

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.

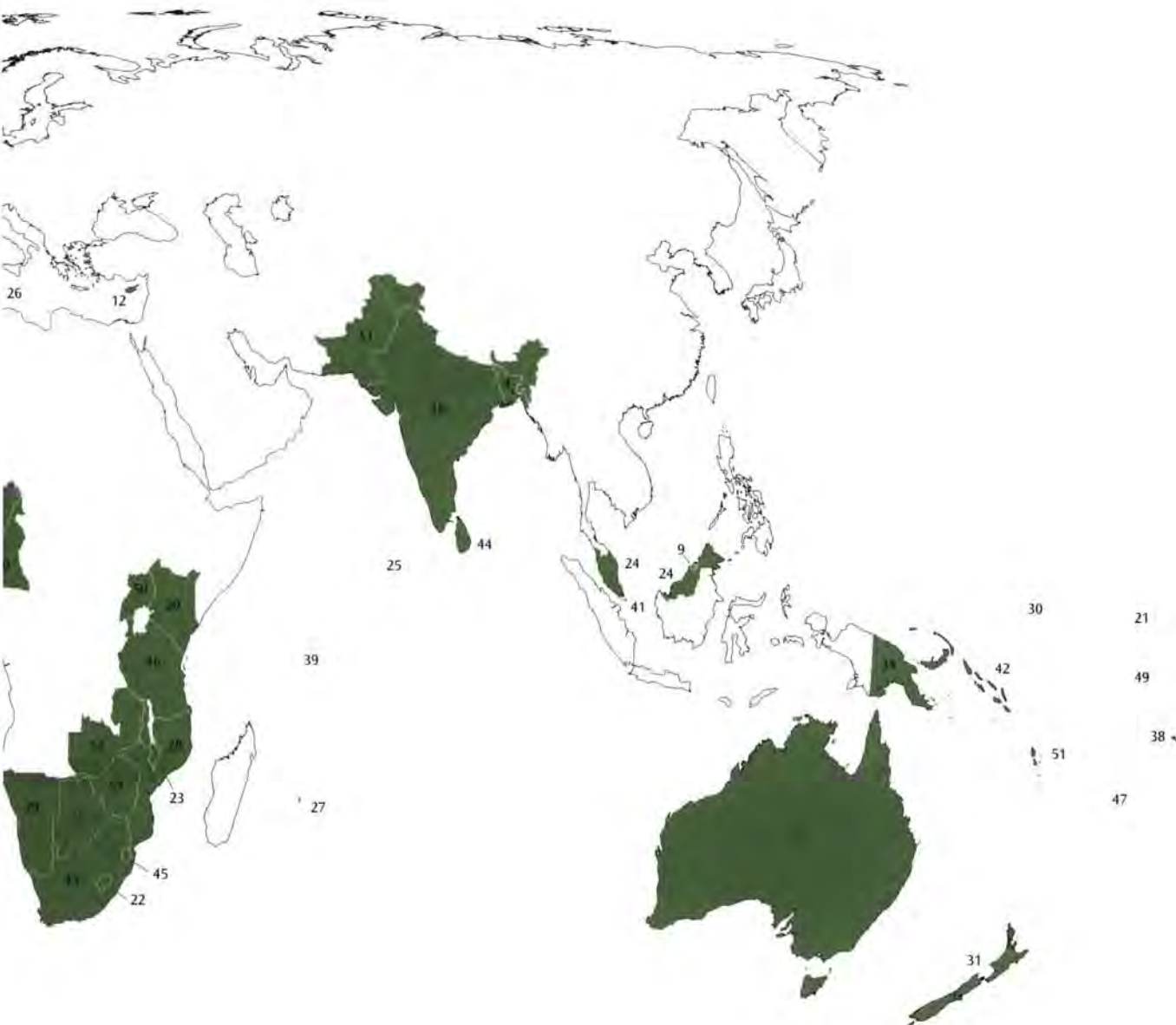


The Commonwealth and its Members

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	19	Jamaica	2,522,000
10	Cameroon	13,288,000	20	Kenya	26,688,000
11	Canada	29,606,000	21	Kiribati	79,000
12	Cyprus	734,000	22	Lesotho	1,980,000
13	Dominica	73,000	23	Malawi	9,757,000
14	The Gambia	1,113,000	24	Malaysia	20,140,000
15	Ghana	17,075,000	25	Maldives	253,000
16	Grenada	91,000	26	Malta	372,000
17	Guyana	835,000	27	Mauritius	1,128,000
18	India	929,358,000	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

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Commonwealth Law Bulletin and Index, quarterly, ISSN: 0305-0718, £15

The Key to Commonwealth Corrections, newsletter, edited by Tom Garner

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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

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Commonwealth Crimewatch, bimonthly periodical, 8pp

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Redrawing the Lines: Service Commissions and the Delegation of Personnel Management, Managing the Public Service, Strategies for Improvement

