legislation, including economic terms, and in drafting a Model Mining Agreement, in order to reflect the provisions of the new National Mineral Policy

Sri Lanka: Assistance to Ministry of Finance and Central Bank of Sri Lanka on debt recording and management

Caribbean

Barbados: Advice on privatisation options for a public broadcasting corporation; Advice on arrangements for attracting private capital into the operations of two state petroleum corporations; Assistance in preparations for maritime boundary negotiations with neighbouring states; Assistance in debt recording and management

Belize: Provision of an adviser on voter education; Assistance in debt management, including a portfolio review for adopting a debt strategy

Bermuda: Advice on securities and intellectual property legislation

Grenada: Assistance with preparations for maritime boundary negotiations with

Venezuela; Advice on a proposal from an oil investor

Guyana: Advice to Privatisation Unit on general privatisation strategy and on appropriate privatisation options for five selected public enterprises; Advice to the Government on reform of its existing intellectual property legislation in the light of its obligations under the WTO arrangements; Assistance in debt recording and management

Jamaica: Assistance with the negotiation of maritime boundaries with Britain, with respect to Cayman Islands, and Nicaragua; Assistance to Ministry of Finance and Central Bank of Jamaica on debt management, including domestic debt management

Trinidad and Tobago: Assistance with the merger of two state petroleum companies as part of rationalisation of the petroleum and energy sector in the context of loan conditionalities and economic reform; Assistance in preparing a development licence for a liquefied natural gas operation

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

Organisation of Eastern Caribbean States (OECS): Study conducted at the request of the ECCB on the payments system in the countries of the OECS; Assistance with preparations for maritime boundary negotiations by member states with neighbouring states; Facilitator for common fisheries zones discussions

Mediterranean

Malta: Advice on draft Model Petroleum Agreement terms

Pacific

Pacific training course on Use of Management Tools of CS-DRMS
March 1996, Fiji

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

Nauru: Assistance in debt recording and management

Samoa: Advice on preparations for the negotiation of maritime boundaries with neighbouring countries; Assistance in debt recording and management

Solomon Islands: Participation in negotiations with a foreign mining company for the development of the Gold Ridge gold mine; Review of the company's mine feasibility study; Assistance in preparing mining legislation, including fiscal; Conduct of an agreement implementation workshop; Assistance in debt recording and management

Tonga: Assistance in debt recording and management

Vanuatu: Assistance in debt recording and management

EXPORT AND INDUSTRIAL DEVELOPMENT DIVISION

Export Market Development Department

Pan-Commonwealth: A study on small states export trade development

Antigua and Barbuda: Assistance in the development of an export oriented, high quality small-scale garment manufacturing industry

Bangladesh and India: Contact Promotion Programme for jute and jute products in Australia and New Zealand

Brunei Darussalam: Export sector investment promotion programme to Northern Australia, Indonesia, Southern Philippines and East Malaysia

Caribbean: Workshop for assisting in the development of a Caribbean common position on trade and environment; Marketing development programme for agricultural products; Caribbean Tourism Investment Conference

Cyprus: A study to review the activities of the Cyprus Trade Centres

Ghana: Integrated Marketing Programme for jewellery and selected handicrafts in the USA

India: Programme to identify opportunities in Western Europe for herbal products and to assist in developing markets and distribution

Kenya: Contact Promotion Programme for selected products in South Africa, Botswana, Swaziland, Lesotho and Namibia; Investment, Trade and Tourism Promotion Programme to the Far East

Lesotho: Institutional strengthening and market development in selected European countries for tourism in Lesotho

Malawi: Contact Promotion Programme for selected Malawi products in Tanzania and Zambia

Mauritius: Contact Promotion Programme for selected Mauritian products in Sweden, Denmark and Norway

Papua New Guinea: Development of spice production for export to USA and Canada

St Kitts and Nevis: Expansion and diversification of the local handicrafts industry utilising locally available raw materials; Preparation of an action plan for the development of tourism sites and services

St Lucia: Assistance for the revitalisation of the garment industry; Adviser for the agro-processed foods sector

Samoa: Export opportunity survey and marketing guidelines for Pacific kava producers in Europe and South-East Asia

Singapore: Programme to upgrade the skills of participants in theoretical and practical aspects of international marketing

Sri Lanka: Programme to enhance exports through the development of business collaboration between European/Sri Lanka enterprises

Swaziland: Trade and Investment Adviser to draft legislation/competition law and setting/operating Investment Promotion Agency; Contact Promotion Programme for selected horticultural products from Swaziland in Austria, Britain, Germany, the Netherlands and Switzerland

Tonga: Technical assistance to Tonga for accession to the World Trade Organisation

Uganda: Integrated Marketing Programme for furniture from Uganda in selected European countries; Assistance in strengthening the operational capacity of the Uganda Coffee Exporters Association from an Export Development Adviser

Zimbabwe: A study on women in export development

COMESA: A study on costing/pricing practices within the COMESA region by expert in costing and pricing for industrial products; A study on travellers cheques systems and procedures in the COMESA region; A study on air cargo operations for horticultural exports from the COMESA region to European markets

SADC: Preparation of a tourism master brochure for the SADC region; Development of tourism marketing plan and strategy and a tourism promotion programme for the SADC region

Industrial Development Department

The Bahamas: Small business opportunity survey followed by Entrepreneur Development Workshop and Product Exposition November 1995

Barbados: Assistance to selected food processing enterprises to improve production and quality standards



February 1996 – Mr S K Singh (front row, centre), former Foreign Secretary of India, chaired a 12-member Observer Group to the Presidential and Parliamentary Elections in Sierra Leone

Brunei Darussalam: Furniture and rattan industry study

Caribbean: Strengthening the capability of the University of the West Indies Foundry to provide training and consultancy services

Dominica: Assistance to Marinor Enterprises to develop the production of solar water heaters for export

Grenada: Assistance to Grenada Craft Centre Ltd in the production of ceramics and training of entrepreneurs

Guyana: Technical support to develop/diversify and expand the production facilities for producing furniture from liana cane

India: Technical support for the development of the packaging industry in Himachal Pradesh State

Jamaica: Introducing modern cost control systems in manufacturing; Technical assistance to establish a unit to manufacture agricultural hand tools

Kiribati: Technical support to oil and soap making units in Tarawa and the Outer Islands

Kiribati, Maldives and Tuvalu: Technical support for institutional capacity-building

Malaysia: Productivity improvement at a steel furniture manufacturing plant

Malta: Assistance to the Malta Board of Standards

Montserrat: Technical support to enhance garment manufacturing and decoration skills

Papua New Guinea: Technical support for the development of marine resource

St Kitts and Nevis: Identification of investment opportunities and development of project profiles; Assistance to small-scale women's garment manufacturing units

St Vincent and the Grenadines: Assistance to entrepreneurs to produce costume jewellery and crocheting products; Assistance to prepare an Action Programme for the development of the quarrying and construction aggregates industry

Samoa: Technical support for the establishment of an engineering repair facility

Sri Lanka: Technical support to enhance the competitiveness of the rubber product industry

Swaziland: Development of alternative energy sources

Tanzania: Development of the food processing sub-sector

Uganda: Assessment of granite deposits and designing a strategy for development of stone industry

Vanuatu: Technical assistance for the development of small-scale industrial projects

Vanuatu, Samoa and Tonga: Technical support for institutional capacity-building

Agricultural Development Unit

Guyana: Training course in the use of computer software in planning and analysing livestock projects

Jamaica: Training course in the use of computer software in planning and analysing dairy projects; Analysis of dairy industry and recommendations for improving its efficiency

Kenya: Field training in Participatory Rural Appraisal Techniques to be used by extension staff

Namibia: Identification of relevant technical and legal aspects of international fisheries regimes

Tonga: Assistance to the fisheries sector

Uganda: Revising and republishing a handbook to improve the selection, treatment and use of wood

Zimbabwe: Training course in recording and analysing dairy data

OECS: Undertaking a regional fisheries assessment and preparation of an action plan

SADC: Review of the SADC-ELMS sub-programme; Assistance to re-orient some training programmes within the Conservation and Farming System; Provision of support for training in partnership with FAO and ABL for identification of plant pest

GENDER AND YOUTH AFFAIRS DIVISION

Gender Affairs Department

Establishing Gender Management Systems and Provision of Technical Assistance December 1995 – June 1996, Britain

Asian/South Pacific Regional Judicial Colloquium for Senior Judges on the Domestic Application of International Human Rights Norms Relevant to Women's Human Rights May 1996, Hong Kong

SADC Regional Symposium on Women in Local Government May 1996, Johannesburg, South Africa

Workshop to support the Participation of Women in the Political, Electoral and Decision-making Process September – October 1996, Papua New Guinea

SADC Regional Workshop for Senior Officials of National Women's

Machineries on Strategies for Gender Mainstreaming January 1997, South Africa

Caribbean Regional Judicial Colloquium for Senior Judges on the Promotion of the Human Rights of Women and the Girl Child through the Judiciary April 1997, Georgetown, Guyana

African Regional Symposium on the Role of Women in Democratisation, Peace and Conflict Resolution May 1997, Sierra Leone

Development of Resource Materials: Curriculum materials and case laws on women's human rights; Guide for policy-makers on integrating gender issues into macro-economic policies; Gender sensitisation and gender planning materials; Gender tools to implement the gender management systems; National capacities to ensure implementation of the Commonwealth Plan of Action on Gender and Development and gender mainstreaming; Overview of the commercial sexual exploitation of the girl child

Youth Affairs Department

CYP Regional Workshop on Youth and Development for Youth Workers and Leaders July 1995, Mauritius

CYP Workshop on Commonwealth Youth Initiative on Environment and Development July 1995, Blantyre, Malawi

Three CYP workshops on Enterprise Development Workshop for Indigenous Young People July 1995 – November 1996, Australia

CYP Workshop on Training Young People in Conflict Resolution August 1995, Canada

CYP Regional Workshop for Senior Officials on Student Youth Policies and Programmes November 1995, New Delhi, India

CYP Regional Workshop on the Role of Youth in Environment Conservation and Sustainable Development for Youth Work Functionaries March 1996, Islamabad, Pakistan

CYP Training Workshop for Management Advisory Board on Commonwealth Youth Credit Initiative March 1996, Lusaka, Zambia

CYP Sub-Regional Strategic Training Workshops March – May 1996, St Kitts and Nevis, Jamaica and Grenada

CYP National Youth Policy Training Workshop April 1996, Chandigarh, India

CYP Southern African sub-Regional Youth Exchange Programme May 1996, Namibia



June 1996 – Tan Sri Ghazali Shafie (centre), former Foreign Minister of Malaysia, chaired a 12-member Observer Group to the Parliamentary Elections in Bangladesh

CYP Committee of Management Meeting June 1996, Britain

CYP Regional Human Resource Development Workshop June 1996, Guyana

CYP South Pacific Youth Policy Development Workshop June 1996, Wellington, New Zealand

CYP Regional Human Resource Development Workshop August 1996, New Delhi, India

CYP Regional Human Resource Development Workshop August 1996, Solomon Islands

CYP West Africa Sub-Regional Youth Exchange Programme August – September 1996, Accra, Ghana

Consultative Workshop on Implementation of CYP New HRD Strategy – Africa Region September 1996, South Africa

CYP Consultative Meeting of Senior Officials on Youth Policies and Programmes October 1996, Colombo, Sri Lanka

CYP Consultative Meeting on Youth Policy Formulation among Commonwealth Countries of the West Africa sub-region November 1996, Accra, Ghana

CYP Regional Youth Exchange Programme for Young Women Artisans November – December 1996, India

CYP Regional Workshop for Promoting a Positive Image of Youth February 1997, India

CYP Human Resource Development Implementation Workshop March – April 1997, India

CYP Consultants

Consultant to facilitate the implementation of Commonwealth Youth Credit Initiative (CYCI) at CYP Regional Centres

Consultant to monitor and analyse implementation of pilot testing CYCI at

CYP Regional Centres

Consultant to develop core curriculum for CYP Diploma and Certificate Courses; Implementation of New HRD Strategy

Consultant to implement New HRD Strategy

Consultant to prepare Curriculum Module on Sustainable Development and the Environment

Consultant to prepare Curriculum Module on Project Planning

Consultant to prepare Curriculum Module on Policy Planning and Implementation of NYP2000

Consultant to prepare Curriculum Module on Gender and Development

Consultant to prepare Curriculum Module on Youth and Health

Consultants to prepare Curriculum Module on Principles and Practice

Consultant to prepare Module on 'Young People in Society'

Consultant for follow-up work on NYP2000 workshop

Consultants for follow-up to NYP2000 workshop

GENERAL TECHNICAL ASSISTANCE SERVICES DIVISION

Advisers and Experts in post, July 1995 – June 1997

Africa

Botswana

Senior Tax Training Officer, Botswana Institute of Administration and Commerce

The Gambia

Appeal Court Judges

Media Adviser Expert in Civic Voter Education, Legal Expert, Provisional Independent Electoral Commission

Urban Planner/Development Control Specialist, Department of Physical Planning and Housing

Director of Flight Operations, Licensing and Flight Safety, The Gambia Civil Aviation Authority

Ghana

Resident Adviser, Aid Management Unit, Ministry of Finance and Economic Planning

Chief Operations Officer, Ghana Co-operative Bank

Teacher Education Curriculum Co-ordinator, Time-Tabling and Space Utilisation Expert, University College of Ghana

