



**Report of the
Commonwealth
Secretary-General**

1995

Commonwealth Heads of Government

as at 31 July 1995

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1995

Published by the Commonwealth Secretariat,
Marlborough House, Pall Mall, London SW1Y 5HX
Hong Kong: Suite 301, Takshing House, 20 Des Voeux Road Central

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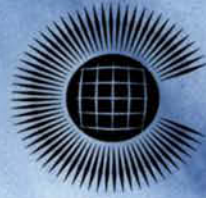
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ISBN 0-85092-451-0

Designed by: Creative Base Europe Ltd Printed by: Shiny International Ltd, Hong Kong

CONTENTS

OVERVIEW BY THE SECRETARY-GENERAL	
DEVELOPMENT AND GOOD GOVERNANCE: LOCAL ACTION, GLOBAL REACH	2
<hr/>	
SECTION I PROMOTING GOOD GOVERNANCE	
Advancing Fundamental Values	16
The Commonwealth and Democracy	17
The Right to Human Dignity	21
Discreet Diplomacy and Consensus-Building	22
The Rule of Law	25
South Africa: A Celebration of Freedom	28
A Region Under Reconstruction	35
Gender Integration: Towards True Equality	38
<hr/>	
SECTION II ECONOMIC GROWTH AND SUSTAINABLE DEVELOPMENT	
Managing Economic Change	42
Mobilising the Private Sector for Development	47
Paths Out of Poverty	51
Promoting the Special Interests of Small States	53
Environmentally Sustainable Development	57
Development Co-operation: Backbone of Assistance	59
Industrial Key to Growth	62
Exports in the New Trading Order	66
Exploiting Natural Resources	68
Public Sector and Civil Service Reform	70
Science and Development	74
<hr/>	
SECTION III HUMAN RESOURCE DEVELOPMENT	
Developing People	80
A Foundation Built on Education	83
The Health Agenda	86
Empowering Youth	89
Partnership for Progress	93
<hr/>	
SECTION IV THE SECRETARIAT	
Consolidating Change	96
Defining that Chemistry	97
Administration	101
<hr/>	
SECTION V APPENDICES	
I The Commonwealth and its Members	104
II Secretariat Projects 1993-1995	109
III Secretariat Publications 1993-1995	126
IV Secretariat Senior Staff, Structure and Governance Matrix	132
V Rates of Contribution and Programme Budgets	136
<hr/>	
ABBREVIATIONS	139
<hr/>	
ENDPAPERS:	
Heads of Government at 31 July 1995	
The Commonwealth Community (Flags of the Commonwealth)	



**Development and Good Governance:
Local Action, Global Reach**

Emeka Anyaoku

DEVELOPMENT AND GOOD GOVERNANCE: LOCAL ACTION, GLOBAL REACH

The Heads of Government Meeting at Auckland will be in the best tradition of previous Commonwealth summits. As in the past, this summit will be an opportunity for an intimate exchange of views by Commonwealth leaders on a range of issues, drawing on those unique



Emeka Anyaoku

attributes which give the association its distinct identity in the gallery of international organisations. It will also be an opportunity for Commonwealth leaders to review the achievements and setbacks of the past two years and to look forward to what the association can do in serving the interests of its member states and the wider world community in the years to come.

In one respect, however, Auckland will be different. It will be the first Commonwealth Heads of Government Meeting (CHOGM) where South Africa, at last freed from apartheid and for the first time in decades at peace with itself and its neighbours, will be represented by its democratically elected government. I shall have more to say about the transition in South Africa in this Overview, leaving it to the relevant sections of the ensuing Report to detail the Commonwealth's contribution to that historic process. For the moment, I wish to underscore the lesson which the Commonwealth's contribution to the end of apartheid holds for the association amid the uncertainties of today and tomorrow.

The Commonwealth was never truer to itself than when, during the long haul over decades, it was in the vanguard of the international campaign to end apartheid. The Commonwealth could not have provided that leadership or made that contribution without its peculiar strengths and attributes: its bridge-building capacity over the many divides of the world community; its flexibility and adaptability; but above all its ability to disagree over means without allowing differences of approach or perception to impair its ultimate unity of purpose or the highest principles for which it stands and for which it works. That ability to forge consensus out of diversity; that flexibility which brings out as many sides of an issue as possible; that unflinching commitment to principle which enables the Commonwealth to be of value to its own membership and to the wider world – these and other special Commonwealth attributes are no less needed now. In fact in many respects they are more necessary now than ever before.

As the relevant sections of this Report will show, the Commonwealth has made progress towards the achievement of the objectives which it set itself at the Limassol summit in 1993. But those achievements have been made against the background of an international scene which has seen little progress since Limassol in resolving new and persisting conflicts and problems in many parts of the world, including in some Commonwealth member states. For example: Cyprus, the host country to the last Heads of Government Meeting, remains under an enforced division that is now in its twenty-first year; in Sri Lanka, the hopes for a negotiated settlement have now receded with the resumption of hostilities; troubled

relations between two important member states in South Asia, India and Pakistan, continue to impede the prospects of closer co-operation in that region; in Sierra Leone, the rebel war continues to exact a growing toll in life and limb, to say nothing of the destruction to the economy and the infrastructure of the country, and provides an added complication to a country seeking to turn from military rule to democracy.

The worldwide movement to democracy remains the dominant trend of the post-Cold War world but not without its share of setbacks, including in the Commonwealth. Manifestations of racism, ethnicity, xenophobia and all manner of intolerance continue to cast a lengthening shadow over much of the world leading, in cases like Bosnia and Rwanda, to intra-state conflicts involving horrendous loss of human life.

The lack of progress has been equally marked on socio-economic issues. True, some developing economies have registered significant achievements; but for many developing countries, the reality has been one of unrelieved deterioration. Debt burden, declines in aid flows, deteriorating terms of trade and lack of markets for their exports continue to undermine growth and the emergence of large sections of their populations from poverty. In the face of fiscal pressures, cutbacks in expenditure on health, education and food are exacerbating the problem. Poverty and the lack of adequate resources pose threats to the environment which affect us all. The commitment of the developing world, the developing Commonwealth included, to go with the grain of the market is now beyond question. But that commitment needs to be matched by a corresponding willingness on the part of the economic power brokers to generate the resources needed to validate the new orthodoxy. That in turn calls for new forms of international co-operation which make a reality of interdependence and which are seen to be working to make prosperity indivisible.

Since the end of the Cold War, particularly in the lead up to the 50th anniversary of the United Nations, there has been much talk of the need for a new international order, an order in which the international community can work together more effectively in addressing the different causes of massive human suffering as well as the emerging threats to the very survival of various aspects of the human habitat itself. In the socio-economic domain, there will be nothing new about such an order if it turns out to be no more than a repackaging of the old international mechanisms that have become patently unsuited to our present world. If there is a grouping of countries best placed to consider meaningfully, at the highest level of government, ways in which it can contribute to the emergence of such an international order, it is the Commonwealth. Of course the Commonwealth cannot and must not exaggerate what it can do; but neither should it underplay its considerable strengths. Its reach can be global because its scope of operation embraces a large representative group of the global community.

Democracy and Good Government

The Harare Commonwealth Declaration of 1991 rightly accorded primacy to the goal of enabling the peoples of the Commonwealth to have democratically elected and accountable governments. At the time, no less than nine Commonwealth countries were led by military regimes or one-party governments. But by the time of the Limassol summit in 1993 I was able to report that the number of Commonwealth countries still under military rule or one-party regimes was less than half of what it had been at the time of the Harare summit and that of those remaining all had given a commitment to achieve multi-party democracy in time. The advance to democratic governance has continued, usually with the support of Commonwealth assistance in one form or another.

In May 1994 the Commonwealth observed the elections in Malawi which ended one of the longest-running one-party regimes in Africa and resulted in a peaceful change of government. In December 1994, the Commonwealth observed Namibia's first post-independence elections; and only in July it observed the

general elections in St Kitts and Nevis. As I write, the Commonwealth is continuing to assist the transition in Tanzania from one-party rule to a multi-party democracy, and, following the agreement of the Tanzanian Government and the parties participating in the elections, plans to send Commonwealth observers to the Presidential and Parliamentary elections later in the year.

Observing elections has proved to be one of the effective contributions which the Commonwealth can make to the promotion of democracy in its member countries, and has often been accompanied by technical assistance to reinforce the legal and electoral structures. The presence of Commonwealth observers at an election is both an insurance and an assurance against foul play, a safeguard against irregularities. And because it plays such a pivotal role, not infrequently an election observer group is all that stands between an electoral exercise in which the electorate has confidence, and one that becomes a prelude to tension and even conflict. For as long as necessary, therefore, Commonwealth observers will continue to play a vital part in the elections of member countries. But to perpetuate this practice would in a sense be to admit failure, to admit that the democratic ethic has not taken root. In the long term, therefore, the Commonwealth must work towards making election observation a declining area of activity. In a sense that has already begun. The various constitutional and electoral experts who are helping member countries to adapt their constitutions and electoral arrangements and institutions to the needs of multi-party democracy are doing no less than strengthening the infrastructure of democracy. An important corollary should, I believe, be to continue to work through the Commonwealth Parliamentary Association (CPA) and other appropriate Commonwealth bodies to promote the democratic culture within elected parliaments and civil society at large.

Where the Secretary-General's intervention can be considered helpful by the governments concerned, whether it be to help prepare the ground for elections, or to stabilise a post-electoral situation or to resolve some other crisis, I have not hesitated to act. For example, in January 1994, when factional fighting broke out within the Royal Lesotho Defence Force and following consultations with the Government of Lesotho, I sent two emissaries from the Commonwealth Secretariat who helped to negotiate an end to the fighting. In August 1994, when another crisis erupted in Lesotho following the dismissal by the then King of the democratically elected Government, I worked in close partnership with the Presidents of Botswana, South Africa and Zimbabwe to find an acceptable solution.

Bangladesh presented a different problem. At the beginning of March 1994, the major Opposition parties, led by the Awami League, demanded a non-party caretaker government to administer the country three months before the next general election and threatened to resign *en masse* from Parliament if the Government did not accede to their demand. The emerging polarisation of positions between the Government and the Opposition parties carried with it a growing threat to peace and order in the country. Following a visit to Dhaka in September, and with the agreement of all concerned, I appointed Sir Ninian Stephen, former Governor-General of Australia, as a Special Envoy, to facilitate a solution to the constitutional crisis which threatened. In the end, although Sir Ninian's creditable efforts did not succeed in bringing the parties together, they nevertheless narrowed the differences considerably and the proposals he left behind may yet serve as a point of departure should the parties agree to a resumption of dialogue.

The commitment accepted by all Commonwealth governments in the Harare Commonwealth Declaration to democracy, the rule of law, and fundamental human rights, was again reaffirmed at Limassol in 1993. Yet, as I write, three Commonwealth countries – Nigeria, Sierra Leone and The Gambia – are still under military regimes and showing every sign of internal tension and serious cases of denial of human rights. Of course, each situation has its own peculiarities, but all three countries share the prospect of worsening social and economic conditions as well as of real internal conflicts with attendant risks to their national cohesion if their peoples are not speedily enabled to have in place democratically elected governments. To reinforce its

growing determination to make a reality of its principled commitment, the Commonwealth must now face the question of what it can and should do to promote greater adherence by its members to their commonly avowed fundamental political values. It is essentially a question for Heads of Government themselves to address and I hope that they will do so at Auckland in a manner which makes for greater – not less – Commonwealth unity.

A Free South Africa at Last

In April 1994, through the first democratic elections in the history of the country, the people of South Africa finally ended apartheid and their long bondage. For more than 30 years the Commonwealth provided moral leadership and political momentum to the international effort to put an end to apartheid. The establishment of a non-racial and democratic order in South Africa therefore represents the ultimate vindication of the debates and the initiatives which the Commonwealth sustained for so long. The achievement is South Africa's, but the Commonwealth is proud to have helped in that historic mission.

A great task of reconstruction to redress the gross inequalities inherited from the apartheid era now faces the new Government of South Africa – social, economic, political and even moral. The new South Africa is committed to building a society in which true equality of opportunity will be the watchword; one means to that end is the Reconstruction and Development Programme (RDP), launched shortly after the establishment of the Government of National Unity.

The world is the richer for the defeat of apartheid. For Southern Africa it means first and foremost the removal of the root cause of war and instability in the region. But the gains are wider. The recovery of the South African economy should benefit the wider regional economy and help the process of successful reconstruction after the years of apartheid destabilisation. In concert with its neighbours in the Southern African Development Community (SADC), the post-apartheid South Africa should also be a force for stability in the region. A beginning has already been made in Lesotho, Mozambique and Angola, and South Africa may be expected to make an increasing contribution to conflict resolution and peace-keeping in the larger African context.

For the Commonwealth and the wider world, the benefits of the ending of apartheid are no less significant. In the first place, the defeat of apartheid is a defeat of institutionalised racial bigotry. In a world of recrudescing racism, religious intolerance and atavistic communal strife, the gains for human decency from such a victory cannot be overstated. South Africa's ability to overcome deep divisions, to negotiate a common future and to commit itself to reconciliation and reconstruction offers new hope not only in South Africa but across the globe. There can be no better advertisement for the Commonwealth's fundamental political values than a post-apartheid South Africa now playing a full part within the first international association to have declared apartheid incompatible with continuing membership. South Africa will need continued international assistance to consolidate its non-racial democracy and for its reconstruction and development. The benefits of such assistance will extend well beyond South Africa's boundaries.

The Commonwealth made an important and widely appreciated contribution to the success of the transition. In pursuance of the proposals agreed by Heads of Government at Limassol, the Commonwealth, in addition to its Observer Mission (COMSA) which between October 1992 and December 1993 helped to stem the violence in South Africa alongside other missions from the United Nations, the Organisation of African Unity (OAU) and the European Union (EU), also provided experts to train marshals in crowd control and seconded personnel to the Goldstone Commission of Inquiry Regarding the Prevention of Public Violence and Intimidation. At the time of the April 1994 elections, 119 experts from 19 Commonwealth countries were

providing technical support, including 50 electoral experts seconded to the Independent Electoral Commission and 33 military and police officers drawn from eight member countries, involved in helping train the National Peace-Keeping Force. The culmination was the largest ever Commonwealth Election Observer Group, led by the Rt Hon Michael Manley of Jamaica, which worked with other observer groups from the UN, the OAU and the EU.