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Energy

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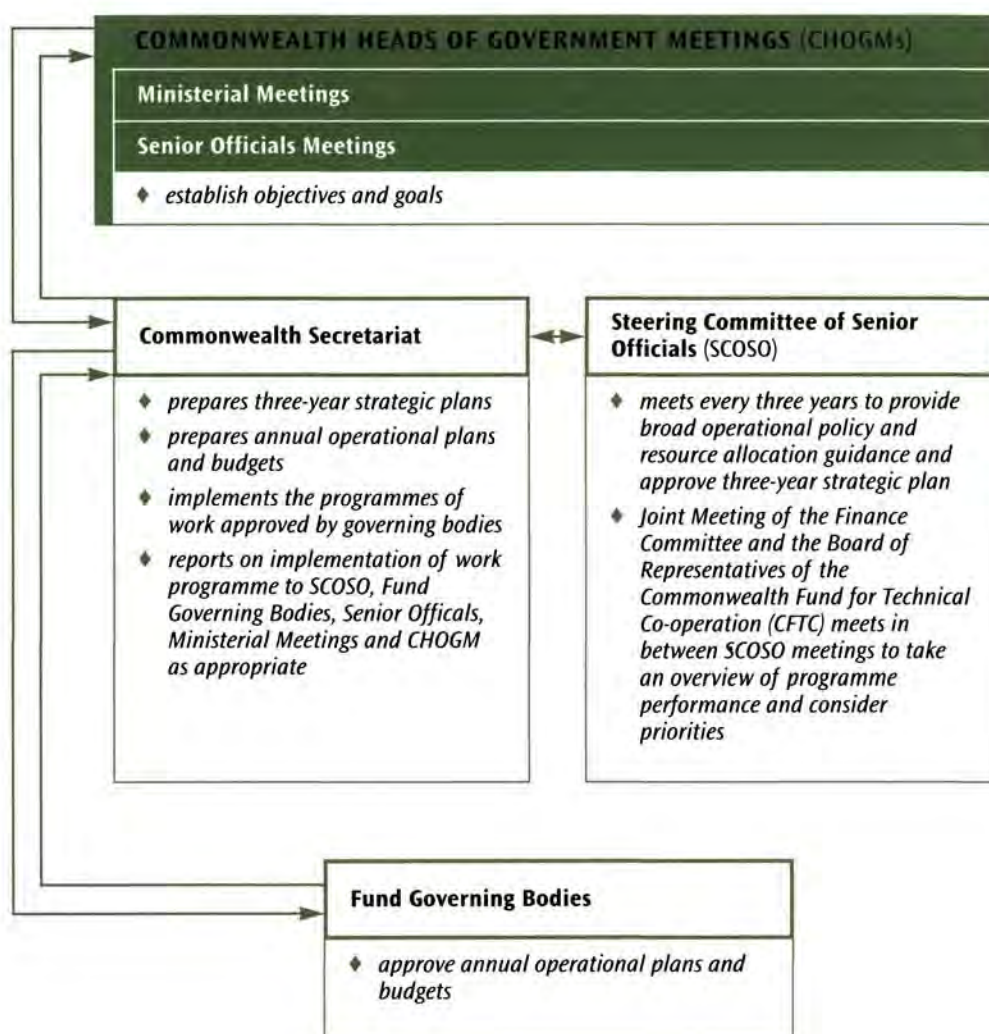