Consultant in Anaesthesia, Ghana Medical School

Technical Adviser/Trainer, Consolidated Discount House Ltd

Kenya

Senior Principal Parliamentary Counsellor, Attorney-General's Chambers

Lesotho

Legal Draftsperson, Ministry of Law and Constitutional Affairs

Director of Audits, Office of the Auditor-General

National Health Training College Adviser, Ministry of Health and Social Welfare

Mauritius

Health Economist/Planner, Ministry of Health

Science and Technology Adviser, Mauritius Research Council

Executive Director, Tertiary Education Commission

Editor/Expert in Public Health Reform, Ministry of Economic Planning and Ministry of Health

Feasibility Study and Detailed Design for Link Road via Tunnel

Adviser for the Central Environmental Laboratory, Ministry of Environment and Quality of Life

Legal Adviser on Prevention of Money Laundering, Attorney-General's Office

Expert in Human Resources Planning, Ministry of Employment, Manpower Resources and Training

Local Government Specialist, Government of Mauritius

Highway Engineer, Ministry of Works

Speech Therapist, Sir Seewoosagur Ramgoolam National Hospital

Mozambique

Agricultural Economist, National Sugar Institute

Namibia

Legal Draftsperson, Ministry of Justice

Expert in Mining Rights, Ministry of Mines and Energy

Consultant, Centre for Public Service Training, University of Namibia

Economic Adviser, Bank of Namibia

Chief Estate Surveyor, Ministry of Lands, Resettlement and Rehabilitation

National Records Manager, National Archives, Ministry of Basic Education and Culture

Seychelles

Head of Resource Management Section, Seychelles National Oil Company

Environmental Lawyer, Environmental Management Plan, Department of Environment

Tourism Expert, Ministry of Tourism and Transport

Gender Expert, Ministry of Education

Audit Manager, Auditor-General's Department

Senior Lecturer in Accounting, Senior Lecturer in Management, Seychelles Institute of Management

Sierra Leone

Chief Technical Adviser, Food Aid Management, Food Aid Secretariat

Resident Project Co-ordinator (DRMS), Ministry of Finance

Logistics Expert, Database Consultant, Interim National Electoral Commission

Consultant in Aid Co-ordination, Ministry of Planning and Economic Development

Consultant in Gender Planning and Programming, Ministry of Gender and Children's Affairs

South Africa

Consultant, Confederation of Open Learning Institutions in South Africa

Swaziland

Adviser on Housing Finance Co-operatives, Ministry of Housing and Urban Development

Management Expert, Management Services Division, Ministry of Labour and Public Service

Training and Programme Development Officer, Swaziland Institute of Management and Public Administration

Tanzania

Senior Lecturer in Accountancy and Taxation, Institute of Finance and Management

Senior Lecturer in Health Engineering, Ardhi Institute

Assistant Director, Corporate Advisory Services, Tanzania Finance Development Company Ltd

Review of Tanzania's Civil Service Training Centre

Technical Adviser, National Electoral Commission

Uganda

Expert in Agricultural Statistics and Sampling Techniques

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 (Youth), Ministry of Youth and Sport

Zimbabwe

Chief Technical Adviser, Eastern and Southern African Initiative in Debt and Reserves Management

Associate Professor, Computer Science, Senior Lecturer, Computer Architecture, Senior Lecturer, Software Engineering, National University of Science and Technology

Dean, Faculty of Management and Administration, Africa University

Academic Registrar for Masters Programme in Regional Policy Analysis, Academic Course Co-ordinator for Masters Programme in Regional Policy Analysis, Short Course Programme Development Adviser, Information System Design Expert, Southern African Institute for Policy Studies

Institute of Development Management

Consultant, Regional Diplomatic Training for Botswana, Lesotho, Mozambique and Swaziland

Asia

Bangladesh

Adviser/Trainer in Information Systems, Public Administration and Computer Centre

Brunei Darussalam

Professor in Management Studies, University of Brunei Darussalam

Expert in Project Management and Monitoring, Public Works Department

Consultancy on Environmental Law, Environment Unit, Ministry of Development

Expert for Workshop for Women's Associations, Ministry of Culture, Youth and Sport

Malaysia

Expert in Cocoa Fermentation, Malaysia Cocoa Board

Maldives

Civil Engineer, Malé Road Construction Project

Expert in Financial Management, Maldives Centre for Management and Administration

Expert in Curriculum Development, Vocational Training Centre, Ministry of Education

Tax Administration Adviser, Inland Revenue Department

Sri Lanka

Senior Lecturer in Quantity Surveying/Building Economics, University of Moratuwa

Colombo Plan Staff College for Technician Education

Expert for CPSC workshop (Curriculum Development)

Expert for CPSC course (Communications)

Expert for CPSC workshop (Teacher Training)

Consultant in Curriculum Development

Consultant in Environment Education

Expert in Leadership and Team-Building

Expert in Computer Communication and Networking

Consultant in Technicians' Non-Technical Competencies

Caribbean

Anguilla

Educational Psychologist, Department of Education

Antigua and Barbuda

Consultant Tax Administrator, Ministry of Finance

The Bahamas

Management Information System Consultant, Bahamas Environment, Science and Technology Commission

Barbados

Information Specialist, Caribbean Conservation Association

Sample Survey Statistician, Adviser in Economic Research Techniques, Economic Affairs Division, Ministry of Finance and Economic Planning

Systems Analyst (Management Information System), Adviser in Fisherfolk Organisation Development, Fisheries Division, Ministry of Agriculture and Rural Development

Consultants for Environment and Development Safety Study, Barbados National Oil Company Ltd

National Accounts Adviser, Department of Statistical Services

Belize

Social Planner, Ministry of Social Development

Consultant for Broadcasting Corporation of Belize

Trade Policy and Facilitation Adviser, Ministry of Trade and Commerce

Standardisation Consultant, Belize Bureau of Standards

Insurance Adviser, Ministry of Finance

Consultants, Records and Information Management Project, Belize Archives Department

British Virgin Islands

Land Management Consultant, Ministry of Lands

Survey Statistician/Consultant, Consultant on Gender Based Statistics, Consultancy in Tourism Economic Assessment, Database

Programming Consultant,
Development Planning Unit

Labour Administration
Consultant, Ministry of
Natural Resources and
Labour

Legal Consultant, Ministry
of Finance

Consultant on Domestic
Violence, Women's Desk,
Chief Minister's Office

Dominica

Financial Controller, Dominica Water and
Sewerage Company Ltd

Industrial Estate Adviser, Industrial Estate
Unit, Agricultural and Industrial
Development Bank

Gender Specialist, Dominica National
Council of Women

Grenada

Tourism Training Adviser, Grenada Board
of Tourism

Product Development Adviser, Grenada
Produce Chemist Laboratory

Soil and Material Engineer, Ministry of
Works and Communications

Bio-Control Adviser, Ministry of
Agriculture, Forestry, Lands and Fisheries

Legal Drafting Adviser, Ministry of Legal
Affairs

Guyana

Agricultural Economist (Agricultural
Marketing and Agrarian Development)
Agricultural Economist (Project Planning
Analysis), Assistant Chief Hydraulics
Officer (O & M), Ministry of Agriculture

Senior Geologist, Technical Experts in Dam
Mine Failure, Guyana Geology and Mines
Commission

Marketing Adviser, New Guyana
Marketing Corporation

Principal Parliamentary Counsels,
Attorney-General's Chambers

Airport Maintenance Engineer, Timehri
International Airport, Civil Aviation
Department

Jamaica

Senior Project Engineer (Roads and
Bridges), Senior Project Engineer (Water
and Sewerage), Project Analysis and
Monitoring Company Ltd

Senior Systems Analyst, Ministry of
Finance

Environmental Economist/Policy Analyst,
Planning Institute of Jamaica

Montserrat

Speech Therapist, Ministry of Education

St Kitts and Nevis

Manager, Transport Services, St Kitt
Corporation

Media Adviser, Electoral Commission

Law Revision Commissioner, Legal Drafts-
person, Attorney-General's Chambers

December 1996 – Sir Paul Reeves
(centre), former Governor-General of New
Zealand, chaired a 14-member Observer
Group to the Presidential and
Parliamentary Elections in Ghana



St Lucia

Insurance Adviser, Ministry of Finance and
Statistics

College Bursar, Lecturers in Management
Studies, Sir Arthur Lewis Community
College

National Health Insurance Adviser,
Ministry of Health

Deputy Chief Surveyor, Survey and
Mapping Section, Department of Land and
Survey

St Vincent and the Grenadines

Tourism Marketing Adviser

Trinidad and Tobago

Property Taxation Adviser, Project
Implementation Unit, Ministry of Planning
and Development

Adviser, Local Government Capacity-
Building, Caribbean Association of Local
Government Authorities

Director, Institute of Marine Affairs

Adviser, Tourism Strategy and Planning,
Trinidad and Tobago Hotel & Tourism
Association

Advisers on Competition Policy, Ministry of
Trade and Industry

Assistant Chief Parliamentary Counsel,
Ministry of the Attorney-General

Caribbean Agricultural Research and Development Institute

Network Telecoms Management Adviser
Soil and Water Engineer

Caribbean Centre for Development Administration (CARICAD)

Public Sector Management Adviser

Caribbean Community Secretariat (CARICOM)

Training Adviser, Livestock Production,
REHAPA

Review Study of the Caribbean Community
Programme for Agricultural Development
(Phase II)

Consultant, Distance Education Delivery
System

Adviser on Services Sector Development,
Economic Policy and Sectoral Development

Resource Person on Financial Management
(Education)

Services Sector Analyst

Information Systems Trainers, Caribbean
Examination Council

Caribbean Examination Council

Technical Adviser, Examination Processing
System

Caribbean Food Corporation

Concessionary Funding Sources Adviser
Adviser on Corporate Strategy

Caribbean Telecommunications Union
Information Systems Analysis Adviser

Caribbean Tourism Organisation
Tourism Statistics Adviser

**Eastern Caribbean Central Bank
(ECCB)**
Insurance Adviser

**Eastern Caribbean Supreme Court
(ECSC)**
High Court Judges, ECSC

Iwokrama International Rainforest Programme

Site Resource Survey Manager

Research and Development Manager

Resource Economist

Non-Timber Forest Products Specialist
Consultant, Project Design

Organisation of Eastern Caribbean States (OECS)

Production Co-ordinator, Agricultural
Diversification Co-ordination Unit

Programme Co-ordinator, Maritime
Boundary Delimitation Process

Management and Finance Adviser (Civil
Aviation), Directorate of Civil Aviation

Communications and Media Development
Adviser, Natural Resources Management
Unit

University of the West Indies (UWI)
Visiting Professor, Consortium Graduate
School (Social Sciences)

Course Director, Legislative Drafting
Programme

Director of Education Research Centre
Systems Development Librarian

Project Co-ordinator, UWI Centre for
Environment and Development

Adviser, Social Work Field Education

Pro Vice-Chancellor, Research
Administration

Mediterranean

Cyprus

Expert in Employment Services, Public
Employment Services, Department of
Labour

Malta
Economic Statistician, Central Office of Statistics
Consultant, Office of the Ombudsman
Petroleum Engineering Adviser, Oil Exploration Department
Expert on Gender Policy Planning and Appraisal, Department of Equal Status for Women, Ministry of Social Development

Pacific

Cook Islands

Consultant, Human Resource Development, Health Sector (Nursing), Ministry of Health

Nauru

Secretary for Justice, Department of Justice

Niue

Legal Drafter, Premier's Department

Papua New Guinea

Marine Legal Expert, Department of Transport, Maritime Division

Field Officer, Women in Fisheries Development, Department of Fisheries and Marine Resources

Consultant in Oil Palm Environmental Guidelines, Department of Environment and Conservation

Samoa

Income Tax Adviser, Inland Revenue Department

Adviser for Offshore Finance Centre, Ministry of Finance

Solomon Islands

Senior Lecturer, Marine Engineering, Solomon Islands College of Higher Education

Tonga

Economist (Policy Co-ordinator), Ministry of Finance

Tuvalu

Entomology Adviser, Agriculture Department

Constitutional Adviser, Attorney-General's Department

Consultant, Management Information Systems, Development Bank of Tuvalu

Marine Officer, Tuvalu Maritime School

Senior Crown Counsel, Attorney-General's Office

Vanuatu

Development Banking and Credit Adviser, Vanuatu Development Bank

Legal Counsel to Ombudsman's Office

South Pacific Applied Geoscience Commission (SOPAC)

Aggregate Geologist

Geoscience (Distance) Education Expert

South Pacific Forum Secretariat

Consultant to Review Structure and Operations of Forum Secretariat

Legal Adviser (International Law)

Multilateral Trade Policy Expert

South Pacific Regional Environment Programme (SPREP)

Meteorology-Climatology Officer, SPREP

University of the South Pacific (USP) Lecturer in Law

Consultant to Review USP Charter and Statutes

Expert, Distance (Science) Education

Fellow in Legal and Legislative Drafting

HUMAN RESOURCE DEVELOPMENT DIVISION

Pan-Commonwealth Human Resource Development Initiatives (HRDI)

Workshop on Professionally Managed Government July 1995, Malacca, Malaysia

Pan-Commonwealth Expert Group Workshop on HRDI Professionally Managed Government October 1995, Hertfordshire, Britain

Pan-Commonwealth Workshop on Partnership Between Government and NGOs in Basic Education and Primary Healthcare July 1996, Gaborone, Botswana

Pan-Commonwealth Workshop on Partnership Between Government, the Private Sector and NGOs in Education, Training and Employment Opportunities December 1996, New Delhi, India

Headteacher Training and Support

Teacher Management and Support Review Workshop July 1995, Accra, Ghana

Gender Sensitisation and Training Workshop September 1995, Gaborone, Botswana

Workshop on Motivating Teachers Under Resource Constraints November 1995, Harare, Zimbabwe

Gender Training of Trainers Workshop June 1996, Mangochi, Malawi

Meeting of Permanent Secretaries of Education (SADC) November 1996, Harare, Zimbabwe

Science, Technology and Mathematics Education

Workshop on Training of Trainers in Science and Technology Education August – September 1995, National Council of Educational Research and Training, New Delhi, India

Pan-Commonwealth conference on Mathematics as a Barrier to the Learning of Science and Technology by Girls January 1996, Ahmedabad, India

Workshop on Training of Trainers in Science and Technology Education

April – May 1996, USP, Suva, Fiji

Workshop on Training of Laboratory Technicians Through Distance Mode in South Asia May 1996, Indra Gandhi National Open University, New Delhi, India

Workshop on Training of Laboratory Technicians Through Distance Mode in Africa November 1996, In-service Training and Education Centre, Luanshya, Zambia.