Since the elections, the Commonwealth has continued to provide technical assistance to help consolidate the new democratic order. This has included assistance in public service reform, effecting a cultural change in the South African police service, the training of diplomatic personnel, human resource development generally, preparations for the forthcoming local government elections and much besides. However, a great deal more needs to be done and the Commonwealth will continue to contribute its diverse skills and experience to the consolidation of South Africa's hard-won democracy.

Economic and Social Development

Commonwealth governments know that the stability of political institutions and an enduring adherence to the association's fundamental political values, including democracy and human rights, depend on concomitant progress in social and economic development. In addition, there are compelling reasons why economic issues will increasingly occupy pride of place in Commonwealth summits. Of the Commonwealth's 51 members, 47 are developing countries, for the most part engaged in finding ways out of poverty. Policy-makers in these countries have accepted various versions of structural adjustment programmes under the encouragement of the multilateral financial institutions but without yet experiencing tangible improvement in national living standards. These countries are looking for international support in managing the transition and they look to the Commonwealth to help them find it. By accepting the Harare Commonwealth Declaration, they have committed themselves to democracy and accountable government. But for as long as their economies remain fragile and exposed, their fledgling democracies will be under threat. The promotion of sustainable economic development and the alleviation of poverty will remain the indispensable partner of democratic progress and good governance.

Debt, Finance and International Trade

The debt burden continues to be a millstone around the necks of many a developing country. According to the Economic and Social Council of the United Nations, several countries are accumulating unmanageable arrears and only a few of them can service their debt even under the easiest of terms. The Trinidad and Tobago Terms were an example of the Commonwealth pointing a way out of a difficult situation. These measures, which have since been taken up by the Paris Club, have been widely welcomed. But for the great majority of indebted countries, they do not go to the heart of the problem; and for the poorest of these countries, the heart of the problem is the multilateral debt which is the highest proportion of their external debt. Here too, it is a matter of considerable satisfaction that it was at the Commonwealth Finance Ministers' Meeting last year that the British Chancellor of the Exchequer initiated a proposal to address the multilateral debt burden of the severely indebted low income countries. At the Halifax summit of the seven major industrialised countries in June 1995, it was agreed to encourage the Bretton Woods institutions to develop a comprehensive approach to assist countries with multilateral debt problems through the flexible implementation of existing instruments and new mechanisms where necessary. At Auckland, Commonwealth leaders will undoubtedly wish to consider how to carry forward the momentum generated at Halifax.

It goes without saying that the continuing debt burden is one of the greatest factors holding back the economic development of many developing countries. Over the years, there have been many appeals for the

cancellation of certain categories of debt and for an overall debt relief strategy to meet the specific situation of each indebted country. The outcome of the Copenhagen World Summit for Social Development in March 1995 and the decisions of the Halifax summit provide some hope for believing that there is a growing readiness to rethink the debt issue. The Commonwealth, as has been shown, has made an important contribution to this growing readiness. It should now seek to advance it further.

There is the related problem of resource flows. Most developing countries embarking on one form of structural adjustment or another usually start out with very limited domestic resources. Indeed, a major assumption underlying the adjustment programmes in the first place has usually been the prospect of additional resource flows. But all too often, despite restructuring and its attendant social hardships, the necessary external resources do not materialise. The greatest need is for foreign direct investment; yet this is precisely what many developing countries, especially in Africa, fail to attract.

Through the Secretariat the Commonwealth is helping to evolve practical arrangements which will attract private capital flows into its member countries which have made the necessary reforms and adjustments. The Commonwealth Equity Fund has already succeeded in generating significant capital flows. The Secretariat is now working on the establishment of a Private Investment Initiative as well as on Investment Funds for the East Africa and Pacific regions. To turn the corner, however, these countries will need to attract considerable foreign investment to supplement their own domestic resources and the flows from official development assistance (ODA). Even more important, they will need improved access to world markets.

The Limassol Heads of Government Meeting took place in the concluding stages of the negotiations on the Uruguay Round. In pursuance of the meeting's wish to ensure a comprehensive, equitable and balanced conclusion of the Round, a Commonwealth Ministerial Mission, drawn from the developed and developing Commonwealth, visited Geneva, Brussels, Paris, Bonn, Washington, Tokyo and London. The Uruguay Round has now been successfully concluded, and there was no doubt that the Commonwealth was helpful to the process. The World Trade Organisation (WTO) has also now been established. The establishment of the WTO represents a major step towards a full integration of all countries into the global trading system. Considerable progress has been made towards putting in place the policies and the machinery for a fairer international trading system. But the movement away from a regime of preferences to one of competition will not be easy for many countries and many developing countries will need assistance to make the transition.

Of the major developing regions of the world, Africa has the smallest share of world trade. African countries along with other developing countries accept the need for far-reaching transformation, not only of production but also of trade. Such transformation will place them on a footing to compete successfully in the new global trading environment. But they need assistance to effect this transformation and unless the necessary international assistance is forthcoming, the impact of the Uruguay Round in Africa and elsewhere, in the short term at least, is likely to be adverse. The leaders of the G-7 countries have committed themselves to implement the Uruguay Round agreements fully. It is to be hoped that they will also assist the developing countries of the world through programmes of technical assistance and other measures to help them benefit from the Uruguay Round.

But it will not be enough to remove trade barriers. Attempts at stabilising commodity prices have not really taken off. Just as important will be assistance to developing countries to diversify their economies and strengthen and enlarge domestic and regional markets. Technical assistance as well as greater aid flows will be needed if this process is to be completed.

Providing Technical Assistance

The Secretariat's operational arm, the Commonwealth Fund for Technical Co-operation (CFTC), is now in its 25th year of operation. It was established, in the words of its founding Memorandum, 'to take advantage of shared experiences and similarities to promote development in the Commonwealth, thereby demonstrating in a practical way the ideals of co-operation and mutual assistance and strengthening the multilateral links among Commonwealth countries and peoples'. Within the Commonwealth – and even beyond – the CFTC stands as a success story of co-operation for development including, in particular, South-South co-operation. The good name of the Commonwealth in many of its member states today is in part attributable to the work of the Fund.

In the past decade alone the Fund has provided no less than 8,000 experts for projects in developing Commonwealth countries and in regional institutions to which member countries belong and in which they have particular interests. In addition, it has also provided funding for the training of more than 40,000 people from the developing Commonwealth in various specialist fields within the overall aim of socio-economic development and institution-building.

In the recent past, the Secretariat has paid particular attention to strengthening and improving the performance of the public service and the restructuring of public sector units in many Commonwealth countries. It has developed strategic management programmes focusing on quality and productivity improvement; on the development of managerial excellence in public enterprises and for senior civil servants; and on the management of economic reforms.

To lever greater results from its modest resources, the Secretariat has also assisted in developing self-sustaining policy and senior management networks. These networks harness the enthusiasm and energy of practitioners and managers, and mobilise other donor and governmental resources. The establishment of the Commonwealth Association for Public Administration and Management (CAPAM), a network of senior policy and decision-makers in the public and private sectors, the Commonwealth Local Government Forum (CLGF), aimed at strengthening the capacity of local and provincial governments to deliver quality services, and the Commonwealth Network of Information Technology (COMNET-IT), a network of institutions and professionals, are all examples of such networks and should now be able to provide long-term support in these specific areas.

In many member countries, poverty remains an intractable problem, with economic reforms putting new strains on the capacities of governments to alleviate it. They are looking for ways of mobilising the energies of people through self-help schemes with non-governmental agencies and others acting as catalytic agents. The Secretariat is currently engaged in examining ways in which its members can share the experience of successful practical mechanisms for the reduction of poverty, drawing on the experience within the Commonwealth and the wider world, such as the Grameen Bank of Bangladesh.

A particular attribute that enables the Commonwealth to render assistance to its members cost-effectively is its ability to mobilise Commonwealth networks and contacts. We have found that in many Commonwealth countries there are men and women who, at the age of retirement from either government service or the private sector, are still willing to put their expertise at the disposal of other Commonwealth countries without asking for fees other than expenses. The Commonwealth has now launched a Volunteer Scheme to draw on this group of men and women.

Protecting the Environment

Six years ago, the Commonwealth issued its Langkawi Declaration on Environment in which it committed its member countries to a programme of action to halt the progressive deterioration in the environment. The Langkawi Declaration was a landmark in the building of international consensus on an issue of global scope. The establishment of the Commonwealth Ministerial and Consultative Groups on Environment is also helping to advance global consensus. Commonwealth Environment Ministers met in the margins of the Commission on Sustainable Development (CSD) in 1995, concluding *inter alia* that forestry was an area where the Commonwealth could make a distinctive contribution. The Secretariat continues to provide policy advice, technical assistance and training to strengthen capacities for national environmental policies and planning. Many member governments are increasingly conscious of the need to undertake environmental impact assessments before major projects are undertaken; and the Secretariat has readily responded to requests for technical assistance in this regard.

The Iwokrama Rainforest Programme in Guyana is becoming the showpiece of practical Commonwealth co-operation in environmental protection. The project has now reached an exciting phase of development. The Secretariat, in collaboration with the United Nations Development Programme/Global Environment Facility, the International Development Research Centre of Canada, the Overseas Development Administration of Britain and other agencies, continues to provide support to the project. It is increasingly recognised as a unique project and it is hoped that it will serve as the node of a Commonwealth-wide network linking countries with similar forest eco-systems.

Developing Human Resources

Helping member countries to develop their human resources has been and remains a high Commonwealth priority. In Cyprus, Heads of Government emphasised the importance of human resource development for the attainment of economic and social progress and requested that the Secretariat should initiate consultations on the Commonwealth Expert Group (Pitroda) Report, *Foundation For The Future*. An action plan based on the report was developed and approved by Education Ministers at their meeting in Islamabad in 1994 and by Youth Ministers in Port of Spain in 1995. The first regional workshop looking at the implications of more professional government for human resource development was held in Malaysia in July 1995. Others are to follow shortly. A number of programmes and sub-programmes in support of member countries' human resource development efforts have been embarked upon. Long and short-term experts have been providing assistance to strengthen capacities of national institutions. The Secretariat has continued to support the training of trainers, professionals and officers in order to further improve their skills.

A particular focus of the Secretariat's work in the past two years has been the promotion of co-operation in higher education through the Commonwealth Higher Education Support Scheme (CHESS), which provides support through the supply of materials and assistance for resource management and staff development, and the Commonwealth Higher Education Management Service, which provides consultancy services and facilitates capacity-building for higher education and management. Another recent initiative has been the Commonwealth Universities Study Abroad Consortium (CUSAC), which was designed to enhance Commonwealth student mobility. In health, we have promoted technical co-operation which matches health resources to health needs, particularly in the priority areas of child survival, AIDS and other communicable diseases, and in the reduction of drug abuse.

An integral part of human resource development are the policies aimed at realising the full potential of youth. The Commonwealth Youth Programme (CYP) seeks to assist young people to participate in national

development and involve them in productive occupations. At their meeting in May 1995, Commonwealth Youth Ministers approved a five-year strategic plan of action which focuses on three areas: human resource development, youth empowerment and youth policy. They also approved the launching of a Commonwealth Youth Credit Initiative which will target women, disadvantaged groups and the young unemployed.

Science and Technology

In the contemporary world, science and technology capability has become even more important than before in determining competitiveness and productivity. Our science and technology programme seeks broadly to facilitate contact and exchange of experience among Commonwealth scientists and technology managers, helps to build institutional capacities in this area, and offers practical technical assistance and training. The Commonwealth Science Council (CSC), established by Heads of Government 20 years ago, makes a significant practical contribution by mobilising scientific networks within the Commonwealth to meet the needs of its members. It has in the past few years focused its energies on three flagship programmes: energy, water resources, and biodiversity and genetic resources. At its meeting in Bangalore in June 1995, it also identified education and training in science and technology, and information and communications, as further areas of high priority and fundamental to capacity-building and human resource development.

Since 1 July 1995, the Commonwealth Consultative Group on Technology Management (CCGTM), which was concerned with promoting functional co-operation among Commonwealth members in the management of technology, has been transformed into the Commonwealth Partnership for Technology Management (CPTM), a company limited by guarantee as a joint venture between governments and private business. The CPTM, a truly innovative venture, has enlisted significant private sector participation and has started well. It should help member countries in coping with choices made available by new technologies.

Advancing Gender Equality

Making women full and equal partners in the development process and enabling them to play their rightful role in society on terms of equality has become one of the Commonwealth's as well as the wider world's primary concerns. Improving the role and status of women is now seen as both a moral imperative and an essential prerequisite for sustainable development. Yet, all too often, women continue to be marginalised and the commitment to incorporate them into all levels of national policy-making and implementation processes remains token and almost invariably under-resourced. The sundry international commitments to improve women's access to resources, especially to education and health care, have yet to alter the gender asymmetry significantly.

Since the turn of the 1970s, it has been consistent Commonwealth policy to advance gender equality on all fronts. The Harare Commonwealth Declaration specifically enshrines equality for women as one of the fundamental values of the Commonwealth and as an integral element of human resource development in its broadest sense. Since Cyprus, a new Commonwealth Plan of Action on Gender and Development has been developed by the Expert Group which I set up in response to a request by Ministers Responsible for Women's Affairs and was approved in principle by governments at Malta earlier this year. As Commonwealth leaders themselves foreshadowed at Limassol, the United Nations World Conference on Women in Beijing will provide a unique opportunity for the Commonwealth, drawing on its shared history and political values and consensual approach, to make a specific contribution to the global debate. The Plan of Action will be advanced as a possible model of integrated, practical and innovative processes to be fully implemented by the year 2000.

Serving Small States

The Commonwealth has long accepted special obligations to its small member states who now comprise more than half of its total membership. The Ministerial Group on Small States (MGSS), specially established by Commonwealth governments to draw attention to small states' problems and consider practical measures for helping them, held its first meeting in the wings of CHOGM in Cyprus in October 1993. In the Secretariat, a task force on small states has been established to co-ordinate the Secretariat's activities in this regard. A meeting of the Consultative Group on Small States set up to support the work of the MGSS was held in April 1994 and provided a useful forum for preparing for the Barbados Global Conference on Small Island Developing States and reviewing Commonwealth assistance to these countries. A second meeting of the group was held in May 1995 and reviewed the outcome of the Global Conference on Small Island Developing States and Commonwealth assistance. In considering the security and developmental concerns of small states, the meeting paid particular attention to issues such as money laundering, environmental pollution and susceptibility to natural disasters. The Consultative Group will report to the MGSS which is expected to meet again in the wings of CHOGM in Auckland.

In the Secretariat's work, increased importance is attached to resolving the problems of small states, who currently receive more than half of its total assistance. The Secretariat is also continuing to publish a statistical bulletin providing a comprehensive coverage of small states statistics in the economic and social sphere.