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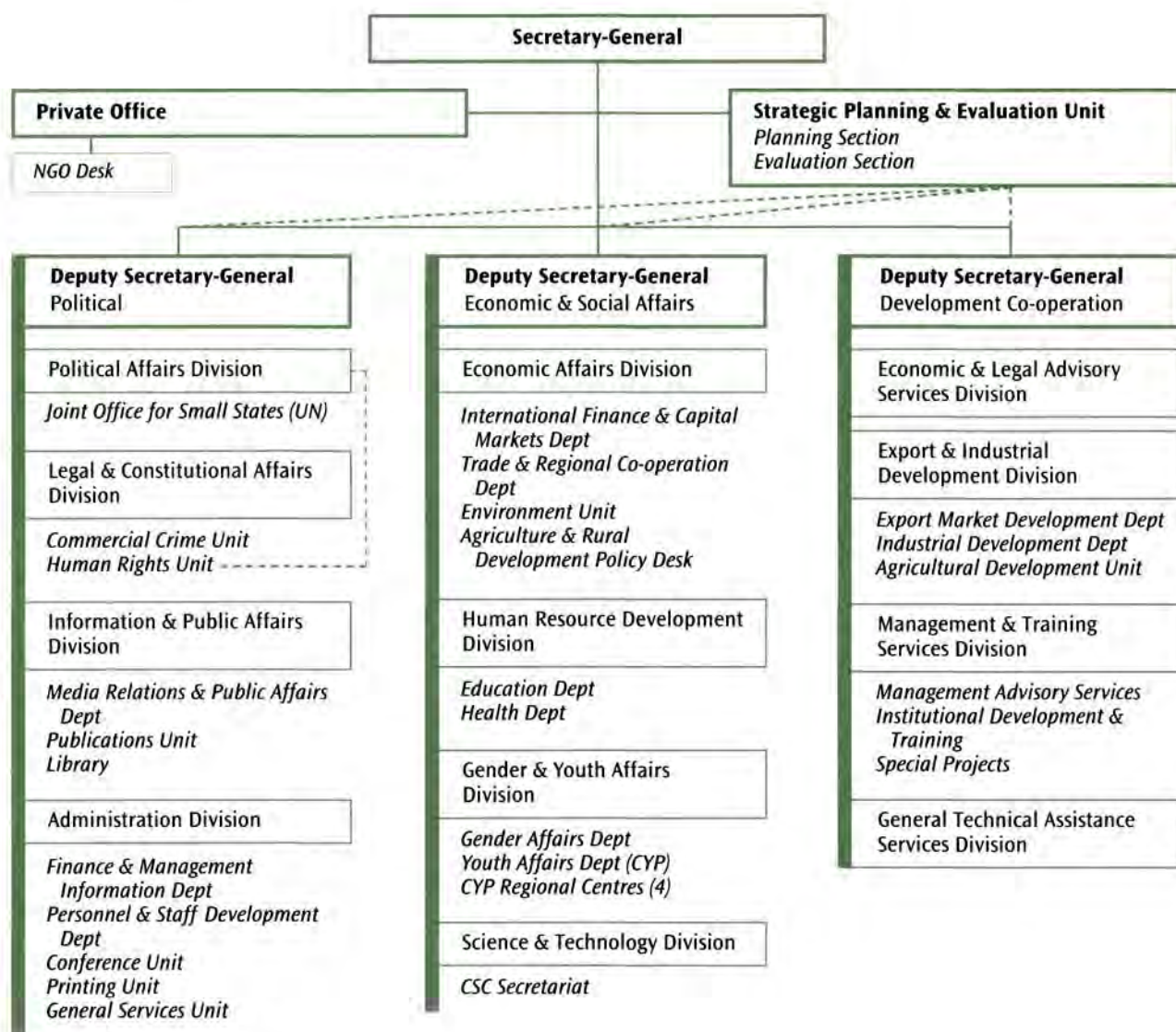
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Governance Matrix, Secretariat Structure and Senior Staff