Workshop on Female Education in Mathematics and Science in Africa December 1996, Nairobi, Kenya

Assessment in Primary Science Workshop March 1997, Regional Education Centre in Science and Mathematics, Penang, Malaysia

Asia-Pacific Expert Group meeting on Scientific and Technological Culture in the Commonwealth May 1997, Asian Media and Information Centre, Singapore

Higher Education Co-operation

Commonwealth Higher Education Support Scheme (CHESS) Journals Programme Consultative Meeting February 1996, New Delhi, India

CHESS Workshop on Women and Management in Higher Education May 1996, African Gender Institute, University of Cape Town, South Africa

CHESS South Asia Workshop on Women and Management in Higher Education January 1997, Colombo, Sri Lanka

Workshop on Linking Higher Education to Basic Education March 1997, Langkawi, Malaysia

CHESS Women and Management in Higher Education Module Writers Workshop April 1997, Tun Abdul Razak Research Centre, Brickendonbury, Britain

Commonwealth Universities Study Abroad Consortium (CUSAC) Steering Meeting May 1997, University Sains Malaysia, Penang

CUSAC Workshop on Managing International Relations in Universities May 1997, Universiti Sains Malaysia, Penang

Health Department

Pacific Regional Expert Group Meeting on Primary Health Care and Immunisation July 1995, Rarotonga, Cook Islands

Training workshop for epidemiologists, researchers and health information specialists to improve the quality of data required for early intervention in drug prevention, increase co-operation, and

provide opportunities for information sharing August 1995, Sri Lanka

Joint Commonwealth Nurses Federation/Commonwealth Secretariat Meeting on The Commonwealth Action Plan for Nursing/Midwifery September 1995, Harare, Zimbabwe

Training workshops on Health Systems Research as a Management Tool October 1995, The Bahamas; October 1995, Bermuda; January 1996, Barbados (implemented by the Commonwealth Caribbean Medical Research Council, with financial support from the Commonwealth Secretariat)

Joint UNDCP/Commonwealth/International Narcotics Drug Enforcement Matters (INM) Training Workshop on Drug Demand Reduction June 1996, Abidjan, Côte d'Ivoire

Commonwealth Awards for Excellence in Projects on Women and Health 45 projects from over 90 submissions have been selected for awards as models of good practice

Development of an Urban Sanitation Strategy (African Region) Secretariat commissioned Robens Institute, University of Surrey to develop an integrated urban sanitation strategy for Africa through a pilot project in Zambia

Technical Support Group for Women and Health An initiative for achieving the programme of work on women and health, to improve communication between the Health Department and member countries and to share information, funded by voluntary contributions

Project to develop an approach to community-based management of HIV/AIDS for low-prevalence areas Jamaica (with local NGOs)

INFORMATION AND PUBLIC AFFAIRS DIVISION

Commonwealth Media Development Fund-supported Courses/Projects

1995/96

Grants from ODA/Britain

Project Organiser: British Academy of Film and Television Arts

1996 Contribution/Grant to The 'Elizabeth R' Broadcasting Fund

Project Organiser: Commonwealth Broadcasting Association

Caribbean Radio Journalism Course June 1995, Guyana Broadcasting Corporation, Georgetown, Guyana

News Reporting and Radio Journalism Courses September 1995, Lesotho National Broadcasting Service, Maseru, Lesotho; and September 1995, Radio Botswana, Gaborone, Botswana

Radio Workshops in Tonga and Solomon Islands October 1995, Tonga Broadcasting Corporation, Nuku'alofa, Tonga; and October 1995, Solomon Islands Broadcasting Corporation, Honiara, Solomon Islands

Basic Television, Satellite Communication and Transmission Line Theory November 1995, Broadcasting and Publication Authority, Kiribati

Business Journalism Course November 1995, South African Broadcasting Corporation, Johannesburg, South Africa

Training in Transmitter Engineering December 1995, Swazi TV, Swaziland

Radio Journalism Course January 1996, All India Radio, New Delhi, India

Broadcast Journalism Course March 1996, Pakistan Broadcasting Corporation, Islamabad, Pakistan

Journalism and Management Course March 1996, Papua New Guinea National Broadcasting Commission, Port Moresby, Papua New Guinea

TV Camera Training Course March 1996, Seychelles Broadcasting Corporation, Mahé, Seychelles

Worldwide Web Site for Commonwealth Broadcasters March 1996, Commonwealth Broadcasting Association, London, Britain

TV Transmitter Course May 1996, Bangladesh TV, Dhaka, Bangladesh

Project Organiser: Commonwealth Journalists Association

Training Course in Financial Journalism August 1995, Ghana Journalists' Association, Accra, Ghana

Training Course in Journalistic Skills and Rural Reporting September 1995, University of the North West, Mmabatho, South Africa

Training Course in General Journalistic Skills October 1995, CJA Branch, Windhoek, Namibia

Course in Economic and Financial Journalism November 1995, Angkatan Zaman Mansang (AZAM), Kuching, Sarawak, Malaysia

Training Course in Financial Journalism February 1996, Pakistan Branch of CJA, Karachi, Pakistan

Training Course in Financial Journalism February 1996, Press Institute of Bangladesh, Dhaka, Bangladesh

Project Organiser: Commonwealth Press Union

News Editing Techniques for Associate Editors – The Dynamic News Editing

November 1995, CPU West Indies Section, Kingston, Jamaica; and November 1995, Trinidad Express Office, Port of Spain, Trinidad and Tobago

'Advertising Sales Display and Classified' – Professional Selling in Print November 1995, Upali Newspapers, Colombo, Sri Lanka

Editorial Management Skills January 1996, CPU India Section/Malayala Manorama, Kottayam, India

Sub-Editing for Junior Subs and Teaching Reporting Techniques to Journalists from Tanzania and Uganda January 1996, Dar es Salaam, Tanzania

Sub-Editing for Junior Subs and Teaching Reporting Techniques to Journalists from Zambia and Zimbabwe January 1996, CPU Zambia Section, Lusaka, Zambia

Regional Newspaper Design Clinic for Senior Editors from The Gambia, Ghana, Nigeria and Sierra Leone February 1996, CPU Ghana Section/University of Ghana, Accra, Ghana

Advanced Journalism Course – 'Dynamic News Editing' with special reference to multi-media April 1996, Pakistan Press International, Karachi, Pakistan

'Media Management: An Introduction to Basic Principles' April 1996, CPU Section, Johannesburg, South Africa

Project Organiser: The Thomson Foundation

Advanced Reporting Course – Press and Radio April 1995, The Thomson Foundation, Cardiff, Britain

Television Consultancy in five South Pacific States June 1995, Kiribati, Papua New Guinea, Solomon Islands, Tuvalu and Vanuatu (part-funded project)

Advanced Reporting January 1996, Malawi Institute of Journalism, Malawi

Grants from Australia

Project Organiser: British Academy of Film and Television Arts

1996 Contribution/Grant to The 'Elizabeth R' Broadcasting Fund

Project Organiser: Commonwealth Broadcasting Association

Computer Awareness Workshop for Pacific Island Broadcasters June 1996, Australian Broadcasting Corporation, Melbourne, Australia

Television Journalism Course June 1996, Sri Lanka Rupavahini Corporation, Colombo, Sri Lanka

Project Organiser: Commonwealth Press Union

Advanced Sub-Editing for Senior Journalists in South-West Pacific June

1996, University of Papua New Guinea,
Port Moresby, Papua New Guinea

1996/97

Grants from ODA/Britain

*Project Organiser: British Academy of Film
and Television Arts*

1997 Contribution/Grant to The 'Elizabeth R' Broadcasting Fund

*Project Organiser: Commonwealth
Broadcasting Association*

Gender Issues and Radio

Production Skills for Malawi

Broadcasting Corporation July
1996, Blantyre, Malawi

TV Techniques Course for

Gambia Television July 1996,
Banjul, The Gambia

Contribution/Grant to 'CBA Biennial

Conference' August 1996, Kuala
Lumpur, Malaysia

Bi-Media News and Current Affairs for

Mauritius Broadcasting Corporation
October 1996, Forest Side, Mauritius

Radio News Journalism for Cameroon

Radio Television October 1996,
Yaoundé, Cameroon

Radio Production for Radio Bangladesh

November 1996, Dhaka, Bangladesh

English for Radio Executives for Radio

Mozambique December 1996, Maputo,
Mozambique

Radio News and Current Affairs

January 1997, Zimbabwe Broadcasting
Corporation, Harare, Zimbabwe

Radio Production Skills January 1997,

Zambia National Broadcasting
Corporation, Lusaka, Zambia

Community Radio for Pacific Islands –

Kiribati, Tonga, Samoa February 1997,
Radio Kiribati, Tonga Broadcasting
Commission, Western Samoa
Broadcasting Service

*Project Organiser: Commonwealth
Journalists Association*

Training Workshop on Election

Reporting August 1996, Zambia Institute
of Mass Communications, Lusaka,
Zambia

Two-week Course in Financial

Journalism September 1996, Ghana
Journalists' Association, Accra, Ghana

Contribution/Grant to 'CJA Conference

in Hong Kong' January 1997, Hong Kong

Workshop on Reporting Africa by

Africans February 1997, The Institute
for the Advancement of Journalism,
Johannesburg, South Africa (part-funded
project)

*Project Organiser: Commonwealth Press
Union*

Motivating Feature Writers – Making

Features your Best Feature September



February 1997 – Commonwealth Secretary-General Chief Emeka Anyaoku (front row, centre) briefed Observer Group chairperson Mr Malcolm Fraser (front row, second from left), former Prime Minister of Australia, and the rest of the 14-member Group to the General Election in Pakistan

1996, Malayala Manorama, Kottayam,
India

**Contribution/Grant to 'Commonwealth
Editors' Forum and CPU Biennial
Conference'** October 1996, South Africa

**Health Reporting – Conveying
Awareness** October 1996, The Monitor,
Kampala, Uganda

**Management Skills for Editors with
special emphasis on Newspaper Design**
December 1996, CPU West Indies
Section, Kingston, Jamaica

**The Online Journalist – Using the
Internet and other Electronic
Resources** December 1996, The Nation,
St Michael, Barbados

The Role of the Managing Editor
December 1996, CPU Section, Harare,
Zimbabwe

The Emerging Press – Editorial Skills
January 1997, CPU South Africa
Section, Johannesburg, South Africa

**Training and Developing the Editorial
Team** January 1997, CPU South Africa
Section, Johannesburg, South Africa

Advertising – Display and Classified
March 1997, CPU Tanzania Section, Dar
es Salaam, Tanzania

**Interviewing and Research – Advance
Reporting for Features and News**
March 1997, Nation Newspapers,
Nairobi, Kenya

*Project Organiser: The Thomson
Foundation*

Advanced Reporting April 1996, The
Thomson Foundation, Cardiff, Britain

**Newspaper Management and
Marketing** November 1996, Sierra
Leone Association of Journalists,
Freetown, Sierra Leone

**Television News/Current Affairs
Training** January 1997, Malawi
Television, Blantyre, Malawi

Feature Writing, South Pacific in
collaboration with the Pacific Islands
News Association, February 1997, Apia,

Samoa (co-funding with New Zealand
Commonwealth Good Government
Programme)

Grants from Australia

*Project Organiser: Asian Media
Information and Communication Centre*

Workshop on Newspaper Management

for Senior Women Journalists May
1997, Press Institute of Bangladesh,
Dhaka, Bangladesh