A Commonwealth of Peoples

During the period under review, scores of existing Commonwealth NGOs continued their important role of beneficially underpinning the relationships and development of civil society within the Commonwealth. In addition, two significant initiatives were undertaken. One was for the promotion of teaching and research on the modern Commonwealth; the other was the establishment, at the University of Cambridge, of a Malaysian Commonwealth Studies Centre.

As regards the first, I set up a Commission on Commonwealth Studies earlier this year in response to widespread concern over the adequacy of opportunities and facilities for the study of the Commonwealth. Commonwealth Education Ministers, meeting in Islamabad last November, endorsed the proposal for a Commission to consider the problem and it has since begun its work under the chairmanship of Professor Tom Symons of Canada.

The second initiative, pursued with the active support of the Prime Minister of Malaysia and that country's private sector, involves a Centre seeking to examine contemporary issues of importance to the entire Commonwealth association. With the University already providing a home to the unique Library of the Royal Commonwealth Society, the establishment of the Centre makes Cambridge a leading world location for Commonwealth studies.

We are indeed fortunate that both bodies—the Cambridge Centre and the Commission—have secured as Trustees, Commissioners and advisers, the services of highly distinguished men and women from every region of the Commonwealth.

Weighing Means and Ends

Search for Comparative Advantage: At a time when all governments are looking at the *raison d'être* for the expenditure of public monies, the Secretariat is equally conscious of the need to

concentrate its work in areas where it has a demonstrable comparative advantage and can obtain value for money for its member countries. Since Harare, the Secretariat has been engaged in a continuous process of refining its work programme to reflect the priorities identified in the Harare Commonwealth Declaration. With the establishment of the Commonwealth Steering Committee of Senior Officials (SCOSO) in 1993, which meets annually, there is now a mechanism to provide broad operational and resource allocation guidance to the Secretariat in carrying out work in different programme areas. And, as requested by governments, a number of specialist reviews of various areas of the Secretariat's work have been undertaken with a view to concentrating its work in areas of demonstrable comparative advantage.

One such review, which was conducted by Professor Mike Faber and examined the value of programmes funded by the CFTC in the area of sustainable development (the 'C' Review), is now completed. Professor Faber concluded that 'over the years since its establishment, the CFTC has succeeded in earning for itself the reputation for being a small, distinctive programme of technical co-operation with a character of its own'. While making recommendations for some changes and refinement of programmes, he also concluded that the 'C' Programmes as a whole provide technical co-operation of a high quality delivered more cost-effectively than by other multilateral aid programmes. The recommendations of the 'C' Review, as approved by governments, are now being implemented.

At the request of governments, I also instituted a review of the Economic and Social Programmes which were not covered by the 'C' Review. The report of Professor John Toye, Director of the Institute of Development Studies at Sussex, in Britain, who conducted the review, will be considered by Heads of Government at Auckland.

Mindful of the fact that the search for efficiency and cost-effectiveness must be a continuing process, the work of the newly established Strategic Planning and Evaluation Unit within the Secretariat is being extended and new and innovative methods of evaluation are being introduced to assess the impact and improve the quality and cost-effectiveness of the Secretariat's work.

Resources: As my current and previous Reports show, since Harare the agenda of the Commonwealth has significantly expanded; and its membership has grown. The Commonwealth's multilateral mechanisms are being increasingly called into play by member governments to address many issues that go beyond bilateral relationships and to institute practical programmes of co-operation. The Commonwealth is now more deeply involved in the promotion of fundamental political values, including the promotion of gender equality and good governance, while continuing to assist member governments in a practical way in the no less important task of sustainable development. The mutual trust which informs Commonwealth relationships is making the association a first port of call for help in the economic and social as in the political areas.

Against the backdrop of such an expanding agenda – and expanded membership – since Harare, the Secretariat's resources have in fact declined in real terms by more than 20 per cent. Indeed, as Professor Faber noted in his report on the 'C' Review, the resources of the CFTC declined by nearly 45 per cent when compared to the peak level of the mid-1980s. Despite this decline, the Secretariat has been able to maintain its programmes in substantial measure through the savings generated from the restructuring of the Secretariat, which resulted in a reduction in the establishment of 16.5 per cent, and greater emphasis on efficiency and cost-saving and the pursuit of extra-budgetary resources. Improved operational procedures are in place to enable the Secretariat to work as a corporate body under which its work is programme-driven but division-led. I am also determined to achieve further savings in administration as the new communication and information technologies and other improved procedures become established. The Commonwealth

Volunteer Scheme, to which I referred earlier, should also help in getting more value for money in the area of technical assistance.

Despite this twin process of cost-saving on the one hand, and the concentration of work in areas of demonstrable comparative advantage on the other, it has become clear that the demands for assistance placed on the Secretariat far exceed the resources available. From time to time, I have had little choice but to make special appeals for ad hoc funding of particular activities, such as election observing in South Africa and the GATT Ministerial Mission, which could not be met out of regular budgets.

At Harare in 1991, while adopting the Harare Commonwealth Declaration, Heads of Government stated that they would consider making appropriate contributions if it emerged that additional resources were still required after available resources had been matched to needs, a pledge reiterated at Cyprus two years later. If the Commonwealth is to realise the aspirations envisaged for it at Harare, its resources would need to be enhanced to at least the levels prevailing when the Heads of Government adopted the Harare Commonwealth Declaration. The four most industrialised countries of the Commonwealth – Australia, Britain, Canada and New Zealand – in aggregate channel about two per cent of their total multilateral budgets through the Commonwealth. I have appealed to these governments to consider increasing this proportion. I have also in the past appealed, and appeal again, to those members of the Commonwealth who have seen marked improvements in their national economic capacities to consider making increased contributions to the multilateral Commonwealth programmes. The increased pledges made to the CFTC by many members – which include several small and low-income countries – in the past two years attest to the value they attach to the assistance they receive from the Commonwealth. I welcome this.

The Task for Auckland

Each Heads of Government meeting is an opportunity for Commonwealth leaders to build on the achievements of the association. In this respect, Auckland will be no different.

In the past four years, the Commonwealth has travelled a long way on the path mapped out in the Harare Commonwealth Declaration. There is a rekindling of interest in the Commonwealth not only in the many parts of our far-flung association but also in the wider world. This is as much a tribute to the role the Commonwealth has been playing on the international scene as a recognition of its potential in the quest for a better world. That it is still growing in membership is eloquent testimony to its value. As we now look to Auckland, Heads of Government will have an opportunity to review what the association has accomplished in fulfilment of the goals that they had set themselves at Harare. It will also be an opportunity for them to consider in the light of experience so far what can be done to achieve a more effective pursuit by the Commonwealth of those goals.

In this Report, I have pointed to the notable advances made by the Commonwealth in the fulfilment of its fundamental political values since Harare. A number of countries have made the transition to multi-party democracy and the Secretariat has provided valued practical assistance towards that end, including through my good offices wherever so requested by the member states concerned. But, as I mentioned earlier, not all member states are living up to their commitments in this regard. It will be for Heads of Government at Auckland to consider, in the best Commonwealth tradition, what needs to be done to encourage all member countries to do so.

The Commonwealth has always seen itself as a facility in the service of a wider humanity. At a time when differences of ethnicity, religion, race, creed and other divisive factors are at the heart of many conflicts,

should not the Commonwealth examine in what way it can help the world to find a pathway out of such internecine conflicts? In this context, Heads of Government will have before them the report of the high-level Intergovernmental Group which I appointed to examine specific ways the Commonwealth can contribute to the emergence of a more humane global order.

Democracy, human rights and international peace and security cannot be sustained without socio-economic development, which remains a high priority among member countries. They look to the Commonwealth for practical help at a national level, and in the building up of global consensus in favour of a more conducive international environment for development. Auckland presents an opportunity to enhance the Commonwealth's capacity to contribute to the sustainable development of its member states both by means of consensus-building on socio-economic issues as well as by augmenting the means for practical assistance provided to member countries through Commonwealth multilateral programmes for development co-operation.

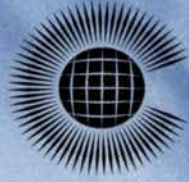
Since the Cyprus CHOGM and as I write, a number of Heads have left office. They include the Rt Hon Vere C Bird (Antigua and Barbuda), the Rt Hon Erskine Sandiford (Barbados), the Hon Kim Campbell (Canada), the Hon Dame Eugenia Charles (Dominica), HE Sir Dawda Jawara (The Gambia), the Rt Hon Nicholas Brathwaite (Grenada), HE Mr Teatao Teannaki (Kiribati), HE Dr Kamuzu Banda (Malawi), the Hon Francis Billy Hilly (Solomon Islands), HE Mr D B Wijetunga (Sri Lanka), the Rt Hon Dr Kennedy Simmonds (St Kitts and Nevis) and the Rt Hon Bikenibeu Paeniu (Tuvalu). I salute all these former Heads whose contribution to the Commonwealth will be well remembered.

A number of Heads will be attending the CHOGM for the first time. They include the Rt Hon Lester Bird (Antigua and Barbuda), the Hon Owen Arthur (Barbados), the Rt Hon Jean Chrétien (Canada), the Rt Hon Edison James (Dominica), the Hon Dr Keith Claudius Mitchell (Grenada), HE Mr Teburoro Tito (Kiribati), HE Mr Bakili Muluzi (Malawi), HE Mr Nelson Mandela (South Africa), HE Mrs Chandrika Bandaranaike Kumaratunga (Sri Lanka) and the Hon Dr Denzil Douglas (St Kitts and Nevis). A special welcome awaits them in New Zealand.

New Zealand has always occupied a special place in the Commonwealth. It was of course a founder member of the old Commonwealth but has played a full and distinctive part in the evolution of the modern Commonwealth. Its contributions have been exemplary – be it in financial and practical support for Commonwealth functional co-operation; be it the principled and steadfast support to the campaign against apartheid; be it the contribution of military, police and diplomatic personnel in the transformation from Rhodesia to Zimbabwe in early 1980; or its similar contribution in South Africa's transition from apartheid to a non-racial democracy. In all these challenges, New Zealand has stood at the forefront, ready to demonstrate commitment and shoulder responsibility in the promotion of Commonwealth ideals and objectives. Under the Chairmanship of New Zealand, I have every expectation that from Auckland the Commonwealth will emerge reinvigorated as a greater force for good.



31 August 1995



Promoting Good Governance

Section One

ADVANCING FUNDAMENTAL VALUES

The collective commitment of the Commonwealth to the promotion of fundamental values has further deepened since the Commonwealth Heads of Government Meeting (CHOGM) in Limassol, Cyprus, in 1993. Midway through the last decade of the 20th century, member countries are placing more emphasis than ever before on the value of democracy and democratic processes, the promotion of sustainable development and the alleviation of poverty, fundamental human rights in all their aspects, the rule of law, independence of the judiciary, and just and honest government. These are the pillars of good governance.

The roots of the Commonwealth commitment to these values lie in the Declaration of Commonwealth Principles issued by Heads of Government in Singapore in 1971. This Declaration affirmed members' belief in peace, prosperity, liberty and equality for all, and in the benefits of international co-operation. Twenty years later, at Harare, Heads of Government, in considering the role and priorities of the association into the next century, reaffirmed these and other principles in another seminal statement, the Harare Commonwealth Declaration, and attached great importance to the promotion of Commonwealth fundamental values.

The Commonwealth is particularly suited to advance these values. In most member countries, the traditions of parliamentary democracy, accountable administration and respect for human rights are already well established. Common traditions and institutions, particularly in governments, parliaments and the judiciary, facilitate useful exchange of experiences and enable swift response to requests for Commonwealth assistance.

The Commonwealth Secretariat's approach to the promotion of these values has been an integrated one which reflects a multi-sectoral concern with political, economic, social and cultural dimensions.



The Commonwealth places greater emphasis on democracy, development, rights and the rule of law

This approach was further strengthened by Heads of Government who, at the Cyprus CHOGM, stressed the importance of maintaining the balance between the promotion of fundamental political values and social and developmental considerations. In endorsing the 1993 Vienna Declaration on human rights, they affirmed that human rights were universal, indivisible and interrelated, and

declared that democracy, development, and respect for all human rights and fundamental freedoms were interdependent and mutually reinforcing.

In an effort to explore how best to develop a Commonwealth agenda which holistically promotes development, human rights and democracy, the Secretariat organised two workshops, one at Windhoek, Namibia, for Southern Africa in July 1994, and the other at Colombo, Sri Lanka, on a pan-Commonwealth basis in June 1995. These brought together representatives of government and civil society from various parts of the Commonwealth to discuss their mutual roles in such an agenda.

The Secretariat is seeking to reflect this integrated, multi-sectoral agenda of democracy, human rights and development in all its political and socio-economic activities.

Membership and Fundamental Values

At Cyprus, Heads of Government considered

the application from Cameroon for Commonwealth membership and resolved to welcome that country to the next CHOGM in Auckland, New Zealand, in November 1995 as the association's fifty-second member, provided that Cameroon's efforts to establish a democratic system, consistent with the Harare Commonwealth Declaration, would by then have been completed.

A mission of distinguished Commonwealth citizens visited that country in July 1995 with a view to apprising itself of the progress made in Cameroon's democratisation programme, and facilitating a final decision by Heads of Government on Cameroon's membership of the association. (The Commonwealth and its members are described in Appendix I.)

THE COMMONWEALTH AND DEMOCRACY

The most visible face of the Commonwealth's commitment to its fundamental political values has been the transition, through free elections, of military regimes and one-party states to democratic, civilian, multi-party systems of government.

Seven member countries have gone through this process since 1991 and by mid-1995, all countries which were one-party states had either made the transition to multi-party systems or had announced time-tables for doing so. Only three military governments remained among the Commonwealth's 51 members. And in 1994, more than 30 years of implacable opposition by the Commonwealth and the wider international community to the apartheid regime of South Africa ended with that country's first non-racial democratic elections, bringing freedom to the majority population and hope for a better future to Southern Africa as a whole.

There have been some setbacks. In July 1994, a military *coup d'état* in The Gambia overthrew the democratically elected government. In Sierra Leone, while the military government remained committed to a time-table for transition to democracy, worsening civil conflict threatened to undermine the process and indeed the stability of the country itself. In Nigeria, the announced time-frame for the restoration of representative governance was extended following another military takeover of government, causing widespread disappointment.

Democracy's most basic and visible expression is

through the ballot box but the Commonwealth recognises that democracy is more than the holding of elections. The Secretariat therefore works, on request, to strengthen the capacity of key institutions which sustain democracy and civil society. These include parliaments, judiciaries, human rights institutions, electoral commissions, administrative systems, the legal profession, the media and other elements of just and honest government. It has also sought to sensitise governments, judges, lawyers and others to the importance of administrative law.