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

Abbreviations

ACP	African-Caribbean-Pacific countries	CNF	Commonwealth Nurses Federation	MOU	Memorandum of Understanding
ADEA	Association for the Development of Education in Africa	COL	Commonwealth of Learning	NGO	Non-governmental organisation
AIDS	Acquired Immune Deficiency Syndrome	COMAFIN	Commonwealth Africa Investment Fund	OAS	Organisation of American States
ASEAN	Association of South-East Asian Nations	COMESA	Common Market for Eastern and Southern African States	OAU	Organisation of African Unity
AusAID	Australian Agency for International Development	CPA	Commonwealth Parliamentary Association	OECS	Organisation of Eastern Caribbean States
CAD/CAM	Computer-aided design/computer-aided manufacturing	CPII	Commonwealth Private Investment Initiative	PMG	Professionally Managed Government
CAE	Computer-aided engineering	CS-DRMS	Commonwealth Secretariat Debt Recording and Management System	Rt Hon	Right Honourable
CAMHADD	Commonwealth Association for Mental Handicap and Developmental Disabilities	CSC	Commonwealth Science Council	SAARC	South Asian Association for Regional Co-operation
CAPAM	Commonwealth Association for Public Administration and Management	CSFP	Commonwealth Scholarship and Fellowship Plan	SADC	Southern African Development Community
CARICOM	Caribbean Community	CUSAC	Commonwealth Universities Study Abroad Consortium	SAPS	South African Police Service
CCGE	Commonwealth Consultative Group on Environment	CYCI	Commonwealth Youth Credit Initiative	SEANUC	Southern and Eastern African Network for Underutilised Crops
CDC	Commonwealth Development Corporation	CYP	Commonwealth Youth Programme	SI-WIN	Small Island Water Information Network
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women	EEZ	Exclusive Economic Zone	SIDS	Small Island Developing States
CFTC	Commonwealth Fund for Technical Co-operation	EIA	Environmental Impact Assessment	SPC	South Pacific Commission
CGSS	Commonwealth Consultative Group on Small States	EU	European Union	TRIPS	Trade-Related Aspects of Intellectual Property Rights
CHEMS	Commonwealth Higher Education Management Service	FDI	foreign direct investment	UN	United Nations
CHESS	Commonwealth Higher Education Support Scheme	FTA	Free Trade Area	UNCED	UN Conference on Environment and Development
CHOGM	Commonwealth Heads of Government Meeting	G7	Group of 7 Industrialised Countries	UNCTAD	UN Conference on Trade and Development
CIDA	Canadian International Development Agency	G77	Group of Seventy-Seven Developing Countries	UNDP	United Nations Development Programme
CITEP	Commonwealth Industrial Training and Experience Programme	GIS	Geographical Information System	Unicef	UN Children's Fund
CMAG	Commonwealth Ministerial Action Group on the Harare Declaration	GMS	Gender Management System	UNIFEM	UN Development Fund for Women
CMDF	Commonwealth Media Development Fund	HE	His/Her Excellency	UTFANET	Underutilised Tropical Fruit Network for Asia
		HIPC	Heavily Indebted Poor Country	UWICED	University of the West Indies Centre for Environment and Development
		HIV	Human Immunodeficiency Virus	WTO	World Trade Organisation
		Hon	Honourable		
		ICUC	International Centre for Underutilised Crops		
		IGRDP	Intergovernmental Group on Refugees and Displaced Persons		
		MGSS	Commonwealth Ministerial Group on Small States		