*Project Organiser: British Academy of Film
and Television Arts*

1997 Contribution/Grant to The 'Elizabeth R' Broadcasting Fund

*Project Organiser: Commonwealth
Broadcasting Association*

Broadcasting Skills for Maldives Radio

February 1997, Voice of Maldives, Malé,
Maldives

*Project Organiser: Commonwealth Press
Union*

Editing and Design for Weeklies and

Small Dailies March 1997, Samoa
Observer, Apia, Samoa

LEGAL AND CONSTITUTIONAL AFFAIRS DIVISION

**Meeting of Law Officers of Small
Commonwealth Jurisdictions** September
1995, Windhoek, Namibia

Commonwealth Law Ministers Meeting
April 1996, Kuala Lumpur, Malaysia

**Regional workshop on the impact of
crime in Southern Africa: Towards the
Year 2000** June 1996, Gaborone,
Botswana

Workshops on Administrative Law July
1996, Apia, Samoa; July – August 1996,
Bridgetown, Barbados; October –
November 1996, Port Moresby, Papua
New Guinea

Fourth Commonwealth Correctional Administrators Conference November 1996, Brisbane, Australia

ARIPO/Commonwealth Secretariat workshop on Implementation of the Agreement on Trade-Related Aspects of Intellectual Property December 1996, Livingstone, Zambia

Commercial Crime Unit

Pacific Money Laundering Workshop July 1995, Port Vila, Vanuatu

1995 Asia Money Laundering Symposium December 1995, Tokyo, Japan (with FATF). Total participants 119; Commonwealth participants

Southern and Eastern African Money Laundering Conference October 1996, Cape Town, South Africa

Expert Group Meeting on Forensic Evidence in Drug Cases April 1997, St Lucia

Human Rights Unit

Regional workshop for Officials in Charge of Reporting under the International and Regional Instruments July 1995, Zambia

Workshop on Publishing and Human Rights July – August 1995, Zimbabwe International Book Fair 1995. Commonwealth Secretariat sponsored participants

Commonwealth Conference on Human Rights Education and Training September 1995, Oxford, Britain (with Management and Training Services Division)

Pan-Commonwealth Workshop on Human Rights Training for Law Enforcement Officials November – December 1995, Cyprus

Commonwealth Regional Workshop on Human Rights Education and Training for the Pacific July 1996, Vanuatu

Workshop on Advancing Social, Economic and Civil Rights: Learning from Successful Development Experience July 1996, London, Britain

International Ombudsman Institute Workshop for Investigation Officers August 1996, Pretoria, South Africa

Workshop on Human Rights Reporting in the Caribbean 1996 October/November 1996, Jamaica

Commonwealth Judicial Colloquium for Lesotho, Malawi and South Africa February 1997, Lesotho

Human Rights Workshop for Law Enforcement Officials from Sub-Saharan Africa March 1997, Cape Town, South Africa

Commonwealth Regional Training Programme for the Training of Trainers April – May 1997, Kampala, Uganda

Commonwealth Training Workshop for Human Rights Commissions and Related Bodies June 1997, India

MANAGEMENT AND TRAINING SERVICES DIVISION

Pan-Commonwealth Training Programmes

Port Operations and Management Programme May 1995, Freeport Training Centre, Valletta, Malta

Human Rights Training Programme July 1995, International Institute for Human Rights, Strasbourg, France

Masters in Public Sector Management September 1995, Institute of Business, UWI, Mona, Kingston, Jamaica

Workshop on Informatic Policies and Strategies October 1995, COMNET-IT, Malta

Programme on Media and the Judiciary in the Democratic Process November 1995, Commonwealth Judicial Education Institute, Canada

Quality and Productivity Improvement Seminar November 1995, Civil Service College, Singapore

Workshop on Use of Information Technology in International Relations November 1995, Mediterranean Academy of Diplomatic Studies/COMNET-IT, Malta

Training Programme on Organisations and Human Resources Development November – December 1995, Lahore University of Management Sciences, Pakistan

Training Programme in Environmental Education November 1995 – July 1996, Centre for Environmental Education, India

Systems Development Programme January 1996, Institute of Systems Science, National University of Singapore

International Conference on Advances in Metrology and Its Role in Quality Improvement and Global Travel February 1996, National Physical Laboratory, India

Programme on Management of Economic Policy Reforms February 1996, Indian Institute of Management, Ahmedabad

Training Programme in Tool Engineering Techniques February – May 1996, Pakistan Industrial Technical Assistance Centre

Commonwealth Advanced Seminar on Public Service Reform March 1996, State Services Commission, New Zealand

International Management Teachers' Training Programme and Workshop on Constitution Building and Networking March/April 1996, Indian Institute of Management, Ahmedabad

Training Programme on Corporate Planning and Strategic Management May 1996, Lahore University of Management Science, Pakistan

Train-the-Trainers Programme in CAD/CAM May – June 1996, Temasek Polytechnic, Singapore

Top Management Programme for Public Enterprise June – July 1996, National University of Singapore

Commonwealth Top Management Programme on Creative Construction and Re-Engineering of Organisations August 1996, Universiti Pertanian Malaysia, Kota Kinabalu

Roundtable on Competitiveness Policy for Mauritius in the Global Market August 1996, Mauritius

Training Needs Analysis September 1996, National Institute of Public Administration, Kuala Lumpur, Malaysia

Women Entrepreneur-Trainer-Motivators Programme September – October 1996, Entrepreneurship Development Institute of India

LLM in Legislative Drafting October 1996, UWI, Cavehill, Barbados

Policy Workshop on Strategies to Promote Foreign Direct Investments October 1996, Singapore (with the Singapore Economic Development Board)

Postgraduate diploma in Education Planning and Management in Small States October 1996, University of Malta

Training of Trainers for Quality and Productivity Improvement in the Public Service October 1996, Civil Service College, Singapore

Workshop on Development of Masters Programmes in Business and Public Administration November 1996, Britain (with Commonwealth of Learning)

Commonwealth Strategic Management Programme in Banking November – December 1996, Bankers Staff College, Karachi, Pakistan

Managing Change in the Public Service Through Quality and Productivity Improvement and Customer Orientation Seminar November – December 1996, Civil Service College, Singapore

Training Programme on Organisations and Human Resources Development November – December 1996, Lahore

University of Management Sciences,
Pakistan

Training Programme in Environmental Education November 1996 – July 1997, Centre for Environmental Education, India

Top Management Programme for Public Enterprises in South Africa January 1997, National University of Singapore

Training Programme on Service and Maintenance of Industrial Electronic Control Systems January – June 1997, Indian Institute of Production Management

Post-Graduate Diploma Course on Human Resource Planning and Development January – September 1997, Institute of Applied Manpower Research, New Delhi, India

Commonwealth Advanced Seminar in Public Service Reform February 1997, Victoria University of Wellington, New Zealand

Systems Development Programme February – March 1997, Institute of Systems Science, National University of Singapore

Advanced Financial Management Programme March 1997, Institute for Financial Management and Research, Chennai, India

Corporate Planning and Strategic Management Programme March 1997, Lahore University of Management Sciences, Pakistan

Serving the Public-Consumer Protection and Citizen Charter Roundtable March 1997, Consumer Education and Research Centre, India

Democratic Structures in Public Service Improvement Seminar April 1997, Office of the Public Protector, South Africa

Policy Workshop: Strategies and Methods for the Commercialisation of Public Services April 1997, London Business School, Britain

Study Programme: The Role of the Ombudsman in Improving Public Service May 1997, Public Administration International, Britain

Training Workshop: Information and Communication Technologies in International Trade, Investment and Sustainable Development May 1997, COMNET-IT, Malta

'Art-to-Part Factory' using Personal Computers May – June 1997, Temasek Polytechnic, Singapore

Advanced Seminar for Chief Executives June 1997, National University of Singapore

Managing a Performance-Oriented Public Service June 1997, National Institute of Public Administration, Kuala Lumpur, Malaysia

Seminar on Developing Public Policy Capacity for the 21st Century June 1997, Public Policy Forum, Canada

Training Programme on Internet Engineering June 1997, National Centre for Software Technology/COMNET-IT, India

Workshop on Use of Information Technology in Diplomatic Activities June 1997, Mediterranean Academy of Diplomatic Studies/COMNET-IT, Malta

Training Programme on Management of Higher Education Institutions June – July 1997, Indian Institute of Management, Ahmedabad

Regional Programmes

Africa

Capacity-Building for Public Enterprise Restructuring and Privatisation June – October 1995, ESAMI, Tanzania

Training of Information Analysts Programme August 1995, University of Nairobi, Kenya

Commonwealth Training Programme on Economic Reform and Management September – October 1995, University of Nairobi, Kenya

Regional Diplomatic Training Programme for Botswana, Lesotho and Swaziland September – December 1995, Institute of Development Management, Gaborone, Botswana

Commonwealth Advanced Management Programme October 1995, ESAMI, Swaziland

Entrepreneur Trainer-Motivators Programme October – November 1995, Management Development Productivity Institute, Ghana

Training in Computer-based Financial Management October – December 1995, Institute of Finance Management, Dar es Salaam, Tanzania

Regional Election Management Training Programme for Senior Electoral Officials in Commonwealth African Countries March 1996, Office of the Supervisor of Elections, Gaborone, Botswana

Capacity-Building Through Management Training Activities for Africa April 1996, activities in all Commonwealth African countries

Training of Trainers: Management Course on Health Administration April 1996, West Africa Health Community Secretariat, Ghana

Postgraduate diploma in Human Resource Studies May 1996 – April 1997, Seychelles Institute of Management

Regional Programme for Managers of NGOs June 1996, Ghana Institute of Management and Public Administration

Training Programme in Pollution Control and Environmental Management in Developing Countries June 1996, University of Botswana

Management of Credit Schemes for Women Entrepreneurs in Africa June – July 1996, Pan African Institute for Development, Cameroon

Local Government Workshop July 1996, with Commonwealth Local Government Forum, Sierra Leone

Policy Seminar on Management of Local Government Reform July 1996, Ghana (with Commonwealth Local Government Forum)

Seminar on Improvement: Public Service Reform July 1996, Botswana National Productivity Centre

Regional Training Programme in Human Resource Planning and Development July – August 1996, Malawi Institute of Management, Lilongwe

Fourth Regional Diplomatic Training Programme for Botswana, Lesotho, Mauritius, Mozambique and Swaziland September – December 1996, Maputo, Mozambique

Management and Leadership Development for Senior African Women October 1996, Zimbabwe Institute of Public Administration and Management

Training Programme on Public Enterprise Restructuring and Privatisation October – November 1996, ESAMI, Zimbabwe

Roundtable on Democracy and Good Governance in Africa February 1997, Botswana (with Political Affairs Division)

Training Programme for Managers of Institutions March 1997, Eastern and Southern African Universities Research Programme, Dar es Salaam, Tanzania

Commonwealth Entrepreneur Trainer-Motivators Programme for Africa April 1997, Management Development and Productivity Institute, Ghana

Regional Programme on Training in Strategic Planning April 1997, National College of Business Studies, Nakawa, Uganda (in collaboration with ESAMI and CAPA)

Seminar on Policy, Legal and Regulatory Frameworks for Privatisation April 1997, Botswana Institute for Development Policy Analysis

Seminar on Rebalancing Central/Provincial Responsibilities and the Role of the Central Agencies April 1997, Ministry of State Administration, Mozambique

Training Programme on Gender Policy, Planning and Economic Development April 1997, University of Mauritius

Regional Workshop for Senior Policy Managers in Africa May 1997, Development Policy Management Forum, Kenya

Regional Election Management Training Programme for Senior Electoral Officials in Commonwealth African Countries June 1997, Democracy Research Project, University of Botswana, Gaborone

Training Programme in Pollution Control and Environmental Management in Developing Countries June 1997, University of Botswana

Training Programme on Environmental Conservation with Focus on Women and Biological Diversity for Sustainable Development June 1997, Makerere University, Uganda

Training in Computer-based Financial Management June – August 1997, Institute of Finance Management, Dar es Salaam, Tanzania

Regional Programmes

Asia

Fourth Training Course on the Use of Micro-level Data for Agricultural Policy Planning and Analysis July – August 1996, Institute of Development Studies, Jaipur, India

Programme on Investment Appraisal and Risk Analysis October – November 1996, Asian Centre for Development Studies, Kuala Lumpur, Malaysia

Broadcast Journalism for Women in Radio November 1996, Asia Pacific Institute for Broadcasting Development, Bandar Seri Begawan, Brunei Darussalam

Commonwealth Regional Training Programme on Poverty-focused Rural Development with emphasis on ecological farming and environmental concerns December 1996, Bangladesh Academy for Rural Development, Comilla, Bangladesh

Roundtable on Good Government and Sustainable Development May 1997, Ministry of Local Government, Islamabad, Pakistan

Human Rights Training Programme May – June 1997, India

Regional Programmes

Caribbean

Entrepreneurship Development Programme May – June 1995, Barbados Institute of Management and Productivity, St Michael

CARICOM Workshop on Financing of Education September 1995, UWI, St Augustine, Trinidad and Tobago

Caribbean Executive Development Workshop and Point of Contact Meeting January 1996, Port of Spain, Trinidad and Tobago

Training Programme on the Management and Regulation of Telecommunications in the Caribbean April 1996, TEMIC, Toronto, Canada

CARICOM Diplomatic Training Programme May 1996, CARICOM Headquarters, Georgetown, Guyana

Training of Trainers Course on Emergency Preparedness and Response for Maritime Disasters May 1996, Jamaica Maritime Institute, Kingston