In all these activities, the Secretariat works closely with such other Commonwealth bodies as the Commonwealth Parliamentary Association (CPA). It has also co-operated with the United Nations and other international organisations.

Observing Elections

Commonwealth Observer Groups monitored six elections at the request of governments in the two years since mid-1993. For two countries (Seychelles, July 1993; Malawi, May 1994) the elections marked a transition from one-party to multi-party systems of government. For Namibia (December 1994), the general election was the first after independence in 1990 and the presence of the observers was seen as an important contribution to the consolidation of that country's democracy. In Pakistan (October 1993), Commonwealth observers were asked to monitor elections held in a highly



At the St Kitts and Nevis elections, Mr Justice Bhagwati examines a ballot box

competitive political environment.

The first non-racial democratic elections in South Africa (April 1994), on the other hand, marked the freedom of a people from years of oppression and Commonwealth observers were among a larger group of international and local observers who witnessed the process, which was truly a celebration of freedom. In St Kitts and Nevis, a successfully conducted poll saw a peaceful handover of government in July 1995.

The Secretary-General constitutes these observer missions at the request of governments and with the agreement of all significant political parties. He appoints experienced persons from various Commonwealth countries to each observer group. Each group is independent, observes all aspects of the organisation and conduct of the elections, and decides whether in its judgment conditions exist for a free expression of will and whether the result of the elections broadly reflects the wishes of the people. At the end of the mission, a report is submitted to the Secretary-General, who makes it available to the government of the country in question, the political parties concerned and to all Commonwealth governments. The report eventually becomes a public document.

In July 1993, as part of its continuous review of the *modus operandi* of observer missions, the Secretariat organised a 'brainstorming' session in London on the Commonwealth experience with observing elections. It was attended by Commonwealth electoral officials, a cross-section of observers who had been on Commonwealth missions, government

representatives and Secretariat officers. The session engaged in a wide-ranging critical analysis of election missions undertaken by the Commonwealth with a view to drawing lessons from them and identifying areas of possible improvement.

Strengthening Democratic Institutions

The Commonwealth places particular emphasis on helping member countries to strengthen their democratic structures and establish a culture of democracy. It has provided training for more than 250 senior managers from countries which have recently made the transition to multi-party democracies on strategic management, policy analysis and practices for good governance and productivity improvement. It has also organised courses for another 200 middle to high level officials on how to run fair and well-managed election processes.

In the past two years, the Secretariat has arranged, on request, for the services of constitutional, legal and electoral experts to Malawi, St Kitts and Nevis, South Africa, Swaziland and elsewhere. The Secretariat has advised governments, for example in Malawi, Sierra Leone, South Africa and Zambia, on legislation regarding elections, including constitutional provisions. It has also provided advice, especially to electoral commissions, on the organisation and conduct of elections, including such processes as the compilation of the voters' register, demarcation of boundaries or electoral districts and arrangements for the poll. Advice on preparations for local government elections is sometimes sought.



Training election officers in Namibia

Technical assistance is often provided in the form of expertise through the Commonwealth Fund for Technical Co-operation (CFTC). Faced with its first multi-party elections in 1994, the Malawi Electoral Commission asked for and received a media adviser to draw up guidelines for access to the media by all political parties during the campaign, three electoral staff training advisers, and an adviser on voter education. A media education adviser was also sent to St Kitts and Nevis in the run-up to the July 1995 general election at the request of its Electoral Commission.



Commonwealth observers Hugh Templeton (New Zealand, left) and S K Singh (India) inspect ballot materials at the Malawi elections, 1994

The Commonwealth extended multi-faceted assistance to help South Africa in its transition to a multi-party democracy before and after the 1994 elections.

So as to better promote the exchange of experience and development of best practice, two workshops for senior electoral officers from all over the Commonwealth were also held in Oxford, Britain, in July 1993 and Accra, Ghana, in June 1995. In addition, two manuals on election processes have been published, *Organising Free and Fair Elections*

at Cost-Effective Levels (1993) and *Dimensions of Free and Fair Elections: Frameworks, Integrity, Transparency, Attributes, Monitoring* (1994). A compendium of electoral laws in the Commonwealth is being prepared.

The Secretariat has also focused on the training of 60 parliamentarians in Africa, the Caribbean, South Pacific and Asia through regional training programmes tailored to address issues pertinent to their respective parliamentary associations.

Good Offices to Buttress Democracy

The good offices of the Secretariat, and of the Secretary-General personally, are often called on in support of democratic processes and institutions. The Secretary-General has visited Sierra Leone and Nigeria to convey the Commonwealth's readiness to assist in any way their return to democracy. Emissaries were also sent to Sierra Leone to try to help bring warring factions to the negotiating table. The Secretary-General continues to maintain close contact with the military government and others in Nigeria to explore ways in which the Commonwealth might assist its return to democratic rule.

After the coup in The Gambia, efforts were made to try to persuade the new regime to make use of existing electoral structures and Commonwealth assistance to hold elections within a specific time-frame.

The Secretary-General and his emissaries have visited Lesotho a number of times to help resolve crises which threatened to undermine its fledgling democracy. The Secretary-General has also worked closely with the Presidents of Botswana, South Africa and Zimbabwe to help resolve a major constitutional crisis in that country.

A special emissary, Sir Ninian Stephen, a former Governor-General of Australia, was sent by the Secretary-General to Bangladesh to try to help seek an end to the political crisis which has continued to grip the country since early 1994.

AT THE POLLS

The frequency of requests for Commonwealth observer missions is testimony to the value member states put on the Commonwealth, and the recognition that independent observers can help build confidence in the electoral process. In the two years from mid-1993, Commonwealth Observer Groups have monitored the following elections:

SEYCHELLES

Presidential and National Assembly Elections (July 1993): Seven observers, led by the Hon Russell Marshall (former Minister of Foreign Affairs, New Zealand), agreed that voting was open, free and fair, and commended political leaders for the successful transition from a one-party to a multi-party system. The government retained power.

PAKISTAN

National Assembly Election (October 1993): Fifteen observers, who were led by the Hon Clive Griffiths (President, Legislative Council of Western Australia), commended the caretaker government for the freest, fairest and most peaceful election ever in Pakistan. The election brought about a change in government.

SOUTH AFRICA

National and Provincial Elections (April 1994): Sixty core observers, led by the Rt Hon Michael

Manley (former Prime Minister, Jamaica), applauded the end of apartheid and the 'dawn of freedom'. Despite some problems and allegations of irregularities, the elections were a free and clear expression of the will of the South African people. Nelson Mandela was elected President, and a government of national unity was formed.

MALAWI

Parliamentary and Presidential Elections (May 1994): Eleven observers, led by Dato' Musa Hitam (former Deputy Prime Minister, Malaysia), witnessed the transition to a multi-party system and agreed that voting was open and transparent. A new government was voted in.

NAMIBIA

Presidential and National Assembly Elections (December 1994): Eight observers, led by Mrs Justice Anastasia Msosa (former chair of the Malawi Electoral Commission), agreed that the culture of democracy had gathered strength and maturity and that the results reflected the wishes of the people of Namibia. The government was re-elected.

ST KITTS AND NEVIS

General Election (July 1995): Eight observers, led by Justice P N Bhagwati, former Chief Justice of India, agreed that voting was a fair reflection of the popular choice. A new government was elected.



Women cast their vote in Pakistan elections, 1993

THE RIGHT TO HUMAN DIGNITY

The Commonwealth believes that every person has a right to human dignity. This includes all aspects of human rights, fundamental freedoms, as well as the right to development and women's rights. Indeed, respect for these rights is recognised as an essential ingredient of the association's fundamental values.

The importance attached to human rights issues by the Commonwealth is evident in all its major Declarations, from the Singapore Declaration of Commonwealth Principles (1971) to the Harare Commonwealth Declaration (1991). At the 1993 Cyprus CHOGM, Heads of Government made a clear commitment to human rights in all its aspects. They firmly supported the 1993 Vienna Declaration adopted by the World Conference on Human Rights and declared that democracy, development, and respect for human rights and fundamental freedoms were interdependent and mutually reinforcing.

The Secretariat seeks to reflect this integrated, multi-sectoral agenda in all areas of its political and socio-economic activities. Through it and a range of other measures, the Secretariat hopes to promote greater awareness of human rights. It also does this through assistance in institution-building, and through education and training of public officials.

Assistance to institution-building includes national capacity-building for the fulfilment of reporting obligations under the various international and regional human rights instruments, assistance with setting up and strengthening national and regional human rights institutions, and the

strengthening of the national capacity for human rights training.

At their meeting in Mauritius in November 1993, Commonwealth Law Ministers considered how they could improve the quality of the services they, as public officers, are expected to deliver to the general public. One of these is human rights and the ministers have been monitoring the progress made in ratifying the relevant international covenants,



The Commonwealth Secretary-General at the 1993 World Conference on Human Rights

such as those on economic, social and cultural rights, civil and political rights, and discrimination against women.

At Malta in May 1995, a seminar held jointly with the Government of Malta and the UN was held to promote awareness regarding international standards among government officials. It was attended by diplomats from

15 Commonwealth countries and provided an opportunity for piloting a manual on human rights for Foreign Ministry officials that the Secretariat has been preparing.

A critical area of focus for human rights activity has been the promotion of greater awareness of human rights concerns among public officials, judges, teachers and other target groups, training of public officials and exchange of information on human rights jurisprudence and training materials.

A well-established programme of training of public officials has been developed over the years and enhanced by the development of training manuals. Two specialised manuals are nearing completion, one for the judiciary, which has already received inputs from a group of judges and magistrates who attended the Commonwealth Judges' and

Magistrates' meeting in August 1994; the other, for prison officers, has received comments from participants at a joint training workshop on the management of prisons and prisoners held with the UN African Regional Institute on the Prevention of Crime and Treatment of Offenders (UNAFRI) in November 1994. A gender perspective is being incorporated in these manuals.

As a reflection of the commitment by member states to the International Bill of Rights, and to enhance the capacity for reporting under the various international and regional instruments, a regional workshop in Zambia for officials in charge of reporting was held in July 1995. A workshop on improving low-cost publishing for human rights documents was jointly organised by the Secretariat, African Publishing Network and the Afro-Asian Book Council in Harare, Zimbabwe, shortly afterwards.

In response to the need for the training of reporting officers with responsibility for national efforts to meet obligations under the African Charter, a pilot workshop was held in Banjul, The Gambia, in July 1993 in collaboration with the African Centre for Democracy and Human Rights Studies. A workshop on legal literacy education was also held in August 1993 in Colombo, Sri Lanka.

With the Cyprus CHOGM endorsing the Vienna Declaration on human rights, the Secretariat has made a conscious effort since 1993 to find ways of promoting democracy, human rights and development in an integrated manner. Efforts are also made to ensure that greater awareness of human rights issues is promoted within the Secretariat itself.

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DISCREET DIPLOMACY AND CONSENSUS-BUILDING

The Commonwealth 'family' takes advantage wherever possible of the closeness and familiarity built up by the special ties that bind members to seek solutions to internal, bilateral or regional problems, or come to consensus on wide-ranging matters.

In the two years since mid-1993, the Secretariat, and the Secretary-General personally, have been increasingly involved in quiet diplomatic efforts to defuse tension or help resolve actual crises.

In 1994-95, the Secretariat was closely involved in the management of crises of one kind or another in Lesotho only months after that country's impressive transition to multi-party democracy at elections observed by the Commonwealth in March 1993. In January 1994, fighting between two factions of the military threatened to undermine

the new democratically elected government. Responding to a request from the Government of Lesotho, the Secretary-General despatched two emissaries who mediated between the factions, brought them together, and persuaded them to stop fighting, lay down their arms and pledge loyalty to the Government. The Commonwealth mission liaised closely with a fact-finding Task Force established by three countries of the region – Botswana, South Africa and Zimbabwe.

The Secretary-General's emissaries returned to Lesotho in April 1994 when disaffected soldiers abducted several Cabinet Ministers and murdered the Deputy Prime Minister. A tense situation was once again defused, allowing the Government and political parties to focus attention on outstanding issues identified in a Report prepared by Presidents Masire of Botswana and Mugabe of



Commonwealth emissaries (left and right) with a British observer after talking rebel soldiers in Lesotho into disarming

Zimbabwe following their visit to Lesotho in February 1994. In June 1994, the Secretary-General's emissaries were back to help deal with yet another crisis caused by a strike for better terms and conditions of service by members of the police force.

Two months later, a major constitutional crisis broke when the then King, HM Letsie III, dissolved Parliament and dismissed the elected Prime Minister. This new crisis was resolved with the intervention of the Presidents of Botswana, South Africa and Zimbabwe, with whom the Secretary-General worked closely, who brokered an eight-point understanding. This was a good example of Commonwealth support to a regional initiative by a group of Commonwealth countries.

The Secretary-General himself visited Lesotho in March 1995, in the midst of yet another problem created by the abduction by members of the National Security Service of their Director and another senior officer. Following the Secretary-General's personal intervention with the captors, the abducted officers were released on the last day of the Secretary-General's stay in Lesotho.

The Commonwealth's good offices were also invoked by Bangladesh. During a visit to that

country in September 1994, a three-point proposal made by the Secretary-General for the resolution of a chronic political crisis gripping the country was accepted both by the Government and the main Opposition parties. At issue was the demand by the Opposition that the Government should step down and that a 'neutral' caretaker government be established to oversee fresh elections.

On the basis of his three-point proposal, the Secretary-General subsequently designated an envoy – Sir Ninian Stephen, former Governor-General of Australia – to facilitate a dialogue between the two sides. Sir Ninian spent five weeks in Bangladesh in October/November 1994, during which he put forward substantive proposals himself in an effort to break the deadlock. Although in the end the deadlock was not broken, his proposals remained on the table as a possible point of departure for an eventual political solution. The political crisis in Bangladesh has continued and the Secretary-General has persisted with his behind-the-scenes diplomatic efforts to try to bring the two sides together.

In July 1994, the Secretary-General visited Sierra Leone to discuss with the Chairman of the National Provisional Ruling Council that country's proposed transition to democratic civilian rule. The escala-

tion of civil conflict in that country has, however, disrupted this programme. In February 1995, therefore, two emissaries of the Secretary-General, working closely with the UN Secretary-General's Special Envoy, visited Sierra Leone to try to persuade the rebels to come to the negotiating table for peace talks with the Government. These efforts were not successful but the Secretariat continues to seek opportunities to help bring the conflict to an end and promote national reconciliation and democracy. It has also been assisting the Sierra Leone Government to strengthen democratic institutions such as the Interim Electoral Commission.

The Secretariat continues to monitor developments in Bougainville, Papua New Guinea, where civil conflict has persisted. Hopes of peace in October 1994 were dashed when talks broke down at the eleventh hour and ceremonies scheduled to celebrate a peaceful settlement had to be abandoned. The Secretary-General, who had previously sent emissaries to try to encourage talks, has more than once reiterated the Commonwealth's willingness to provide its good offices if requested.

Consensus-building

This good offices role combined with the Commonwealth's ability to build consensus on international political issues rest squarely on the

Secretariat's capacity to monitor closely political developments in the Commonwealth and on the association's acknowledged ability to promote consensus as well as to carry out its diplomatic activities discreetly, away from the glare of publicity. It does so in international affairs as much as it does in economic and development matters.

Among the standing mechanisms which exist in support of the Commonwealth's consensus-building role in international affairs are the Commonwealth Action Group on Cyprus and the Ministerial Committee on Belize. These mechanisms grew out of Commonwealth concern for the sovereignty and territorial integrity of these two countries.

At the Cyprus CHOGM, Heads of Government took the opportunity to reiterate their support for the independence, sovereignty, territorial integrity, unity and non-aligned status of their host country, the northern part of which remains occupied following the invasion by Turkey in 1974. The Commonwealth continues to support the UN Secretary-General's efforts to find a peaceful, negotiated settlement to the problem. The Commonwealth Action Group has not met in recent years.

Belize continues to be the object of a territorial claim from Guatemala despite hopes a few years



Cyprus, a nation still divided

ago that some settlement was in sight. The Commonwealth Ministerial Committee, which had not met for several years, met in the wings of the Cyprus CHOGM. Heads of Government reaffirmed their support for the security, sovereignty and territorial integrity of Belize and urged that country and Guatemala to resume and successfully conclude their dialogue.

The Commonwealth has continued to support and work with the UN to further common interests. The Secretariat has Observer status at the General Assembly where it monitors debates, decisions and developments of interest to the Commonwealth. On 1 August 1994, the Secretary-General attended a special meeting convened by the UN Secretary-General in New York of executive heads of regional and other intergovernmental organisations on how to enhance co-operation between themselves in pursuit of international peace and security. The Commonwealth and UN already co-operate closely in a number of areas, as they did in the period of transition before the 1994 elections in South Africa.

Likewise, the Secretariat liaises and co-operates with other international organisations. The Secretary-General and other senior officers attended summit and other high-level meetings of the Movement of Non-aligned Countries, the Caribbean Community (Caricom), the Organisation of African Unity, the European Union, the Southern

African Development Community, and other bodies. A Memorandum of Understanding was finalised with the South Pacific Forum and closer working relations established with the European Commission.

Taking up the mandate from Heads of Government at the Cyprus CHOGM, an intergovernmental group was established to explore ways in which the Commonwealth could make the fullest possible contribution to the work of the international community towards establishing a global humanitarian order. The group, chaired by Mr Bryce Harland of New Zealand, met twice (in May 1994 and February 1995) and was due to meet a third time in September 1995 to finalise its report. The group has been examining the international community's responses to situations involving massive human suffering and exploring ways in which the Commonwealth could complement the work of the UN in the field of international peace and security, primarily through quiet diplomacy, peace-making and peace-building.

While it explores these global themes, the Commonwealth continues to extend special support to the small member states who make up nearly half its membership. The Secretariat continues to administer a Joint Office for Commonwealth Permanent Missions in New York, which provides office accommodation and certain common facilities to nine small Commonwealth countries to facilitate their representation at the UN.

THE RULE OF LAW

Taking the Harare Commonwealth Declaration of 1991 as its reference point, the Secretariat, with the active support of member governments, Law Ministers, Attorneys-General and Chief Justices, has sought with renewed vigour to promote the rule of law, the independence of the judiciary and just and honest government. These are best assured by processes of government which are open and accountable—from electoral systems to individual

government decision-making. Such transparency affords people protection against the possible abuse of public office.

The growing number of countries who have embraced multi-party democratic systems of government has corresponded with increasing interest in the potential role of administrative law in facilitating the development of an enduring

democratic culture and promoting good governance.

Beginning with Zambia in 1992, the Secretariat launched a programme of administrative law workshops at the centre of which is recognition that the growth of judicial review of administrative action is essential for promoting open and accountable government.

The Lusaka Statement on Government under the Law which emerged at the 1992 workshop received the unequivocal endorsement of the subsequent workshops held between 1993 and 1995 in Malawi, Seychelles, Lesotho and Botswana. These workshops were attended by senior officials and managers from the public and private sectors and one of the practical outcomes is that a manual is being developed which will assist public officers in carrying out their duties.

A parallel development has been the series of judicial colloquia aimed at promoting the domestic application of international human rights norms. The sixth, and most recent colloquium in the series, held in Bloemfontein, South Africa, in September 1993 under the joint auspices of the Secretariat and the London-based International Centre for Human Rights (Interights), has contributed to the

growing body of Commonwealth jurisprudence on the constitutional basis of human rights.

These two initiatives have, both directly and indirectly, assisted in the constitutional development of some member countries, particularly those that have recently progressed from either a one-party or military regime to a multi-party democracy.

Legislative Drafting

Assistance in legal drafting continues to be a valued Secretariat programme of activity to member countries, especially small states, where skills and experience in specialist fields are in short supply.

In the two years since mid-1993, drafters have been sent, at the request of governments and funded by the CFTC, to countries such as Kenya, Lesotho, Namibia, St Vincent and the Grenadines, and Uganda. A long-standing Commonwealth commitment to such assistance in the Caribbean has evolved into a comprehensive training programme now owned and managed by the University of the West Indies (UWI) at its Barbados campus. This course, now under the guidance and tutorship of a law professor from Ghana, is open to drafters all over the



Assistance to senior officials in Seychelles has helped strengthen the management of elections

FIGHTING INTERNATIONAL CRIME

The Commonwealth is part of the global fight against international crime. It does so to ensure that the rule of law prevails for the sake of good governance and also to combat the threat such crime holds for economic development as a whole. In recognition of this, the Commonwealth seeks to deny criminals their profits and strengthens international legal co-operation to bring offenders to book.

At the Cyprus CHOGM, Heads of Government asked that Law and Finance Ministers examine how Commonwealth countries could work collectively against such crime, in particular against money laundering. To make a profit and avoid detection, criminals often 'launder' the proceeds of the crime to make it appear that their income is derived from legitimate sources. Because money moves around the globe swiftly—electronic transfers ignore national and regional boundaries and political affiliations—an effective anti-money laundering regime needs the closest co-operation between the law enforcement and financial sectors.

Money laundering is a serious threat to economic and financial systems and therefore to development itself, including as it does a combination of tax evasion, violation of exchange and capital controls, and corruption.

Senior Finance Officials met in Colombo, Sri Lanka, in June 1995 and recommended that their Finance Ministers consider five points for action: creating effective mechanisms for tracking and reporting transactions which might relate to criminal activity; strengthening financial supervision; developing operational guidelines for the financial sector to assist in the recognition of suspicious transactions; improving public awareness and creating a broadly based 'compliance culture'; and strengthening mechanisms for international co-operation and mutual assistance.

Their report will be considered by Finance Ministers at their meeting in October 1995 where

one of the special themes will be 'Economic and Financial Implications of Money Laundering'. Following the Colombo meeting, the Secretariat has been assisting the Bank of England in organising a training course for participants from developing country central banks and supervisory authorities on combating money laundering.

Commonwealth Law Ministers have also taken action to assist countries to criminalise money laundering, and a draft Model Law for the Prohibition of Money Laundering has been produced. The number of Commonwealth countries which have enacted laws for the confiscation of the proceeds of crime and the detection of money laundering is growing.

A law on mutual assistance against international crime is also a strong weapon in a government's armoury. Where a criminal commits an offence in one country, removes the evidence to another, and places the profits in a third, the law enforcement authorities need an effective way of ensuring that all the evidence they need is brought to the court hearing the case. In other words, they need the help of the authorities of the countries to which the evidence of proceeds of crime has been removed, and an ever increasing number of member countries now have legislation dealing with mutual assistance in criminal matters.

In 1994, the Secretariat organised at Oxford, Britain, the first major transnational gathering solely for practitioners in the growing business of international co-operation to combat crime.

The Secretariat also assists police, prosecutors and courts to familiarise themselves with the workings of the laws of other countries. A database of Commonwealth laws relating to national and international crime prevention and control is now being developed. Guides to help investigators who may require access to witnesses and evidence in other countries are produced.

Commonwealth, some of whom are also funded by the CFTC, as is the law professor.

UWI will be one of the regional delivery centres for a distance training and learning programme, jointly developed by the Secretariat and the Vancouver-based Commonwealth of Learning (COL), which will be launched in September 1995 with some 50 students from all over the Commonwealth. The programme will be initially delivered through RIPA International in London, UWI for the Caribbean and the University of the South Pacific, Vanuatu.

Provision of Legal Information

The quarterly *Commonwealth Law Bulletin*, published by the Secretariat, continues to be a major source of legal information in many

jurisdictions, especially small states. It provides access to the collective Commonwealth experience by summarising legal developments throughout the Commonwealth. Many policy-makers, officials, judges and lawyers in developing countries regard it as their only up-to-date source of information on contemporary legal developments.

Protection of the Cultural Heritage

A new Scheme for the Protection of the Material Cultural Heritage, the fourth such scheme for the promotion of mutual legal co-operation within the Commonwealth, was adopted by Law Ministers at their meeting in Mauritius in November 1993. The scheme provides a framework for the return of important cultural items illegally exported from their country of origin.

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SOUTH AFRICA: A CELEBRATION OF FREEDOM

The two years since the 1993 CHOGM in Cyprus have seen momentous change in Southern Africa. South Africa's transformation into a non-racial democracy has important implications for Africa as a whole, and particularly for Southern Africa, where a peaceful solution has been found for Mozambique's long civil war and peace in Angola at last seems a real prospect. The countries in this region, the majority of which are Commonwealth members, are in the process of forging a regional community based on the twin pillars of democracy and development.

All this has great significance for the Commonwealth, whose commitment to such fundamental values was reconfirmed in the Harare Commonwealth Declaration, adopted in 1991.

The Cyprus CHOGM coincided with major breakthroughs in South Africa's multi-party negotia-

tions which had resumed at the beginning of April 1993. The parties had agreed on 27 April 1994 as the date for the first non-racial elections for a Constitutional Assembly and legislation had been enacted to establish a Transitional Executive Council (TEC) to supervise the key arms of government in the run-up to the elections. The entire process, however, remained fragile and while Heads of Government agreed at Cyprus to lift trade, investment and financial sanctions against South Africa, the arms embargo was to remain until a democratic post-apartheid government was established.

If the emergence of a united, democratic and non-racial South Africa was to be assured, the process needed to be safeguarded. Accordingly, Heads of Government agreed a number of measures. The Commonwealth Observer Mission to South Africa (COMSA), which had been in the country since



After South Africa's first non-racial election, President Mandela (centre) celebrates with First Deputy President Thabo Mbeki (right) and Second Deputy F W de Klerk

October 1992 helping to stem the violence, was to continue. And a Commonwealth Observer Group (COGSA) was to be assembled as an important component of the sizeable international observer presence considered indispensable to South African confidence in the electoral process.

The third pillar of Commonwealth help was a technical assistance programme. In April 1993, the Secretary-General had proposed that the CFTC set aside £500,000 to support the transition to democracy in South Africa, the first time that CFTC funds had been provided to a non-Commonwealth country. The programme, initiated in July 1993, first focused on sustaining the structures created under the National Peace Accord of September 1991. From December 1993, in fulfilment of the Cyprus mandate, assistance was provided to the institutions intended to facilitate the transition. Requests were received from the TEC, the Independent Electoral Commission (IEC), the Independent Broadcasting Authority and the Independent Media Commission (IMC).

Commonwealth Observer Mission to South Africa

In July 1993, the Secretary-General constituted the third team of Commonwealth observers (COMSA III) to work alongside the local peace structures and other observer groups from the UN, the Organisation of African Unity (OAU) and the

European Union (EU) in a continuing effort to help combat the violence which threatened the transitional process.

As in the previous two teams, COMSA III included observers with backgrounds in the law and policing, politics and diplomacy. It was headed by the Hon Russell Marshall, former Foreign Minister of New Zealand. In view of the impending elections, COMSA III also included electoral experts. This combination of expertise enabled COMSA III to continue with its original mandate of helping to combat the violence while taking a close interest in the arrangements and preparations for the elections, and backing this interest with practical assistance and capacity-building. COMSA's work in the electoral field contributed to the creation of a level playing field and prepared the way for COGSA.

The National Peace Secretariat requested help in strengthening its conflict-resolution capacity as well as the training of monitors and party marshals in crowd-control techniques. The TEC and other transition mechanisms asked for assistance in supporting the electoral process, and in training electoral officers and a National Peace-Keeping Force for the elections; support to ensure that the media's election coverage was fair; advice and assistance in investigating charges of electoral malpractice; and in meeting the longer term objective of restructuring the police force. Under

the umbrella of COMSA, the Commonwealth was able to respond positively to these requests.

Commonwealth Observer Group to the South African Elections

Following a formal invitation in January 1994 from the Chairman of the TEC Sub-Council on Foreign Affairs, and in accordance with the mandate given by Commonwealth Heads of Government at the Cyprus CHOGM, the Secretary-General constituted for the April elections the largest observer group ever mounted by the association. It was led by the former Prime Minister of Jamaica, the Rt Hon Michael Manley, with the Rt Rev Sir Paul Reeves, former Governor-General of New Zealand, as his deputy.



Commonwealth observer discussing election materials at a township

The Group consisted of 60 core members, supported by an additional 44 drawn from Commonwealth technical assistance personnel, staff from the Commonwealth Secretariat, and staff seconded from Commonwealth diplomatic missions. In keeping with established practice, the Group was required by its terms of reference to observe all relevant aspects of the organisation and conduct of the elections in accordance with the electoral laws of South Africa and to arrive at an independent judgment on whether the conditions existed for the electorate to express freely its wishes and whether the result reflected these wishes.

Core members of the Group arrived in South Africa in early April and were briefed by the Secretary-General, officials of the IEC, IMC,

representatives of political parties, the South African Police, the human rights non-governmental organisations (NGOs), churches and other interested groups. On 16 April, the Group divided into 51 teams and deployed to all the nine provinces where they were again briefed before being further deployed to other urban centres, townships and rural communities.