Workshop on Environmentally Friendly Technologies June 1996, UWI, Jamaica

Training Programmes in Computer(Aided Engineering, Continuing Engineering June – November 1996, Education Centre, UWI, Trinidad and Tobago

Human Resources Planning and Management Programme September 1996, Institute of Business, UWI, Trinidad and Tobago

Advanced Computer Applications in Finance November – December 1996, Institute of Business, UWI, Trinidad and Tobago

Workshop on Transfer and Development of Environmentally Sound Technologies with special focus on waste management June 1997, UWI, Jamaica

Regional Programmes

Pacific

CFTC Points of Contact Meeting July 1996, Nuku'alofa, Tonga

Commonwealth Management Development Programme for Tax Administrators July – August 1996, Apia, Samoa (in collaboration with Inland Revenue Department)

Educational Development Programme for Teachers December 1996 – June 1997, USP, Suva, Fiji

Certificate in Earth Science and Marine Biology February – July 1997, South Pacific Applied Geo-Science Commission, Suva, Fiji

Masters in Business Administration February – December 1997, USP, Suva, Fiji

Roundtable on Decentralisation Strategy and Good Government May 1997, Urban Council Authorities, Ministry of Provincial and Local Government, Port Moresby, Papua New Guinea

Advisory Services

Africa region: Development of corporate governance and restructuring systems for state enterprises in Africa

Antigua and Barbuda: Public service reform

Barbados: Privatisation of broadcasting company (with Economic and Legal Advisory Services Division); Performance management appraisal

Belize: Capacity development for Public Sector Reform Initiative, Ministry of the Public Service

Botswana: Commercialisation and privatisation policy formulation

Dominica: Public service reform

Ghana: Pre-privatisation restructuring of state-owned transport company; Pre-privatisation restructuring and development of ISO 9000 and other quality management systems; Development of benchmarking and monitoring system for state enterprises

Grenada: Political and administrative interface

Guyana: Capacity development for Public Sector Reform Initiative, Public Sector Management, Office of the President

India: Administrative reforms for the industry sector

Mauritius: Preparation of privatisation policy report and policy paper; Preparation of competitiveness policy management systems and workshop; Development of corporate governance institutions and systems; Capacity-building for government international audit and consulting services

St Kitts and Nevis: Public service reform; Records management; Performance management

Sierra Leone: Formulation of a Strategic Plan; Capacity-building for board chairpersons and directors for state enterprises; Development of corporate governance institutions and systems

South Africa: Management of change; Commercialisation and privatisation policy formulation

Swaziland: Restructuring of the Ministry of Foreign Affairs

Tanzania: Civil service capacity-building programme, Civil Service Department, Office of the President

Uganda: Restructuring the Management Development Programme, Uganda Management Institute, Kampala

Zambia: Commercialisation of the National Institute of Public Administration; Conversion of NIPA into a public enterprise; Commercialisation of services and operations of government ministry



April 1997 – Commonwealth Deputy Secretary-General (Political) Mr K Srinivasan (front row, centre) briefed Observer Group chairperson Mr Jean-Jacques Blais (front row, second from right) and the rest of the 12-member Group to the Parliamentary Elections in Cameroon

Zimbabwe: Management of change

POLITICAL AFFAIRS DIVISION

Consultations with member governments

Commonwealth Heads of Government Meeting Liaison Committee September 1995, London, Britain. Second meeting on administrative arrangements for the Auckland summit. Attended by representatives of High Commissions in London and a representative from Britain's Foreign and Commonwealth Office, and the Head of the New Zealand CHOGM Task Force. A further meeting related to the 1997 Edinburgh CHOGM was held in April 1997

Meetings of Commonwealth Representatives with the Secretary-General Briefing meetings on Commonwealth concerns, October 1995, March 1996, October 1996, January 1997 and May 1997, London, Britain. Attended by High Commissioners in London and a representative from Britain's Foreign and Commonwealth Office

Commonwealth Heads of Government Meeting November 1995, Auckland, New Zealand. Attended by leaders of Commonwealth countries accompanied by ministers and officials

Meetings of the Commonwealth Ministerial Action Group on the Harare Declaration December 1995, April, June, August, September 1996, February 1997

Intergovernmental Group on the Criteria for Commonwealth Membership Meetings of an Intergovernmental Group to examine and advise on the criteria for assessing future applications for membership of the Commonwealth: March 1996, September 1996 and February 1997, London, Britain. Attended by representatives from 12 Commonwealth countries

Intergovernmental Group on Refugees and Displaced Persons Meetings of an Intergovernmental Group to examine

the problem of refugees and displaced persons and to propose how the Commonwealth might assist: October 1996, February and June 1997, London, Britain

Senior Officials Meeting October 1996, London, Britain. Attended by Cabinet Secretaries and other senior officials representing Commonwealth countries

Roundtable of Heads of Government of Commonwealth Africa on Democracy and Good Governance in Africa February 1997, Botswana. Attended by leaders of Commonwealth Africa; was preceded by a **Preparatory Meeting** of representatives of both governing and opposition parties in Commonwealth Africa (with Management and Training Services Division)

Meetings of Electoral Officers

Workshop for Commonwealth Chief Electoral Officers in the Pacific October/November 1995, Honiara, Solomon Islands. Attended by representatives from ten Commonwealth Pacific countries

Workshop for Commonwealth Chief Electoral Officers in the Caribbean July 1996, Castries, St Lucia. Attended by representatives from 12 Commonwealth Caribbean countries and an observer from CARICOM

Workshop for Commonwealth Chief Electoral Officers in Asia and the Indian Ocean April 1997, Dhaka, Bangladesh. Attended by representatives from seven Commonwealth countries in Asia and the Indian Ocean

Good Offices Missions

Sierra Leone July 1995 until the elections in February 1996. Two Secretariat officials assisted in the effort to promote an end to the war and conditions on which elections could be held. From February 1996 a representative of the Secretary-General further assisted in efforts to secure a ceasefire and a peace agreement between the Government and the Revolutionary United Front

Papua New Guinea December 1995. All-party talks on Bougainville, held

in Cairns, Australia, co-chaired by the Commonwealth Deputy Secretary-General (Political) and a UN representative

Swaziland February 1996. The Commonwealth Deputy Secretary-General (Political) visited Swaziland to assist the Government in resolving political differences between the trade unions and the Government

The Gambia August 1996. In line with decisions of the Commonwealth Ministerial Action Group on the Harare Declaration, two Secretariat officials sought to assist the Government of The Gambia and political parties in creating conditions conducive to the holding of credible elections in The Gambia

Tanzania August 1996. The Secretary-General visited Tanzania in an attempt to assist in the resolution of the political impasse in Zanzibar following the 1995 elections

Zambia September 1996. The Secretary-General visited Zambia in an effort to promote consensus between the Government and the opposition parties regarding the conduct of the elections scheduled later that year

Papua New Guinea March 1997. The Secretary-General visited Port Moresby and helped in the resolution of the political crisis following the Government's decision to use the services of a mercenary force in Bougainville

Commonwealth Observer Missions

The General Election in St Kitts and Nevis 3 July 1995; 8 Observers

The Union Presidential and Parliamentary Elections in Tanzania 29 October 1995; 21 Observers

The Presidential and Parliamentary Elections in Sierra Leone 26 – 27 February 1996; 12 Observers

The Parliamentary Elections in Bangladesh 12 June 1996; 12 Observers

The Presidential and Parliamentary Elections in Ghana 7 December 1996; 14 Observers

The General Election in Pakistan 3 February 1997; 14 Observers

The Parliamentary Elections in Cameroon 17 May 1997; 12 Observers

The General Election in Papua New Guinea 14-28 June 1997; 10 Observers

Experts

Consultant to assist the National Commission on Reconciliation in Sierra Leone

Consultant to conduct an inquest into the death of the Premier of Bougainville, Papua New Guinea

SCIENCE AND TECHNOLOGY DIVISION

Biological Diversity and Genetic Resources Programme

Experts Meeting on Identifying and Monitoring Biodiversity and its Utilisation in Commonwealth Small Island Developing States October/November 1995, Valletta, Malta

Workshop on Fungal Diversity in Sub-Saharan Ecosystems and its role in rural and industrial development November/December 1995, Dar es Salaam, Tanzania. Organised with the African Mycology Association

Training Course for Amerindian Crafts Producers May 1996, Georgetown, Guyana

Caribbean Network for Mangrove Management: Regional Planning Meeting (in collaboration with UWICED, Jamaica) July 1996

Southern African Plant Resources and Exploration, Enumeration, Exploitation and Evaluation: Planning Meeting October 1996, Swaziland

Training workshop on Fungi as Biocontrol Agents December 1996, Pretoria, South Africa

Pilot project for identifying and monitoring biodiversity (with the Government of Mauritius) January 1997 onwards, Island of Rodrigues, Mauritius

Workshop on Biological Control of the Pink Mealybug in the Caribbean May 1997, Grenada

Agriculture

Ongoing work on the Underutilised Tropical Fruit Network for Asia (UTFANET)

Establishment of the Southern and Eastern African Network for Underutilised Crops (SEANUC) August 1995

Energy Programme

Workshop on Solar Power Modelling and Application October 1995, Perth, Australia

Scoping workshop on renewable energy training centres (with UNDP and Ministry of Energy and Mining) December 1995, Malawi

Workshop on solar drying of agricultural produce and fish May 1996, Georgetown, Guyana

Workshop to provide technical assistance on co-generation (conducted by the Tata Energy Research Institute) June 1996, Georgetown, Guyana

Expert Review Meeting of Energy Programme March 1997, London, Britain

Workshop on solar drying of agricultural produce March 1997, Georgetown, Guyana

Water and Mineral Resources Programme

Workshop on water resources problems of small islands August 1995, Barbados

Global Forum of the Water Supply and Sanitation Collaborative Council November 1995, Barbados

Meetings of the Caribbean Community Ocean Sciences Network November 1995, Trinidad and Tobago; December 1996, Grenada

Workshop on the water balance of African great lakes (with UNESCO, Nairobi office) December 1995, Kampala, Uganda

Training workshop on Natural Disaster Reduction June 1996, Hyderabad, India

Planning meeting of the water and urbanisation project June 1996, Islamabad, Pakistan

Workshop on earthquake hazard mitigation for non-engineered structures June 1996, Islamabad, Pakistan

Planning meeting of the Southern African S & T Experts Exchange Programme August 1996, Harare, Zimbabwe

Commonwealth Ocean Resources Programme for the Western Indian Ocean: Project Definition meeting February 1997, Cape Town, South Africa

Small Island Water Information Network user-needs workshop for the South Pacific February 1997, Fiji

Small Island Water Information Network user-needs workshop for Mediterranean region March 1997, Cyprus

Training workshop on Nutrient Analysis in Water March 1997, Brisbane, Australia

Biological Control of Water Hyacinth on Lakes Victoria and Kyoga (ongoing training and planning on the control of water weeds) Uganda

Industrial Support

Review meetings of the Chemical Research and Environmental Needs

project November 1995, Malaysia; October 1996, India

International seminar on Problems of Monitoring Pesticide Residues in Exportable Commodities viz Rice, Tea, Fish and Minor Crops April 1996, Sri Lanka

Training workshop on Air Quality Modelling and training workshop on Atmospheric Acidification November 1996, Dhanbad, India

Training workshop on Nutrient Analysis in Water and Waste Water March 1997, Brisbane, Australia

Training workshop on Greenhouse Gases from Agriculture April 1997, National Physical Laboratory, New Delhi, India

Hazardous and Toxic Waste Management

Training workshop on Waste Management June 1996, Nicosia, Cyprus

Training workshop on Risk Assessment for the Caribbean Region June 1997, Jamaica

Technical Support

Workshop on Assessment of the Role of Remote Sensing November 1995, Trinidad and Tobago

Technology Transfer Workshop on the Use of Radarsat May 1996, Kuala Lumpur, Malaysia

Workshop on Applied Remote Sensing October 1996, CSIR, South Africa

Specialist workshop on Geographical Information Systems November 1996, University of Fort Hare, South Africa

Productivity Enhancement through Engineering Analysis and Design: planning meeting December 1996, London, Britain

Training workshops on information technology for women scientists, technologists and researchers Tanzania Commission for Science and Technology (1996/97)

STRATEGIC PLANNING AND EVALUATION UNIT

Evaluation Study: Policy Advice and Assistance to Tonga in the Financial Sector July 1995 – January 1996, Tonga, Fiji and Vanuatu

Evaluation Study: Environmental Impact Assessment Training Programmes October 1995 – December 1996, Mauritius and Kenya

Training Workshop on Gender Awareness in Evaluation Work for Commonwealth Secretariat Staff October 1995, London, Britain

Commonwealth Agencies Consultative Committee meetings November 1995, Auckland, New Zealand, October 1996, London, Britain

Evaluation Study: Administrative Law Workshops February – September 1996, Zambia, Malawi, Seychelles, Lesotho and Botswana

Evaluation Study: Memoranda of Understanding on Basic Local Support for CFTC and CYP February – December 1996, Pan-Commonwealth

Evaluation Study: Commonwealth Higher Education Management Service (CHEMS) March 1996, France

Evaluation Study: CFTC Assistance to Uganda April 1996, Uganda

Fourth Meeting of the Steering Committee of Senior Officials (SCOSO) April 1996, London, Britain