In all, the Group covered some 120 districts before polling day and visited more than 700 stations during the poll. On 30 April, it issued a joint Interim Statement with the UN, EU and OAU which said that 'the people of South Africa were able to participate freely in the voting'. The Group submitted its own separate and independent report on its mission to the Secretary-General on 5 May.

In its final report, the Group concluded that: 'For the majority of South Africans, the elections were more than the exercise of democratic choice. Marked by the determination and patient way in which people voted, they were a celebration of freedom which sealed the final demise of apartheid'.

At the time of the elections, there were 109 Commonwealth experts from 19 countries providing practical assistance in a variety of fields. Most of these experts, such as the electoral experts and those providing assistance to the National Peace-Keeping Force, were engaged in their fields of activity on polling days. However, 21 technical experts also took leave from their assignments to serve as assistants to COGSA where their local experience, advice and support were invaluable.

Resumption of Commonwealth Membership

Two weeks after his inauguration on 10 May 1994, President Mandela wrote to the Secretary-General informing him of the unanimous decision of the new Cabinet that South Africa should apply to return to the Commonwealth. On the strength of the consensus at the Cyprus CHOGM, supplemented by further consultations with Commonwealth



The new South African flag takes its place among other Commonwealth members' flags in 1994

governments, the Secretary-General formally announced on 31 May 1994 South Africa's return to the Commonwealth with effect from 1 June 1994. The Secretary-General also pledged the support of the Commonwealth to the task of reconciliation and reconstruction which lay ahead for South Africa.

South Africa is now playing a full part in the Commonwealth, is contributing to its voluntary funds and will host the Health Ministers Meeting in December 1995. South Africa has become an important contributor to the CFTC, and has been elected to the CFTC's Committee of Management.

Consolidating the Transition

A crowded and complex agenda of institutional development and profound political and cultural change lies ahead for South Africa. Issues such as arrangements for elected local government, on which there was compromise or lack of clarity at earlier multi-party negotiations, are now being fully addressed.

As far as drawing up the final constitution is concerned, debates about federalism and a unitary state continue; local government elections scheduled for 1 November 1995 may not take place on

that date in two provinces; there have been delays in the legislative time-table and a number of the statutory bodies envisaged in the interim constitution are yet to be established; provincial governments are wrestling with the problem of establishing effective and integrated administrations; and the process of integration and cultural change in the National Defence Force (SANDF) and the police (SAPS) will be a long one.

There is a continuing shortfall of administrative and managerial capacity. In certain areas, for example training in community policing, most aspects of rural development, including land reform and local government, and in specialist and high-technology areas within the private sector, there is an absolute shortage of the necessary technical and relevant managerial skills.

Even before the April 1994 elections, the Secretariat had initiated discussions with representative South Africans and with the UN and other agencies on a donor conference on post-apartheid human resource development. When the new Government initiated its Reconstruction and Development Programme (RDP), the proposed international conference formed part of this process. The UN and Commonwealth co-sponsored the International Donor Conference on



Post-apartheid and the Commonwealth assists in voter education for local elections

Human Resource Development in the RDP, which was opened by the Secretary-General and other dignitaries in Cape Town in October 1994, and attended by senior officials from 47 governments, 22 intergovernmental organisations and 26 international non-governmental agencies. Specific financial pledges were not asked for, but delegates endorsed both the concept and the content of the RDP, as well as its implementation procedures.

The Commonwealth is expected to contribute a measure of relevant assistance to South Africa during this critical transitional phase. In the year following readmission to membership, the Secretariat has sent more than 60 Commonwealth experts to South Africa, and it provides a multilateral facility that can supplement and enrich larger bilateral programmes.

The report of the Secretariat's June 1994 mission assisted the IEC with its evaluation of the April elections. Electoral support continues to be important, this time for the local government elections, which are important for the establishment of the democratic local authorities required to help deliver the RDP. A major integrated project, the United Kingdom/Commonwealth/Australia Technical Resource Group for the 1995 community elections, has been developed jointly with the governments of Britain and Australia and the active involvement of electoral supervisory and management bodies throughout the Commonwealth.

Thirty-three electoral and local government experts from 13 Commonwealth countries (Australia, Barbados, Britain, Ghana, Guyana, India, Jamaica, Lesotho, Malaysia, Namibia, Pakistan, Trinidad and

Tobago and Zimbabwe) are working with the support of the electoral co-ordinating body in Pretoria and in eight out of South Africa's nine provinces.

Advice and assistance is also being provided in training for community policing. The most senior woman police officer in Zimbabwe is serving as a Commonwealth-funded international member of the Multinational Implementation Team on Basic Training for the South African Police Service. The governments of Botswana, India, Malaysia, Pakistan, Singapore and Zimbabwe have seconded nine police officers to work with British police officers in advising on the field training, in each province, of the first 1,700 police cadets recruited on a non-discriminatory basis.

The Commonwealth has also assisted in constitutional and institutional development. The Secretariat helped in the organisation in Pretoria in July 1995 of an International Round Table on Democratic Constitutional Development and provided Commonwealth expertise on such issues as the separation of powers between the centre and the regions, democratic institutions, and the relationship of national, provincial and local government with traditional authorities.



Assisting with the development of community policing...the new, friendly face of South Africa's police force

'A Free and Clear Expression ...'

Commonwealth technical assistance leading up to the April 1994 elections contributed a blend of skills and experience from a wide range of member countries, which was particularly suited to assisting the profound transformation in South Africa's plural society and helped make possible the free and clear expression of the will of the South African people which confirmed the end of apartheid.

Between September 1993 and April 1994, 113 experts from 19 Commonwealth countries were involved, including 33 army and police officers from eight countries who constituted the Commonwealth Peace-keeping Assistance Group (CPAG). Forty-seven experts were contracted by the Secretariat and 33 by Australia, Britain, Canada and New Zealand. The EU covered the costs of 16 experts drawn from Commonwealth countries in Africa and the Caribbean; and Norway made a grant which helped the Commonwealth make available police officers from Botswana, Namibia and Zimbabwe who provided training and advice in an electoral context to the Goldstone Commission of Inquiry Regarding the Prevention of Public Violence and Intimidation.

Most Commonwealth assistance went to the IEC, in all nine of the country's provinces as well as at headquarters. Fifty electoral experts (of which the Secretariat sent 33) from 12 Commonwealth countries (Australia, Britain, Ghana, Jamaica, Lesotho, Namibia, Pakistan; Seychelles, Sri Lanka, Trinidad and Tobago, Zambia and Zimbabwe), advised on all aspects of election management, with particular emphasis on training electoral officials. A small group helped the IEC produce training materials and four police officers from neighbouring countries

provided on-the-job training within the Commission's Investigation Directorate.

Three media experts from Botswana, Canada and Kenya were attached to the IMC, which regulated state media, to advise on how best to ensure equitable treatment of political parties. Four Canadian broadcasting staff assisted in training field units which delivered the South African Broadcasting Corporation's radio and TV election coverage.

To help ensure that the elections were as peaceful as possible, assistance was directed to the National Peace Secretariat, set up under the Peace Accord to which 26 parties and interest groups were signatories. Training support was provided by police officers from Britain and Zimbabwe, as part of a programme substantially funded by Britain, to help create a nationwide programme for crowd control marshals from all major parties. A senior Zambian diplomat trained South Africans in conflict resolution techniques and a Ghanaian assisted in the training of peace monitors.

CPAG, comprising 33 police and military officers from Australia, Botswana, Britain, Canada, India, Malaysia, Pakistan and Zimbabwe, was constituted in late February 1994 in response to a request by the TEC for assistance in establishing a National Peace-Keeping Force (NPKF). The NPKF was envisaged as a local force comprising elements from armed formations in South Africa, ranging from the South African Defence Force to the ANC's Mkhonto we Sizwe, to assist with security during the elections. The Secretary-General used his good offices to mobilise bilateral contributions to CPAG under a Commonwealth umbrella.

Together with COGSA, the work of these experts contributed in practical ways to what President Mandela has described as the Commonwealth's 'crucial role' in ensuring the success of South Africa's first democratic elections.

The Commonwealth diplomatic training programme, developed with the Department of Foreign Affairs (DFA), was the first integrated training exercise at a senior level carried

out under the new Government. The services of two former Ambassadors from Britain and Ghana were made available to assist the department develop new approaches which would help inte-

grate serving officials of the DFA with new entrants from the African National Congress (ANC) and officials from the former 'homelands'. Senior diplomats and other resource persons from other countries such as Australia, Canada, India, Jamaica, Malaysia, New Zealand, Pakistan, Singapore, Tanzania and Zimbabwe also assisted with the training. Study tours to 14 Commonwealth countries, the UN in New York and the Commonwealth Secretariat were also arranged. The Secretariat has now been asked to

assist in a further stage of integration—a skills audit of 400 personnel from the diplomatic services of the former 'homelands'.

A Commonwealth mission, with members from Australia, Namibia, Nigeria, Zambia and Zimbabwe, to the Constitutional Assembly's National Workshop on Machinery of Government for Gender Equality contributed to the decision to establish an Office on the Status of Women in the President's Office. Expertise from Britain and New Zealand has been

Advancing Gender Equality in the New South Africa

In the struggle against apartheid, gender issues took a back seat to the task of overcoming racial inequality. But even before the April 1994 elections, women from across the political spectrum jointly produced a Women's Charter, demanding that gender issues be given priority.

Following consultations with South African women leaders, the Secretariat seconded a gender expert to the RDP. This expert has been working with the gender adviser to the RDP in setting up mechanisms to ensure that all its projects meet the needs of women, establishing a gender unit within the RDP and drafting a Women's Empowerment Policy Paper which will be debated by South African women just after the Fourth World Women's Conference in Beijing, China, in September 1995.

In pre-election debates, South African women argued for a package of measures to build gender concerns into all areas of public life. The issue now is how to get such structures established and functioning. One example is the Commission for Gender Equality, provided for in the Interim Constitution and conceived as an independent

watchdog body that would monitor government progress in redressing gender inequalities. Two important questions were whether or not the Commission should be entrenched in the final constitution, and what other structures could be established.

In June 1995, the Constitutional Assembly convened a workshop on National Machinery for Advancing Gender Equality and invited the Commonwealth to contribute its experience. A five-person advisory group from Australia, Namibia, Nigeria, Zambia and Zimbabwe, funded by the CFTC and AusAID, participated in the workshop and held consultations with key players afterwards. In its report, the Commonwealth group stressed the importance of having a structure highly placed and technically well staffed for promoting gender equality through a spider's web of focal points throughout government.

The workshop recommended that the President establish an Office on the Status of Women (OSW), to which a series of gender focal points would report, and that the Commission for Gender Equality should be entrenched in the final constitution. This independent watchdog is seen as necessary for the foreseeable future. South African women are drawing on information and exchanges made at the Commonwealth Women's and Youth Affairs Conference on National Machinery, held in Malta in June 1995, to make proposals for the OSW, and in drafting the Women's Empowerment Policy Paper.

provided to the Constitutional Assembly's specialist committees dealing with land and socio-economic rights.

Advisers from Australia and Zimbabwe are assisting the restructuring of the Department of Justice, including its personnel deployment, integration and financial priorities.

Following a visit by a retired Cabinet Secretary from Ghana in March 1995 and later a team of

senior officials from Australia and Malaysia, funded by their governments, proposals for a new central structure for the public service, including the establishment of an Office of the Minister for Public Service and Administration, have been put forward. Continuing support for the central and provincial administrations will be implemented later in 1995. Four provincial public services have made requests for integrated training and development programmes and support to a fifth will also be examined.

A REGION UNDER RECONSTRUCTION

Southern Africa is poised to chart a new course in regional co-operation. With peace in Angola and Mozambique, and the end of apartheid in South Africa – all of which have profound implications not just for each country but also for regional neighbours – a window of opportunity has opened. South Africa, which in the years of apartheid destabilised its neighbours, is now joining with its Southern African Development Community (SADC) partners in promoting regional integration, development and democracy.

The Commonwealth is assisting the reconstruction of this important region. Nine of the 11 member states of SADC are Commonwealth members and the Commonwealth has helped in the 'community-building' process, notably in institutional development for political co-operation and democracy. Support for economic co-operation, principally in trade and industry, mining and tourism, has also been maintained.

In 1993/94, as well as spending £200,000 of CFTC resources on SADC projects, the Secretariat provided assistance to SADC member countries amounting to more than £4 million, including special funds and AusAID contributions for Angola and Mozambique.

The Windhoek Treaty of 1992 enshrines Southern Africa's new course, marrying as it does democracy, development and human rights in the terms of the

treaty establishing SADC itself. It is through programmes and policies built on these foundations that the Commonwealth continues to support the efforts of countries in the region to help themselves. When Lesotho's newly restored democracy was grievously threatened by internal problems during 1994, the Commonwealth supported the efforts of the three Presidents of the Frontline Contact Group (President Masire of Botswana, President Mandela of South Africa and President Mugabe of Zimbabwe) to buttress democracy and to underwrite their continued moral and technical assistance to the government and people of that country.

The Secretariat has responded to requests from the governments of Botswana, Lesotho, Malawi and Seychelles to run workshops in administrative law for legal officers and other members of the public service to promote the principles of the Commonwealth's Lusaka Statement on Government under the Law.

The privatisation experiences of Malawi, Tanzania and Zambia have been examined and an interim report identifying both organisational and design weaknesses in the privatisation strategies of these countries has been prepared. In June 1995, a series of roundtables to examine the relevance of techniques adopted elsewhere began and are expected to result in suitably adapted strategies to overcome the impediments to privatisation in African countries.

The seriousness of the Commonwealth's commitment to Southern Africa, and to what were then the Front-Line States in the struggle against apartheid, is demonstrated by its involvement in Mozambique, initially through the Special Commonwealth Fund for Mozambique (SCFM), a voluntary fund established by Commonwealth governments in 1987, and now through the Commonwealth Capacity-building Facility for Mozambique. Assistance to this non-Commonwealth country arose from recognition of the importance of Mozambique's position and role in a Southern Africa destabilised by apartheid. Since 1988, Commonwealth multilateral technical assistance to Mozambique, together with bilateral contributions (mainly from Australia) managed by the Secretariat, has been worth about £10 million.

At Cyprus, Heads of Government sought to advance Mozambique's peace process in various ways and placed particular emphasis on multi-party elections. They also welcomed arrangements made to maintain Commonwealth multilateral assistance to Mozambique.

Working with the UN in the peace process, troops from Bangladesh, Botswana, India and Zambia formed an important part of the UN Operation in Mozambique (Onumoz), and many Commonwealth countries contributed to the peace process in other ways. Under the Commonwealth Capacity-building Facility for Mozambique, the Secretariat manages for AusAID the bilaterally-funded Mozambique-Australia Human Resource Development Programme amounting to A\$5 million (£2.25 million) over three years. This provides technical assistance

and training, principally in agriculture, health, telecommunications and English-language teacher-training.

Using residual funds from the SCFM, assistance continues to be provided in debt management (Mozambique, like many SADC countries including now South Africa, uses the Commonwealth Secretariat Debt Recording and Management System or CS-DRMS) and in agriculture.

Technical assistance to Mozambique in electoral matters began in January 1991. In April 1994, the independent chairman of the newly appointed National Elections Commission, which consisted of representatives of the Government, RENAMO and the 'non-armed parties', asked the Secretariat to organise a seminar to review the issues involved in establishing an independent and impartial electoral commission and in running free and fair elections. The chairman of the Ghana Electoral Commission, together with electoral commissioners and other electoral officers from Commonwealth countries in Southern Africa, and representatives of South Africa's Independent Media Commission met with their Mozambican counterparts. The seminar was held with the encouragement and active participation of Onumoz.

In May 1995, the Commonwealth worked with Unesco and the European Parliamentarians for (Southern) Africa to organise a study visit by Mozambican parliamentarians to South Africa and Malawi. In June 1995, two Mozambican senior electoral officials joined their colleagues from African members of the Commonwealth in a regional workshop on election management.



*With peace in Southern Africa
comes the hope for development*

Agricultural Training in Mozambique

Following the devastation of much of its rural infrastructure by war and drought, Mozambique is now trying to re-establish its agricultural base, as refugees and displaced families return to their homes. During the war, farming ceased in many areas, traditional varieties were lost, and support and marketing services disrupted. In some regions, NGOs have set up their own agricultural support and extension services, but limited resources and manpower constrain Provincial Departments of Agriculture from co-ordinating these independent efforts and initiating new activities.

Peace in Mozambique has made it possible for technical assistance and training, previously concentrated largely on the capital, Maputo, to penetrate more deeply into the provinces and rural areas. Agriculture was therefore identified as a priority for the Mozambique-Australia Human Resource Development Programme, a three-year AusAID-funded programme which started in July 1994. Agricultural extension was felt to be particularly important, but one difficulty for external trainers was the low-level or non-existent

knowledge of the English language among potential trainees.

After wide consultation, the Secretariat drew up a proposal with the Mananga Management Centre in Swaziland for a six-week special course, 'Training of Trainers in Extension Management' (TOTEM). Two extension officers were selected to attend from each Provincial Department of Agriculture. The first three weeks consisted of intensive English-language training at Mananga, followed by three weeks of technical work.

Months later, all participants could point to new ways of working which they had adopted; one had for the first time drawn up and submitted his own budget to an international donor and had it accepted; others had started new extension programmes; several said that the module on adult learning had helped them communicate more effectively with farmers.

As a result, a more specialised course on the Training and Visits extension system was run at Mananga in May 1995 using the same pattern. A second TOTEM course is planned for September 1995. When these two courses have been completed, the programme will have trained about half of the senior agricultural staff in the provinces.



Mozambique tries to re-establish its agriculture base

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GENDER INTEGRATION: TOWARDS TRUE EQUALITY

Although some progress has been made towards achieving gender equality, the reality for most women still falls considerably short of the vision expressed by Commonwealth Heads of Government in 1993 of 'a world in which women enjoyed their full rights and were equal partners in shaping the economic, political and social development of their countries'.

In early 1995, a new Commonwealth Plan of Action on Gender and Development was formulated, drafted first by an Expert Group set up in 1993 by the Secretary-General, then circulated to Ministers Responsible for Women's Affairs, and agreed in principle in June 1995 by heads of women's bureaux at a pan-Commonwealth meeting. This Plan is the Commonwealth's special contribution to the Fourth World Conference on Women in Beijing, China, in September 1995.

The 1995 Plan of Action goes beyond requiring equal opportunities for women. At its core is the determination to accelerate women's empowerment.

It presents a vision in which 'the Commonwealth works towards a world in which women and men have equal rights and opportunities at all stages of their lives to express their creativity in all fields of human endeavour, and in which women are respected and valued as equal and able partners in establishing values of social justice, equity, democracy and respect for human rights'.

The Plan formulates a gender and development policy and strategy to the year 2000 as a major step forward to put the Commonwealth at the forefront of international efforts to achieve gender equality. It provides a package of interrelated objectives and actions in both the political and socio-economic spheres from which governments can choose the approach that best suits their national requirements.

Most significantly, the plan shifts the emphasis of action from 'Women and Development' to 'Gender and Development', setting gender integration as a new direction, to include advocacy, planning and



Training women trainers in resource development in Dhaka, Bangladesh

monitoring of gender concerns in all areas and at all levels of government. The Plan aims to strengthen institutional arrangements and processes that are necessary for both governments and the Secretariat to implement it, setting out interrelated priority issues of special concern to the Commonwealth. The aim is equality and equity of outcomes for women.

The Plan's success will depend both on the commitment of member governments and on the effectiveness of gender management systems in each country. The Plan requires governments to put in place national strategies for implementation and urges the strengthening of national women's machineries—be they women's bureaux, ministries responsible for women's affairs, or dedicated units or officers responsible for mainstreaming gender.

The Secretariat will provide a range of technical assistance to help governments establish gender management systems and facilitate the initial stages of gender mainstreaming and management. The Plan also requires that the Secretariat adopt special measures to strengthen its capacity to provide gender-inclusive and women-specific functional and technical assistance to governments. It is also required to become itself an example of good practice. The Plan will be monitored through the Commonwealth's special reporting and consultative processes.

The Secretariat has already begun implementing sections of the 1995 Plan by ensuring that gender issues are incorporated into all divisional programmes and activities. These are described elsewhere in this Report. Gender-planning workshops for senior staff designated as divisional gender focal points have also been carried out.

Women's Rights as Human Rights

The Secretariat promotes the implementation of international legal instruments which contribute to equality of women's human rights, such as the Convention on the Elimination of All Forms of Discrimination against Women, the Declaration on

Elimination of Violence against Women, and the Convention on the Rights of the Child.

In collaboration with the Government of Zimbabwe, an Africa Regional Judicial Colloquium was organised in August 1994 at Victoria Falls, Zimbabwe, where senior judges considered the domestic application of international and regional human rights norms as they specifically relate to women. This was the first Commonwealth meeting of judges devoted to the human rights of women. At its conclusion, participants issued the Victoria Falls Declaration of Principles on the Promotion of the Human Rights of Women.

The Secretariat also helped the Government of Namibia organise in June 1995 in Windhoek a national seminar for magistrates and judges on the domestic application of international legal instruments which promote women's rights as human rights. Gender issues were also incorporated into the agenda and final report of a pan-Commonwealth workshop on Democracy, Human Rights and Development held in June 1995 in Colombo, Sri Lanka.

Women in Democracy, Decision-making and Politics

At the Cyprus CHOGM, Heads of Government reiterated their belief that the Commonwealth should work towards a world in which women enjoyed their full rights. At their meeting earlier in 1993, Ministers Responsible for Women's Affairs had agreed that Cabinet and party members should be sensitised to women's democratic rights and to the barriers which needed to be removed.

Among the Secretariat responses are the development of a handbook on *Women in Politics: Issues, Problems and Strategies for Action*, focusing on the experiences of successful women politicians at parliament and Cabinet level. Case studies have been drawn from 11 Commonwealth developing and developed countries on obstacles encountered by women as they tried to enter politics, and the strategies and mechanisms which enabled more women to enter parliament or to improve their contribution in parliament.

Women as Environmental Managers

In many developing countries, women are directly dependent on the natural resource base and sustainable natural resources for the survival of their families. They are therefore the natural environmental managers of parts of the Earth.

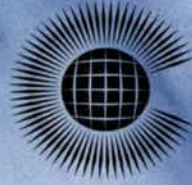
In recognition of this, Heads of Government and Ministers Responsible for Women's Affairs urged member governments in 1993 to implement Agenda 21, the Earth Summit Programme of Action on Environment and Development, particularly Chapter 24 which focuses on women.

Ministers emphasised that women needed to have access to education and training if they were to be effective as environmental managers.

In 1994/95, the Secretariat continued to develop training materials on women and the conservation of natural resources, a programme initiated in 1989. Trainers' manuals are being developed as a series for Commonwealth regions. *Women and Natural Resource Management: The Caribbean Experience* and two manuals for the Asia and South Pacific regions will be published. In addition, a video has been produced on the life of the Amerindian women in the Iwokrama Rainforest Programme area in Guyana.



Working towards a world in which women and men have equal rights



**Economic Growth and
Sustainable Development**

Section Two

MANAGING ECONOMIC CHANGE

Of the 51 Commonwealth members, 47 are developing countries, for the most part engaged in finding ways of developing their economies and reducing poverty. For them, progress in social and economic development is indispensable for the stability of their political institutions and continued adherence to the Commonwealth's fundamental values.

Policy-makers in many member countries have been implementing bold structural adjustment programmes with the support and encouragement of multilateral financial institutions. The short- and medium-term costs in socio-economic terms have sometimes been high. The Commonwealth can help them to implement economic reform programmes, to address their large debt problems and benefit from the new international trade agreements.

The Secretariat does this through promoting consensus and policy development on national and international economic issues, helping governments achieve sound economic management based on market forces and promoting private sector development and investment flows. In addition, it undertakes specific activities to support members' development efforts.

The main forum for building pan-Commonwealth agreement on economic policy is the Commonwealth



On the fast track for growth... here Singapore leads the way

Finance Ministers' Meeting, held just before the annual International Monetary Fund (IMF)/World Bank meetings. The ministers focus on special themes, often on economic reform and the effects of reform packages on national economies, and on debt. The special theme for 1994, the year marking the 50th anniversary of the Bretton Woods Conference, was 'The Bretton Woods Institutions and the Commonwealth Experience'. Among other issues, ministers discussed how vulnerable groups could be protected from the impact of economic policy reforms.

The Secretariat, meanwhile, continues to offer practical assistance to governments in managing economic change. In 1993/94, a new Management of Economic Policy Reforms Programme was initiated by the Secretariat at the Indian Institute of Management in Ahmedabad. This CFTC-funded programme is designed to develop a cadre of top civil servants responsible for administering complex economic reform programmes in their countries. The programme has since developed into a joint project with the University of Nairobi, Kenya, and in two years more than 50 top civil servants have been trained in Ahmedabad and 40 in Nairobi from 28 different Commonwealth countries. Workshops for policy-makers have also been held and research covering eight Commonwealth countries generated 11 case studies on economic management which are used both as teaching materials and as examples of policy formulation.

In response to requests from governments, the Secretariat has shifted emphasis in 1995 and is sponsoring, through the CFTC, regional policy workshops dealing with issues related to post-structural adjustment strategies for developing countries to manage the challenges of the global market.

The Problem of Debt

The debt burden of the poorest countries has been of special Commonwealth concern for many years.

British initiatives at the Commonwealth Finance Ministers' meetings in 1987 (resulting in the 'Toronto terms') and 1990 (the 'Trinidad and Tobago terms') have substantially assisted in influencing the Paris Club to increase debt relief. For a number of countries, however, even the full implementation of the Trinidad and Tobago terms would not be sufficient to ease their debt position.

At their meeting in Malta in September 1994, the Finance Ministers welcomed the proposal by the British Chancellor of the Exchequer that multilateral debt be further eased by offering easier repayment terms on concessional loans from the IMF's Enhanced Structural Adjustment Facility to the poorest, most indebted countries which have shown the greatest commitment to economic reform. He proposed that such a scheme be financed by the returns on investment from the phased sales of a small part of the IMF's gold reserves.

Since then, this proposal has been further elaborated with respect to the debt owed to the World Bank and the Secretary-General asked the Group of Seven (G-7) Heads of Government of industrialised countries to give serious consideration to the proposal at their summit in Halifax in June 1995. At the same time, the Secretariat began a review of the multilateral debt problem and the implications of the British Chancellor's proposal.

The Secretariat, meanwhile, continues to offer member countries a package of assistance in debt and aid management based on the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) software which it launched in 1985. In the past two years, four additional countries, Lesotho, Malawi, Namibia and Swaziland, have become recipients of this assistance and a request from South Africa is being assessed. Altogether, 35 member countries now participate in this programme.

The Secretariat seeks to add value to its work in debt and aid management by collaborating with other agencies. It has a joint project with the Asian Development Bank to provide technical assistance

to 10 South Pacific countries and is providing technical assistance to the Eastern and Southern African Initiative in Debt and Reserves Management (ESAIDARM) to enable it to improve the services which the Secretariat is now providing to countries in that region.

In the Caribbean, the Eastern Caribbean Central Bank is already functioning effectively as a resource centre, assisting the Secretariat in servicing debt and aid management projects in the region and responding to *ad hoc* requests. In the past two years, the Secretariat has also been working with the World Bank in Tanzania and Mozambique on debt management issues.

Increasing priority is being given to assistance in the management of development resources, including aid. A regional seminar on effective aid management, designed to enhance the capacity of governments to develop strategies to improve the efficiency and effectiveness with which they managed these resources, was held in 1994 in Accra, Ghana, with participants from five Commonwealth African countries and Mozambique. Subsequently, one of these countries obtained British Council funding for a similar country-level seminar which the Secretariat was asked to organise.

International Trading System

When Heads of Government met at the Cyprus CHOGM, the Uruguay Round of multilateral trade negotiations had still to be concluded. To press home the importance they placed on a successful outcome to the Round, the Heads sent a ministerial mission to major capitals of the world (Washington, Tokyo, London, Bonn, Paris, Geneva and Brussels) to urge key participants to negotiate positively and flexibly.

The eight-day mission in November 1993 comprised the Hon Branford Taitt, Minister of Foreign Affairs, Barbados; the Hon Dr Kwesi Botchwey, Minister for Finance and Economic Planning, Ghana; the Hon Dato' Seri Rafidah Aziz, Minister of International Trade and Industry, Malaysia; and the Hon Anil K Bachoo, Minister of Trade and

A Decade of Service

The Commonwealth marks a decade of assistance in debt and resource management in 1995. The programme was launched in response to the debt crisis which engulfed a number of countries in the early 1980s and focused attention on the critical need of debtor nations for maintaining up-to-date and accurate records of their debt stock.