Training Workshop on Gender Policy and Planning for Commonwealth Secretariat Staff April 1996, London, Britain

Review of the Commonwealth Secretariat Information Programme (Ingram Report) July 1996 – April 1997

Fifth Meeting of SCOSO April 1997, London, Britain

Adviser, Records Management, Northern Cape Provincial Government

Adviser on Strategic Planning, Human Rights Commission

Adviser, Training Institute for Department of Foreign Affairs

Adviser, Transformation of Department of Justice

Advisers, Legislative Drafting, Ministry of Justice

Advisers, Ministry of Public Service and Administration

Advisers, Training in Community Policing

Budget Adviser, Ministry of Justice

Budget Adviser, Northern Province

Community Law Adviser, Department of Justice

Consultancy on Gender Policy for the Department of Water Affairs and Forestry

Consultant, Court Management System, Department of Justice

Consultant, Democratic Structures and Public Service Improvement

Consultant, Gender and Institutional Development

Consultant, Task Group on Government Communications

Consultant, UNDP/Commonwealth Provincial Public Service Project

Consultants on Performance Management Systems, Gauteng Public Service Commission

Deputy Co-ordinator, Technical Resource Group, Local Government Elections

Experts, Gender Commission to South Africa

Experts, Gender Mission to South Africa

Gender Adviser, RDP Office

Gender Advisers, Parliamentary Women's Group

Member, Multilateral Implementation Team, Ministry of Safety and Security

Members, Central Resource Group, Local Government Elections

Provincial Resource Officers, Local Government Elections

Provision of Advice to Parliamentary Portfolio Committee on the Public Service

Resource Person, Public Service Delivery Conference

Resource Persons, Presidential Review Commission on the Public Service

Resource Persons, Provincial Gender Machinery Workshop

Resource Persons, Roundtable on Democratic Constitutional Development

Senior Legal Adviser, Ministry of Justice

South Africa Development Adviser

Technical Advisers, Local Government Elections

Australia Commonwealth Public Sector Programme in South Africa

Adviser, Community Elections Evaluation Group

Consultant on Budgetary Aspects of Reform, Department of Justice

Experts, Gender Mission to South Africa

Provincial Resource Officers, Local Government Elections

Provision of Advice to Parliamentary Portfolio Committee on the Public Service

Resource Person, Gender Workshop on National Machinery

Resource Person, Roundtable on Democratic Constitutional Development

Resource Person, Workshop of Presidential Review Commission on the Public Service



June 1997 – Sir Robin Gray, former Speaker of Parliament and former Minister in New Zealand (front row, centre) chaired the 10-member Observer Group to the General Election in Papua New Guinea

SOUTH AFRICA

List of Experts, Consultants, Advisers

Adviser, Community Elections Evaluation Group

Adviser to Constitutional Assembly

Adviser, Gauteng Public Service Commission

Adviser, Human Rights Commission

Adviser, Macro-economic Pilot Study

Adviser, National Youth Commission

Adviser on Plain Language, Constitutional Assembly

Consultant on Gender Policy, Ministry of Justice

Consultant, Ministry of Public Enterprise

Consultant, Northern Cape Provincial Government

Consultant on Organisational Development, North-West Provincial Government

Consultant, Provincial Public Service Project

Consultant, Public Service Department, North-West Provincial Government

Consultant, Records Management, Northern Cape Provincial Government

Commonwealth Secretariat Publications

July 1995 to June 1997

ECONOMIC AFFAIRS DIVISION

Commonwealth Economic Papers

The Uruguay Round and Developing Countries: An Assessment, by D Greenaway and C Milner, Economic Paper No 25, 64pp, 1996, ISBN 0-85092-478-2, £6

The Uruguay Round and NAFTA: The Challenge for Commonwealth Caribbean Countries, by M Davenport, Economic Paper No 26, 84pp, 1996, ISBN 0-85092-477-4, £7

Money Laundering: Key Issues and Possible Action, Economic Paper No 27, 58pp, 1997, ISBN 0-85092-501-0, £6

Integrating the Economy and the Environment: Policy and Practice, by D Pearce and E Ozdemiroglu, Economic Paper No 28, 78pp, 1997, ISBN 0-85092-504-5, £6

Strategies for Growth and Poverty Alleviation, by R Cassen, Economic Paper No 29, 60pp, 1996, ISBN 0-85092-479-0, £6

Coping with International Capital Flows, by R Portes and D Vines, Economic Paper No 30, 44pp, 1997, ISBN 0-85092-502-9, £6

Commonwealth Occasional Papers

Coping with International Capital Flows, by R Portes and D Vines, 54pp, 1996

Foreign Investment: Targeting and Promotional Strategies, by C Tillet, 58pp, 1996

Enhancing Direct Foreign Investment Flows to Commonwealth Developing Countries, by S Lall, 72pp, 1997

Private Capital Flows and Development: The Role of National and International Policies, by G K Helleiner, 1997

Restricted Publications

Report of the Meeting of the Commonwealth Consultative Group on Small States, 16pp, 1996

Building Sri Lanka Competitiveness, report prepared for the National Development Council, Government of Sri Lanka, by S

Lall, K Rao and G Wignaraja, Vol I, 230pp, Vol II, 124pp, 1996

Trade Liberalization in the Economic Community of West African States, 70pp, 1997

The Effects of Removal of Tariff and Non-Tariff Barriers on the Southern African Development Community, by David Evans, 107pp, 1997

ACP-EU Co-operation for Trade and Industrial Development, by M McQueen, et al, 130pp, 1997

Other Publications

Solving the Multilateral Debt Problem: Reconciling Relief with Acceptability, by T Killick, 54pp, 1995

Incorporating Gender into Food Security Policies in Commonwealth Africa: Report of a Meeting of Consultants, Kampala, Uganda, July 1995, 25pp, 1995

Workshop on Integrating Economic and Environmental Policies for Sustainable Development in the Commonwealth: Background Material, Malta, February 1996, 96pp, 1996

Incorporating Gender in Food Security Policies in Ghana, by R Al-Hassan, 50pp, 1996

Incorporating Gender in Food Security Policies in Malawi, by N Ngwira, 44pp, 1996

Incorporating Gender in Food Security Policies in Uganda, by E Kyasiimire, 40pp, 1996

Incorporating Gender in Food Security Policies in Botswana, by K Osei-Hwedie, et al, 24pp, 1996

Incorporating Gender in Food Security Policies in Zimbabwe, by M Chasi, 54pp, 1996

The Uruguay Round: Its Impact and Implications for Mauritius, by D Greenaway and C Milner, 78pp, 1996

New Issues on the Post-Uruguay Round Agenda, by D Robertson, 66pp, 1996

Commonwealth Asian Region Workshop on Integrating Economic and Environmental Policies and Using Economic Instruments to Promote Environmentally Sustainable Development: Background Material, Sri Lanka, 104pp, 1996

Periodicals

International Capital Markets: A Confidential Review, quarterly

International Development Policies: Review of the Activities of International Organisations, quarterly, ISBN 0-964-699-X, £40 per annum

Small States: Economic Review and Basic Statistics, Vol II, 118pp, 1996, ISSN 1359-7507, £7.50

ECONOMIC AND LEGAL ADVISORY SERVICES DIVISION

Compendium of Election Laws, Practices and Cases of Selected Commonwealth Countries, Vol I, Part 1, by Carl W Dundas, 812pp, 1996, ISBN 0-85092-463-4 (hardback), £55

Let's Talk About Elections, compilation of papers presented at the 1996 Gaborone Election Management Training Workshop for Commonwealth African countries, (ed) Carl W Dundas, 228pp, 1997

CS-DRMS, Newsletter, Vol I, Issue 4, September 1995; Vol II, Issue 5, April 1996; Vol II, Issue 6, September 1996; Vol III, Issue 1, March 1997

Development of Mineral and Petroleum Resources, 16pp, 1996

EXPORT AND INDUSTRIAL DEVELOPMENT DIVISION

Export Market Development

Integrated Marketing Programme for India Automotive Parts and Accessories in the USA, 24pp, 1995. Restricted distribution

Integrated Marketing Programme for Women Entrepreneurs from Pakistan in Britain and Germany, 102pp, 1995. Restricted distribution

Contact Promotion Programme for Horticultural Products from Ghana in Nordic countries and Austria, 60pp, 1995. Restricted distribution

Development of Standardisation and Quality Assurance Systems in the Common

Market for Eastern and Southern Africa, 114pp, 1996. Restricted distribution

A Study on Women in Export Development for Zimbabwe, 58pp, 1996. Restricted distribution

Guidelines on Costing for COMESA Industrial Products for Export Markets, 30pp, 1996. Restricted distribution

Contact Promotion Programme for Kenyan Products in South Africa, 202pp, 1996. Restricted distribution

Consultancy Study on Travellers Cheques Systems and Procedures, 62pp, 1996. Restricted distribution

Development of a Tourism Marketing Plan and Strategy for Southern African Development Community (SADC), 200pp, 1997. Restricted distribution

Contact Promotion Programme in Scandinavia for Mauritian Products, 52pp, 1997. Restricted distribution

Guidelines for Exporters of Spices to the European Market, 106pp, 1996

Business Guide to the Uruguay Round, 396pp, 1996, ISBN 0-85092-454-5, £60

Industrial Development

Development of Ceramic Industry, Swaziland, 250pp, 1995. Restricted publication

Development of Marine Resources in Tonga, Tuvalu and Western Samoa, 158pp, 1995. Restricted publication

Development of Processed Fruits and Vegetables Industry, Baluchistan, Pakistan, 94pp, 1995. Restricted publication

Low Cost Building Materials for Housing, Nigeria, 22pp, 1995. Restricted publication

Development of the Textile and Garment Industry, Solomon Islands, 86pp, 1995. Restricted publication

Entrepreneurship Development Programme, Vanuatu, 36pp, 1996. Restricted publication

Furniture and Rattan Industry Study, Brunei Darussalam, 180pp, 1996. Restricted publication

Assistance to the Small Scale Garment Manufacturing Industry, St Kitts, 70pp, 1996. Restricted publication

Technical Assistance to ARIPO, 2 volumes, Zimbabwe, 68pp, 1996. Restricted publication

Development of Packaging Industry, India, 98pp, 1997. Restricted publication

Utilisation of Alternative Technology, Swaziland, 56pp, 1997. Restricted publication

Development of the Handloom Industry, Brunei Darussalam, 100pp, 1997. Restricted publication

Agricultural Development

Bio-engineering For Soil Slope Stabilization: Vegetation with potential for erosion control on sloping lands in Trinidad, by F A Gumbs, 118pp, 1995, ISBN 0-85092-494-4, £10

Review of Sustainable Productive Land Management Systems: SADC-Environment and Land Management Sector (SADC-ELMS), 60pp, 1995

A Study of International Development Activities Supportive of Capacity Building in the Fisheries and Oceans of Selected Commonwealth Countries in Four Geographical Regions: SADC, Caribbean, South Pacific and West Africa, 256pp, 1995

The Merger of the Fisheries Unit and Natural Resource Management Unit of the Organisation of Eastern Caribbean States, 124pp, 1996

A Human Resource Development Programme Prepared for the Ministry of Fisheries, Government of the Kingdom of Tonga, 176pp, 1996

Forests and Forestry in Sri Lanka: An Historical Perspective, by V R Nanayakkara, 116pp, 1996, ISBN 0-85092-488-X, £15

Integrating Conservation into the Farming System: Report of the Consultancy Mission to Zambia, Malawi, 50pp, 1996

Livestock Development in Guyana: Report of a training course, 7pp, 1996

A Milk Production Strategy for Jamaica, 55pp, 1996

Practical Mechanisms for Poverty Reduction, by J Mullen and D Hulme, 30pp, 1996

Poverty Reduction Strategies and Programmes: Report of a Workshop, Arusha, Tanzania, 165pp, 1997

Regional Training for Professional Foresters in SADC Countries, 135pp, 1997

The Uganda Timber Users' Handbook: A Guide to Better Timber Use, by P W Kityo and R A Plumptre, 136pp, 1997, ISBN 0-85092-493-6, £20

Dairy Development Programme Zimbabwe: Development Plan, 36pp, 1995. Restricted publication

Brunei Darussalam: Rattan Inventory and Feasibility of Rattan Plantations, 27pp, 1996. Restricted publication

A Regional Organisation for Straddling and Highly Migratory Fish Stocks, Southeast Atlantic Fisheries, 66pp, 1997. Restricted publication

GENDER AND YOUTH AFFAIRS DIVISION

Gender Affairs

Gender Bias in School Text Books, 96pp, 1995, ISBN 0-85092-446-4, £5.95

A Commonwealth Annotated Bibliography on Violence against Women, 62pp, 1995, ISBN 0-85092-447-2, £5.95

A Commonwealth Vision for Women Towards the Year 2000 – The 1995 Commonwealth Plan of Action on Gender and Development, 35pp, 1995

A Summary of the Commonwealth Plan of Action on Gender and Development, 28pp, 1995

Working Towards Gender Equality Programme 1993-1995, 16pp, 1995

Working Towards Gender Equality: Programme Initiatives, 16pp, 1995

Women and Natural Resource Management: The Overview of a Pan-Commonwealth Training Module, 68pp, 1996, ISBN 0-85092-489-8, £5.95

Women and Natural Resource Management: A Manual for the Caribbean Region, 116pp, 1996, ISBN 0-85092-486-3, £6.95

Women and Natural Resource Management: A Manual for the Asian Region, 144pp, 1996, ISBN 0-85092-481-2, £6.95

Women and Natural Resource Management: A Manual for the Africa Region, (reprint) 176pp, 1996, ISBN 0-85092-465-0, £6.95

Women and Natural Resource Management: A Manual for the South Pacific Region, 142pp, 1996, ISBN 0-85092-464-2, £6.95

Commonwealth Judicial Colloquia on Women's Human Rights, 10pp, 1996

Assessing the Status of Women: A Guide to Reporting Under the Convention on the Elimination of All Forms of Discrimination Against Women (second edition), 88pp, 1996

Fifth Meeting of Commonwealth Ministers Responsible for Women's Affairs, Trinidad and Tobago, 25-28 November, 1996: Conclusions and Recommendations, 24pp, 1997

Youth Affairs

Young Women in Enterprise, 66pp, 1995, ISBN 0-85092-476-6, £7.50

Act On Health, 36pp, 1995, ISBN 0-85092-421-9, £4

Youth Health: Analysis and Action, 96pp, 1995, ISBN 0-85092-439-1, £10

Working with Young People: A Guide to Preventing HIV/AIDS and STDs, 134pp, 1995

Youth Policy 2000 Toolkit, 46pp, 1996, ISBN 0-85092-490-1, £10

Commonwealth Youth Programme Towards 2000, 20pp, 1996

Human Resource Development for the New Millennium: A Strategy for the Commonwealth Youth Programme, 56pp, 1997

HUMAN RESOURCE DEVELOPMENT DIVISION

Human Resource Development Initiatives

Learning from Each Other: Commonwealth Studies for the 21st Century: Report of the Commission on Commonwealth Studies, 60pp, 1996, ISBN 0-85092-475-8, £5

The Role of Professionally Managed Government – Action For Human Resource Development, 73pp, 1997

Teacher Management and Support

Teacher Management and Professional Support: Accra Review, co-published with DAE, 86pp, 1995

Evaluation Workshop on the Assessment Centre for Educational Leaders (ACEL), co-published with the University of the Orange Free State, 38pp, 1995

Better Schools: Resource Materials for School Heads – Introductory Module: A User's Guide, 88pp, 1996

Turning the Tables on Teacher Management, by Ian Halliday, co-published with ADEA, 106pp, 1996

The Teacher's World: A Study of the Function and Performance of Teacher Management Structures in Four African Countries – Botswana, Ghana, Zambia, and Zimbabwe, by Nicholas Anim and Ian Halliday, co-published with ADEA, 23pp, 1996

The Teacher's World: A Study of Legal Framework for Teacher Management in Three African Countries – Sierra Leone, Uganda and Zimbabwe, by G N Bitamazire, I Lisk, J Chinery Hesse, E Gwuanza, M Rukanda, co-published with ADEA, 32pp, 1996

Managing and Motivating Teachers Under Resource Constraints: Training Headteachers to Face the Challenges, report of a workshop, Harare, November 1995, co-published with DAE, UNESCO, 52pp, 1996

Gender Sensitisation and Training Programme, Botswana, Lesotho, Malawi, Tanzania and Zanzibar: Phase 1 – 1994-1996, report of workshops, co-published with FAWE, ADEA, 77pp, 1996

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Report of the Commonwealth Secretary-General 1995, 140pp, 1995, ISBN 0-85092-451-0, £10

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Skills for Development: The Commonwealth Fund for Technical Co-operation, 28pp, 1995

The Auckland Communiqué, November 1995, 44pp, 1995, ISBN 0-85092-457-X, £1

South Pacific: The Commonwealth in Action, 28pp, 1996

Commonwealth Currents, quarterly magazine, 24pp

The Commonwealth Yearbook 1996, co-published with Hanson Cooke Ltd, 520pp, 1996, ISBN 0946-393-591, £50

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Working in Partnership, for Commonwealth Day 1996

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LEGAL AND CONSTITUTIONAL AFFAIRS DIVISION

Good Government and Administrative Law: An Introductory Guide, by Prof A R Bradley and Dr C Himsworth, 50pp, 1996

Periodicals

Commonwealth Law Bulletin and Index, quarterly, ISSN: 0305-0718, £15

The Key to Commonwealth Corrections, newsletter, edited by Tom Garner

Commonwealth Legal Education, newsletter of the Commonwealth Legal Education Association, two issues per annum, members: free; non-members: £5

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Mutual Assistance in Criminal Matters: Guide to National Practice and Procedure,

loose-leaf collection on how to make requests for international assistance, first instalment 1995. Available to member governments only

Combating Money Laundering: Guide to National Laws, loose-leaf collection of laws, first instalment 1995. 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 and Rendition of Fugitive Offenders, Mutual Assistance in Criminal Matters, Transfer of Convicted Offenders. Available to member governments only

Commonwealth Crimewatch, bimonthly periodical, 8pp

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The Right to Dignity: A Commonwealth Approach to Human Rights, 18pp, 1995

Report of the Oxford Commonwealth Conference on Human Rights Education and Training of September 1995, 14pp, 1995

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MANAGEMENT AND TRAINING SERVICES DIVISION

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From Problem to Solution: Commonwealth Strategies for Reform, Managing the Public Service, Strategies for Improvement Series: No 1, by Mohan Kaul, 70pp, 1996, ISBN 0-85092-452-9, £9 (US\$14)

Redrawing the Lines: Service Commissions and the Delegation of Personnel Management, Managing the Public Service, Strategies for Improvement

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Report of the Workshop for Commonwealth Chief Electoral Officers, 25 – 29 June 1995, Accra, Ghana, 14pp, 1995

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The General Election in St Kitts and Nevis, 3 July 1995: *Report of the Commonwealth Observer Group*, 74pp, 1996, ISBN 0-85092-466-9, £5.95

The Union Presidential and Parliamentary Elections in Tanzania, 29 October 1995: *Report of the Commonwealth Observer Group*, 72pp, 1996, ISBN 0-85092-467-7, £5.95

The Presidential and Parliamentary Elections in Sierra Leone, 26-27 February 1996: *Report of the Commonwealth Observer Group*, 74pp, 1996, ISBN 0-85092-462-6, £5.95

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SCIENCE AND TECHNOLOGY DIVISION

Energy

Solar Electric Systems for Africa, Guidebook, by Mark Hankins, 135pp, 1995, ISBN 0-85092-453-7, £14

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Promotion of Traditional and Underutilised Crops, Workshop report, edited by P de Groot and N Haq, 173pp, 1995

Biodiversity in Small Island Developing States, Workshop report: A methodology for Identifying and Monitoring Biodiversity and its use in small island developing states, 20pp, 1996, ISBN 0-85092-468-5, £5

Enraizamiento de Estacas de Arboles Tropicales, by Alan Longman, 137pp, 1997, ISBN 0-85092-495-2, £12.50 (Spanish edition of Rooting Cuttings of Tropical Trees in the series Tropical Trees: Propagation and Planting Manuals)

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Natural Vegetation as a Resource: A Remote Sensing Workbook for East and Southern Africa, workbook with disks, edited by J M O Scurlock, M J Wooster and G D'Souza, 235pp, 1995, ISBN 0-85092-456-1, £95.00

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Report on the Review of Economic and Social Programmes, by Prof John Toye and Carl Jackson, 190pp, 1995

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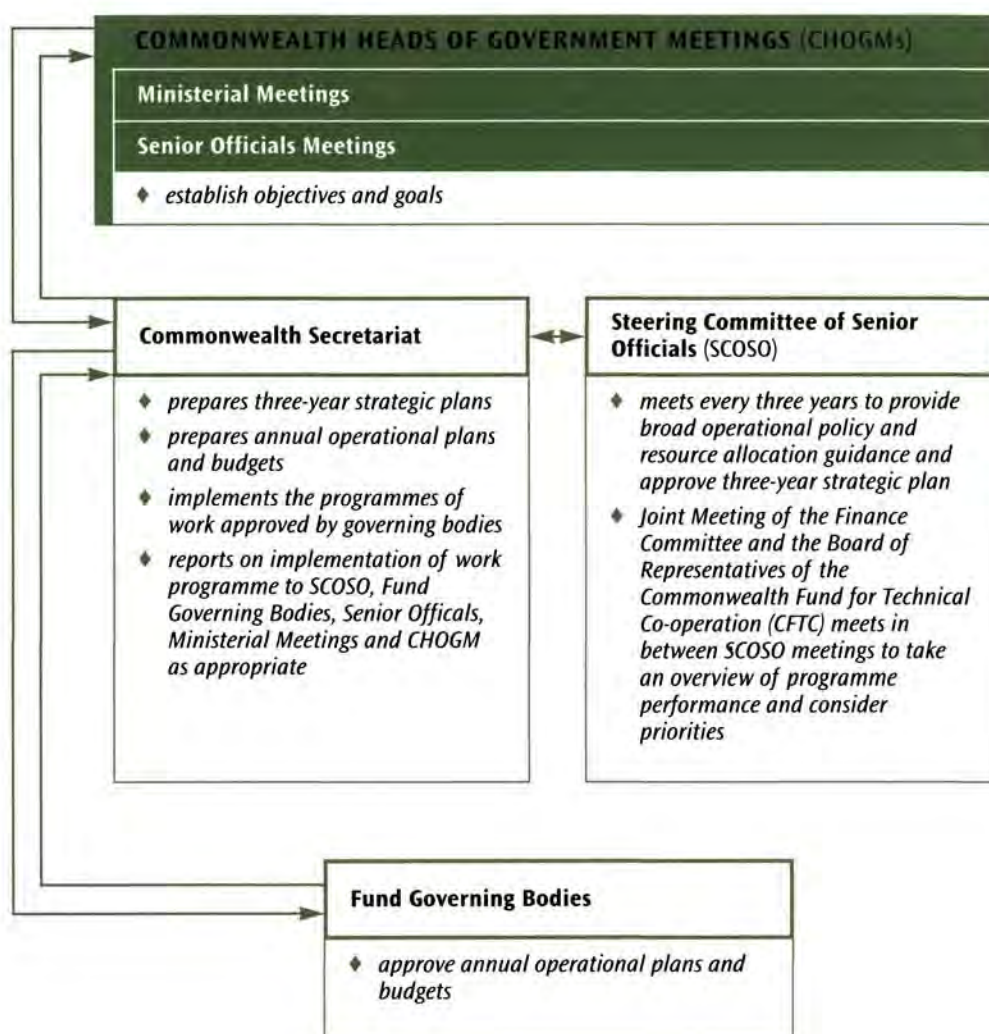
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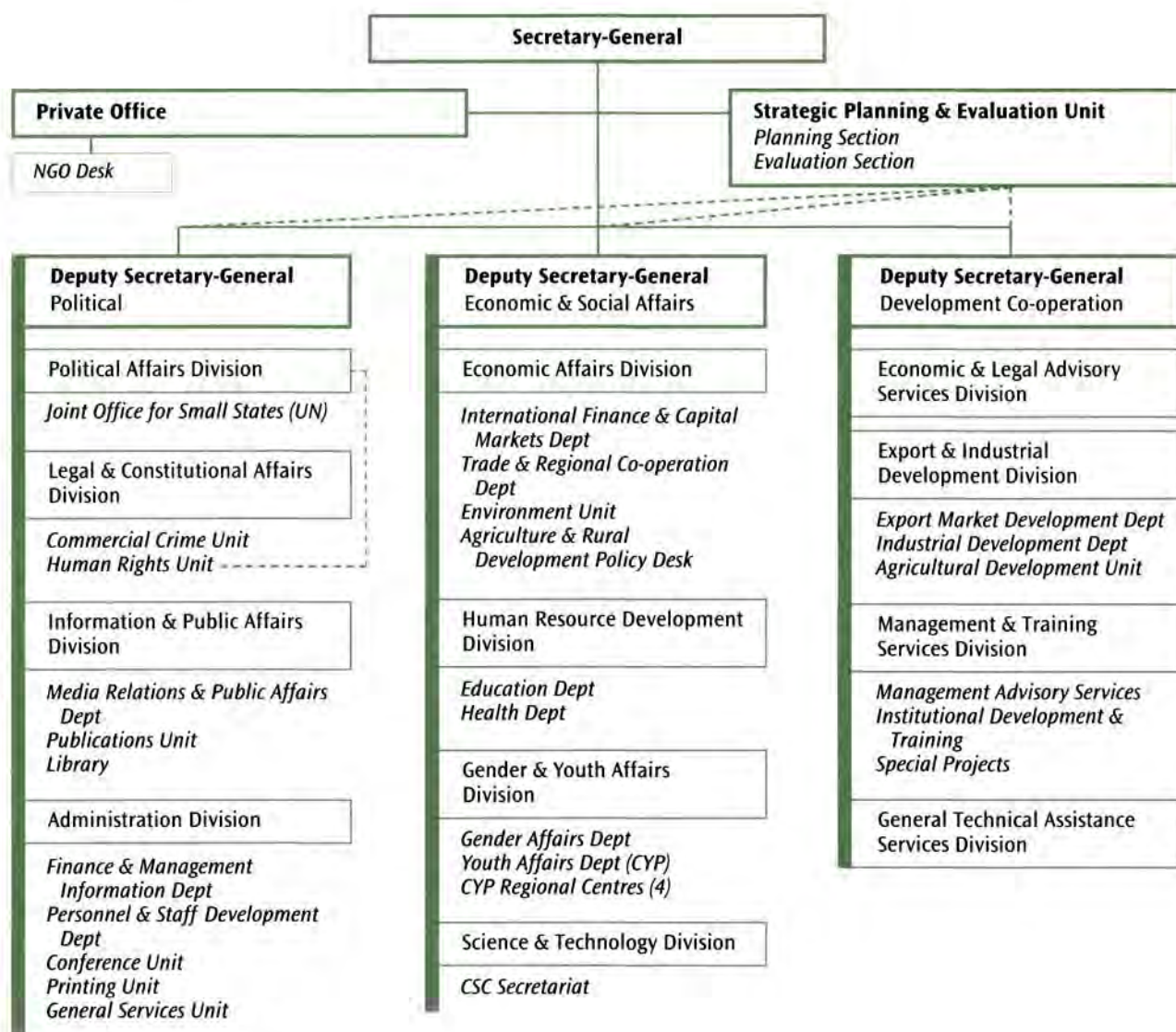
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Report on the Review of the Information Programme, by Derek Ingram, 103pp, 1997

Governance Matrix, Secretariat Structure and Senior Staff



Commonwealth Secretariat Structure 1 July 1997



Senior Staff As at 1 August 1997

HE Chief Emeka Anyaoku
Commonwealth Secretary-General
Nigeria

Sir Humphrey Maud
Deputy Secretary-General
(Economic and Social Affairs)
Britain

Mr Nick Hare
Deputy Secretary-General
(Development Co-operation)
Canada

Mr K Srinivasan
Deputy Secretary-General
(Political)
India

Mr Stuart Mole
Director and Head of the Private Office
Britain

Dr Indrajit Coomaraswamy
Deputy Director
Sri Lanka

Strategic Planning and Evaluation Unit

Dr Siriparapu K Rao
Director
India

Prof A I (Ade) Adefuye
Deputy Director (Planning)
Nigeria

Dr Richard Longhurst
Deputy Director (Evaluation)
Britain

Administration Division

Dr Gelase Mutahaba
Director
Tanzania

Mr John Barber
Head of Department, Personnel and Staff
Development
Britain

Mr R Rickie Sankar
Head of Department, Finance and Management Information Department
Guyana

Mr Syed Sharfuddin
Deputy Director (Conferences)
Pakistan

Economic Affairs Division

Mr Rumman A Faruqi
Director
Pakistan

Dr Christopher Easter
Deputy Director (Agricultural and Rural Development)
Australia

Dr Kaniz Siddique
Deputy Director (International Finance and Capital Markets)
Bangladesh

Dr John Eyers
Deputy Director (International Trade and Regional Co-operation)
Australia

Economic and Legal Advisory Services Division

Mr Mohammad A Malik
Director
Bangladesh

Mr Carl Dundas
Special Adviser (Legal)
Jamaica

Ms Kamala Bhoelai
Special Adviser (Legal)
Trinidad and Tobago

Dr Raj Kumar
Special Adviser (Economic)
Malaysia

Dr S Kofi Date-Bah
Special Adviser (Legal)
Ghana

Mr Roger Nellist
Special Adviser (Economic)
Britain

Dr Raneer Jayamaha
Special Adviser (Economic)
Sri Lanka

Export and Industrial Development Division

Mr Richard Gold
Director
Canada

Mr Anant Vijay
Deputy Director (Export Development)
India

Mr Pratyush Sinha
Deputy Director (Industrial Development)
India

Gender and Youth Affairs Division

Ms Eleni Stamiris
Director
Canada

Ms Jane Foster
Special Adviser (Youth Affairs)
New Zealand

Dr Judith May-Parker
Deputy Director (Gender Affairs)
Sierra Leone

Regional Staff Youth Affairs

Africa Centre (Zambia)
Dr Richard Mlomboji Mkandawire
Regional Director
Malawi

Asia Centre (India)
Ms Seelawathie Ebert
Regional Director
Sri Lanka

Caribbean Centre (Guyana)
Dr B Ivan Henry
Regional Director
Barbados

South Pacific Centre (Solomon Islands)
Mr Tangata Vainerere
Regional Director
Cook Islands

General Technical Assistance Services Division

Mr Chris Bowman
Deputy Director
Australia

Human Resource Development Division

Prof Stephen Matlin
Director
Britain

Dr Qhing Qhing Dlamini
Special Adviser (Health)
Swaziland

Dr Cream Wright
Deputy Director (Education)
Sierra Leone

Information and Public Affairs Division

Mr Michael Fathers
Director
New Zealand

Ms Cheryl Dorall
Deputy Director
Malaysia

Legal and Constitutional Affairs Division

Prof Reg Austin
Director
Zimbabwe

Mr Richard Nzerem
Deputy Director
Britain

Ms Dianne Stafford
Deputy Director and Head
Commercial Crime Unit
Australia

Ms Christine Mulindwa-Matovu
Deputy Director and Head
Human Rights Unit
Uganda

Mr Kosimiki Latu
Deputy Director
Samoa

Management and Training Services Division

Dr Mohan Kaul
Director
India

Mr Michael Gillibrand
Special Adviser (Commercialisation)
Britain

Dr Samuel Agere
Special Adviser (Management Development)
Zimbabwe

Mr Alexander Matheson
Special Adviser (Organisation Structure and Development)
New Zealand

Dr Mohd Tap bin Salleh
Deputy Director
Malaysia

Political Affairs Division

Mr Jonathan Sheppard
Director
Australia

Mr John Syson
Special Adviser
Britain

Mr Amitav Banerji
Special Adviser
India

Dr Moses Anafu
Special Adviser
Ghana

Ms Judith Pestaina
Special Adviser
Dominica

Science and Technology Division

Dr Neville Trotz
Director and Secretary of Commonwealth Science Council
Guyana

Ms Judith 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 £9,678,810 in 1995/96 and £10,448,167 in 1996/97. The CFTC budget for 1995/96 was £23.34 million and, in 1996/97, £25 million. The CSC's

expenditure in 1995/96 was £827,302 and £906,170 in 1996/97. The CYP spent £1,957,580 in 1995/96 and £2,016,310 in 1996/97.

Details of contributions and pledges for 1996/97 are shown on the accompanying Table 1. Resource allocations by programme for all funds in 1996/97 are shown on 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 activities are mainly concerned with providing training. They include the Mozambique Capacity-Building Facility and the Mozambique-Australia Human Resource Development Programme which enables the Secretariat to retain its capacity for assisting Mozambique. The Australia Commonwealth Public Sector Programme for South Africa provides additional resources through AusAID to assist CFTC-funded activities in South Africa.

Table 1 Rates of Contribution to the Secretariat 1996/97

	Contributions to				Pledges to	
	The Secretariat		CSC		CYP	CFTC
	%	£	%	£	£	£
Antigua and Barbuda	0.35	34,791			7,055	
Australia	9.69	963,200	16.36	139,406	254,000	3,494,556
The Bahamas	0.59	58,647	0.45	3,835	11,120	66,000
Bangladesh	1.03	102,383	1.00	8,521	14,110	81,315
Barbados	0.59	58,647	0.45	3,835	7,500	63,000
Belize	0.35	34,791			7,055	
Botswana	1.03	102,383	1.00	8,521	8,540	175,000
Britain	30.00	2,982,042	26.65	227,089	651,948	5,704,469
Brunei Darussalam	1.03	102,383	0.45	3,835	11,200	400,000
Cameroon	1.03	102,383			7,055	
Canada	19.07	1,895,585	16.36	139,406	596,828	5,511,212
Cyprus	1.03	102,383	0.45	3,835	7,055	39,600
Dominica	0.35	34,791		30	7,055	12,000
The Gambia	0.35	34,791			7,055	7,000
Ghana	1.03	102,383	1.00	8,521	14,110	125,000
Grenada	0.35	34,791	0.45	3,835	7,055	
Guyana	0.59	58,647	0.45	3,835	7,055	13,856
India	3.33	331,007	8.34	71,066	76,915	600,000
Jamaica	1.03	102,383	1.00	8,521	14,110	75,000
Kenya	1.03	102,383	1.00	8,521	15,170	200,000
Kiribati	0.35	34,791			7,055	
Lesotho	0.59	58,647	1.00	8,521	7,055	55,000
Malawi	0.59	58,647	1.00	8,521	7,055	
Malaysia	1.41	140,155	1.00	8,521	24,370	250,000
Maldives	0.35	34,791			2,500	15,000
Malta	0.59	58,647	0.45	3,835	7,055	88,572
Mauritius	1.03	102,383	1.00	8,521	7,055	65,000
Mozambique	0.59	58,647			7,055	
Namibia	0.59	58,647	1.00	8,521	11,670	110,000
Nauru						
New Zealand	2.15	213,713	8.34	71,066	42,221	749,196
Nigeria*						
Pakistan	1.41	140,155	1.00	8,521	14,110	165,000
Papua New Guinea	1.03	102,383	1.00	8,521	14,110	100,000
Sr Kitts and Nevis	0.35	34,791			7,055	15,000
Sr Lucia	0.35	34,791	0.45	3,835	7,055	20,000
Sr Vincent and the Grenadines	0.35	34,791			7,055	15,000
Samoa	0.35	34,791			7,055	27,500
Seychelles	0.35	34,791	0.45	3,835	7,055	12,000
Sierra Leone	0.59	58,647			14,110	56,000
Singapore	1.41	140,155			14,110	300,000
Solomon Islands	0.35	34,791			7,055	
South Africa	3.90	387,665	8.34	71,066	72,600	605,000
Sri Lanka	1.03	102,383	1.00	8,521	14,110	40,000
Swaziland	0.59	58,647	0.45	3,835	7,055	50,000
Tanzania	1.03	102,383	1.00	8,521	14,110	100,000
Tonga	0.35	34,791			7,055	25,000
Trinidad and Tobago	1.03	102,383	1.00	8,521	17,295	43,500
Tuvalu						7,085
Uganda	1.03	102,383	1.00	8,521	14,110	
Vanuatu	0.35	34,791			7,055	18,000
Zambia	1.03	102,383	1.00	8,521	23,660	
Zimbabwe	1.03	102,383	1.00	8,521	14,110	150,000
Anguilla						1,500
Bermuda						16,524
Cayman Islands						12,500
Cook Islands						7,000
Gibraltar						6,000
Hong Kong					7,055	
Montserrat						3,000
Niue						2,000
St Helena						500
	100.00	9,940,140	106.89	910,857	2,152,067	19,698,885

* Nigeria has been suspended from Commonwealth membership since 1995

Table 2 Resource Allocations By Programme, 1996/97: All Funds

(as initially approved by governing bodies of funds)

Programmes		Total	Secretariat's Assessed Budget	CFTC	CYP	CSC
		£	£	£	£	£
A1	Consultation & Governance, Executive Direction and Good Offices Role	2,170,851	1,556,978	556,217	32,724	24,932
A2	Strategic Planning and Evaluation	587,715	250,410	320,343	10,981	5,981
A3	Projecting the Commonwealth: Information, Public Affairs and Publications	788,804	627,459	127,487	17,098	16,760
A4	Administration, General Services and Systems Development	3,246,309	1,657,113	1,427,147	83,976	78,073
Total A		6,793,679	4,091,960	2,431,194	144,779	125,746
B5	Consensus Building and Policy Development on International Political Issues	394,750	394,750			
B6	Consensus Building and Policy Development on National and International Economic Issues	721,139	721,139			
B7	Gender Equality	807,370	495,719	311,651		
B8	Promotion of Fundamental Political Values of the Commonwealth: Democracy, Human Rights, Rule of Law and Just and Honest Government	3,861,066	1,720,729	2,140,337		
B9	Helping to Consolidate the Transition in South Africa	828,260	135,153	693,10		
Total B		6,612,585	3,467,490	3,145,095	0	0
C10	Economic Management Including Economic Policy Advice	3,462,725	512,387	2,950,338		
C11	Economic and Social Development: Sectoral Policy and Assistance	6,926,808	20,391	6,906,417		
C12	Administrative and Managerial Reform	2,921,585		2,921,585		
C13	Human Resource Development	8,552,124	1,202,876	5,477,717	1,871,531	
C14	Environment	1,333,257	338,205	618,716		376,336
C15	Science and Technology	948,012	169,804	374,120		404,088
Total C		24,144,511	2,243,663	19,248,893	1,871,531	780,424
	Contingency	762,172	587,354	174,818		
	Former Secretary-General's pension and enhancement of pensions to other staff	137,920	137,920			
	LESS Other Income	(80,220)	(80,220)			
Total Budget		38,370,647	10,448,167	25,000,000	2,016,310	906,170

Flags of the Commonwealth*



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ST KITTS & NEVIS



ST LUCIA



ST VINCENT & THE GRENADINES



SAMOA



SEYCHELLES



SIERRA LEONE



SINGAPORE



SOLOMON ISLANDS



SOUTH AFRICA



SRI LANKA



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UGANDA



VANUATU



ZAMBIA



ZIMBABWE

* Nigeria has been suspended from Commonwealth membership since November 1995.

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COMMONWEALTH SECRETARIAT

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