In recognition of this need, the Secretariat developed a comprehensive package of advisory services centred around the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS), a software package developed in-house with CFTC funding. The package is now in operation in 40 Commonwealth and nine non-Commonwealth countries across 75 sites.

The programme of advisory services itself has also matured and is now focused on providing assistance in the following areas: policy advice on the contracting and management of debt, including debt rescheduling; advice on establishing aid and debt management units and on the necessary institutional arrangements; capacity-building for operational senior staff through training and seminars; and provision of the CS-DRMS software along with related documentation and training.

In developing the debt programme, the Secretariat has built a wealth of in-house knowledge and expertise which continues to be recognised and valued by member governments and other international assistance organisations, such as the World Bank, Britain's Crown Agents and Canada's International Development Research Centre (IDRC). This expertise has enabled the Secretariat to establish long-term co-operative relationships with these organisations.

A number of activities have been organised jointly by the World Bank and the Commonwealth Secretariat, including the establishment of the

Eastern and Southern African Initiative in Debt and Reserves Management (ESAIARM) to which the Secretariat provides technical assistance. The Crown Agents and IDRC have both signed licensing agreements with the Secretariat for the supply of CS-DRMS to non-Commonwealth countries. Under these agreements, IDRC has already established debt projects in Bulgaria, Thailand and Laos. The Crown Agents is in the process of establishing a project in Nepal and other Eastern European countries have expressed a strong interest.

Secretariat collaboration with the IDRC has included IDRC funding of the development of a French-language version of the CS-DRMS software for use in Francophone countries. This version, which was released in 1994, has already been installed in Benin, Cameroon and Mali.

In the delivery of services, a strong emphasis continues to be placed on capacity-building. Regular training courses dealing with debt issues and the use of CS-DRMS for debt management continue to be organised. In the two years since mid-1993, two such courses were held in London in addition to regional courses in The Gambia and Namibia. Two executive-level programmes in debt management strategies and techniques were also held in India in collaboration with the Institute for Financial Management and Research.

In view of the continuing demand for Secretariat expertise in this area, the overall programme itself continues to evolve to reflect changing needs and developments in the debt situation. To mark the tenth anniversary of CS-DRMS, in June 1995 the Secretariat arranged a meeting of 25 advanced users of CS-DRMS representing 20 countries and other international organisations in London. This meeting took stock of experiences gained in the past decade, and 'brainstormed' future directions for the programme and the future development strategy of the CS-DRMS software.

Shipping, Mauritius. They were accompanied by the Commonwealth Deputy Secretary-General (Economic and Social Affairs). The mission ensured that the voice of the Commonwealth did not go by default.

The successful conclusion of the Round in December 1993 renewed confidence in the multilateral process among Commonwealth countries. It also gave an impetus to greater integration of the developing countries into the multilateral trading system, and heralded increased market liberalisation and a strengthened set of rules and institutional structures, including the transformation of the General Agreement on Tariffs and Trade (GATT) into the World Trade Organisation (WTO).

The Secretariat is seeking to promote consensus on most items on the post-Uruguay Round agenda by a series of analytical reports and consultations. It is examining the implications of the Uruguay Round for the economies of member countries and assisting them to formulate policies to take advantage of new trading opportunities. Policy advice and assistance were provided to seven member countries, Bahamas, Kiribati, Papua New Guinea, Seychelles, Solomon Islands, Tonga and Tuvalu, on the merits and procedures for acceding to the WTO. As a result, Papua New Guinea and Solomon Islands have decided to apply formally for WTO membership and the others have the matter under active consideration.

The Secretariat has also responded to requests from governments on new issues on the international trade agenda. Preliminary work was started on trade and environment, which is being examined by the WTO. Particular attention is being paid to the future of preferential trading arrangements benefiting developing countries. The Secretariat was instrumental in mobilising support among non-ACP (African, Caribbean and Pacific Group) Commonwealth countries for the EU-ACP request to obtain a GATT waiver for the Lomé Convention. The waiver would ensure the continuation of Lomé IV up to the year 2000 without being challenged in the WTO.

The Secretariat supported the ACP Secretariat

in the negotiations with the EU on a mid-term review of Lomé IV in the context of the Uruguay Round. Trade policy options for Caribbean member countries in the context of the North American Free Trade Agreement (NAFTA) and Free Trade for the Americas have also been examined.

Regional Co-operation

The lack of effective implementation of agreed protocols and decisions has been identified as one of the major problems hindering regional co-operation and integration in developing countries. Some of these agreements are too ambitious and do not take sufficient account of the political, economic and cultural realities of the member states.

At the request of the Economic Community of West African States (ECOWAS), the Secretariat is assessing the impediments to implementing the trade facilitation measures adopted by ECOWAS member states. Its recommendations will be presented to a meeting of senior government officials and private sector representatives.

In other regions, work is being undertaken to provide an assessment of the economic implications of intra-regional trade in the Southern African Development Community (SADC) countries. The findings of the assessment will be reviewed at a SADC expert group meeting in March 1996 and a SADC ministerial meeting two months later.

Monitoring International Development Policy Issues

The Secretariat helps small or poor Commonwealth countries which are unable to be represented at key fora by monitoring major developments in international discussions and negotiations on economic and development issues and reporting on them in its quarterly publication, *International Development Policies*. Through this journal, policy-makers in Commonwealth capitals, economic officials in major international institutions and other subscribers are kept up-to-date with the increasingly complex and numerous developments at UN bodies, the Bretton Woods institutions and the WTO.

Trade Policy and Promotion Assistance

In the aftermath of the Uruguay Round, the Secretariat has continued to support member governments' efforts to expand, diversify and make better use of their trading opportunities. Attention has focused particularly on three activities: pan-Commonwealth, regional and country-level assessments of the implications of the Uruguay Round; exploring ways of promoting greater involvement of the private sector in trade policy formulation and implementation; and identification and exploitation of new export markets.

Conscious of the technical complexity of the Uruguay Round agreements and of the human resource constraints faced by developing countries, the Secretariat has sought to help them with the interpretation and implementation of these agreements. It has prepared a number of analytical and policy-oriented reports and supported national workshops in Jamaica and Lesotho. It has also supported regional workshops in Zimbabwe for Commonwealth countries in Africa, organised in collaboration with UNCTAD,

and in Jamaica for Caribbean members. The private sector fully participated in the workshops.

Given that the full implications of the impact of the Uruguay Round agreements will become more evident with their implementation and that further negotiations in a number of areas have already been scheduled, the Secretariat has helped member governments to become more involved in the WTO process. Furthermore, the WTO has a much broader remit than the GATT and the requirements of its membership leave no room for choice in observing obligations.

For a number of developing member countries, Uruguay Round agreements will involve transitional costs of adjustment. The Secretariat is seeking to mitigate these costs, especially those associated with the erosion of preference margins and possible higher costs of food imports, by, for example, supporting efforts to improve the trade protocols of the Lomé IV Convention as part of the mid-term review of that agreement.

Some indications of the likely gains for Commonwealth developing countries as a result of the Uruguay Round are provided in the table below.

Some results of the Uruguay Round*

Sector	Tariff reduction (%)	Commonwealth developing countries with 'high export interest'**
Wood, pulp, furniture, paper	69	Ghana
Metals	62	Sierra Leone, Zimbabwe
Non-electrical machinery	60	Singapore
Mineral products	52	Sierra Leone, Zimbabwe
Electrical machinery	47	Malaysia, Singapore
Chemicals & photographic supplies	45	Jamaica, Namibia
Textiles & clothing	27	Bangladesh, India, Pakistan, Sri Lanka
Leather, rubber	18	Kenya, Nigeria

* Source: Adapted from GATT (1994) **'High export interest' denotes countries where exports of the products cited exceed 20 per cent of total exports

MOBILISING THE PRIVATE SECTOR FOR DEVELOPMENT

With official development assistance stagnating in recent years and in line with the desire to achieve sound economic management based on market forces, Commonwealth governments have increasingly sought to promote the private sector and to attract private capital for development. Although there has been a surge in private flows to developing countries, these have been concentrated in a relatively few countries. The Secretariat has therefore also sought to help member countries to evolve new ways of attracting foreign investment.



Southern African countries working towards more regional co-operation

Thus, the Secretariat has established a Commonwealth Business Network aimed at strengthening the role of private business organisations throughout the Commonwealth in promoting international flows of trade, investment and technology and the development of the small business sector.

The Secretariat has implemented three interlinked projects with CFTC funding in Tanzania, where for years enterprises were publicly owned. Assistance has been given in preparing five state enterprises for privatisation. A blueprint and enabling legislation for a collective investment scheme were developed to channel small savings into investment in the newly privatised companies. A regulatory

framework was also prepared for an interim share trading facility and stock exchanges.

In Ghana, following earlier assistance in establishing a stock exchange, the Secretariat has helped to update the Companies Act in the light of developments in the capital market, as well as to revise the legal framework for collective investment schemes. It is also examining the country's entire legal system to identify impediments to the conduct of commercial activity. Advice on the regulation of the securities industry has been given to Bermuda, Mauritius and Uganda.

Investment Funds

The Secretariat has been particularly active in the promotion of privately owned and operated investment funds on international capital markets, which provide a rapidly growing source of portfolio equity capital to developing countries. An early example was the Commonwealth Equity Fund (CEF), launched in September 1990 with a capital of US\$56.6 million. This fund's achievements include its initiation of external portfolio investment interest on a pan-Commonwealth basis, with its early investments in Bangladesh, Pakistan and Sri Lanka predating those of other foreign funds; its help in developing the capital markets of some Commonwealth countries; and the excellent returns it has generated for its shareholders (20 per cent on an annualised basis up to September 1994).

At the request of Caricom, the Secretariat has also examined the feasibility of a Caribbean Investment Fund, which would invest not only in existing shares, but also primarily in businesses not yet listed on Caribbean stock exchanges. A proposal for such a fund has been accepted by Caricom Heads of Government and they have also agreed to policy concessions which host governments would offer as incentives for investors.



Options were identified for the privatisation of the state-owned broadcasting corporation in Barbados

In 1993, Commonwealth Finance Ministers endorsed a proposal for the establishment of an Emerging Commonwealth Privatisation Fund (ECPF). Due to unfavourable market conditions, however, the launch of this fund was postponed. At the same time, consultations with the Commonwealth Development Corporation (CDC) and other key market players revealed a need for change in the ECPF. As a result of these consultations, agreement has now been reached with the CDC to refashion the original concept and launch a new Commonwealth Private Investment Initiative. Finance Ministers are to consider the proposal when they meet in October 1995.

Under the CPII, a co-ordinated series of regional investment funds and other structures will be set up to mobilise capital for the private sector and help privatise public enterprises in Commonwealth developing countries. The first such fund is to be set up in Africa in early 1996. CDC will manage the fund and provide initial seed capital of US\$25 million. It is expected that additional funds of \$25-50 million will be mobilised from other Commonwealth and private sector sources.

More recently, the Secretariat received a request from the Common Market for Eastern and Southern African States (COMESA) to facilitate the establishment of an investment fund for the region. The Secretariat undertook the necessary

investigations and concluded that such a fund would be feasible, especially if it were structured in a way that would both allow portfolio investment in listed companies and provide capital for new and expanding private businesses.

Foreign Direct Investment

Foreign direct investment (FDI) flows have tended to be highly concentrated, with the majority of countries in Africa, the Caribbean and the Pacific not benefiting significantly. The Secretariat has therefore embarked on a project designed to assist member countries to attract such investment from new sources. Reports on new sources and forms of FDI, 'soft' infrastructure, and promotion strategies and capacity-building are being prepared.

The report on new sources and forms of FDIs undertakes a detailed examination of recent trends in such flows to developing countries and seeks to identify new ways of attracting FDIs and to assist in the design and implementation of policies to help such investment inflows.

The second report examines the role of 'soft' infrastructure in crafting a successful FDI policy. This includes issues important for the creation of a business-friendly environment, including local accountancy practices and how they impact on investment decisions, international compatibility

of the accounting and legal framework, reform of accountancy practices, weaknesses in the legal framework for the corporate sector and financial market, the role of the tax regime and problems of tax administration, development of the services sector, foreign exchange regulations and their administration, and other elements which impact on doing business in developing countries.

A third report on promotion strategy and capacity-building will examine the weaknesses of existing strategies and seek to identify steps that could be taken by Commonwealth countries to develop a comprehensive foreign investment package.

Privatisation

Since the 1980s, the Secretariat has developed policies and provided technical assistance to support privatisation programmes in member countries. Under a project entitled 'Removing Impediments to Privatisation', the Secretariat has been examining the major causes of the slow implementation of the privatisation programmes in Africa, looking at the experiences of and lessons learnt from Eastern European and other countries in applying mass privatisation techniques; and assessing the relevance of these techniques to Africa.

In 1994/95, a series of regional workshops was organised in Africa, Asia/Pacific and the Caribbean to provide opportunities for the senior officials who are directly concerned with privatisation to meet one another, share experiences and assess the impacts of privatisation to date. The Secretariat has also provided assistance to Sri Lanka in establishing a body to service the Public Enterprise Reform Commission, and in launching a wide-ranging programme of reform of the public enterprise sector.

In-house Secretariat consultants have given advice on the legal, economic and management dimensions of specific privatisation projects, as well as on general strategy. This has been supplemented with external consultants where appropriate. Barbados received assistance in privatising its two state-owned oil and gas companies and in identify-

ing the options for the privatisation of its state-owned broadcasting corporation.

In Guyana, in addition to enterprise-level advice on a group of enterprises selected for privatisation, the Secretariat undertook a diagnostic review of the Government's general privatisation strategy. Other governments which have received enterprise-level privatisation assistance have included Ghana, Tanzania, Trinidad and Tobago, and Zambia. Capacity-building has been promoted with a series of regional workshops on privatisation in Africa, Asia and the Caribbean. In addition, specialised training programmes at pan-Commonwealth and regional level have been developed for the top management of state enterprises facing privatisation. This training is then linked with consultancies and other technical assistance to help governments implement change.

Financial Services

The Secretariat provides assistance to help member countries develop efficient and competitive financial services markets. Short- and long-term consultants and experts have been appointed, through the CFTC, to help restructure banks and financial institutions and develop computerised systems in banks. Financial specialists, banking operations experts, bank managers as well as banking legislation consultants have been sent to a number of countries, such as Bermuda, Ghana, Sri Lanka, Tanzania, Uganda and Vanuatu.

The Secretariat has also supported training programmes in banking, financial management and computer training to meet regional needs, and experts have been provided to assist in the development of insurance services. In addition, some countries have received assistance in putting in place a regulatory framework for non-banking financial institutions, and in one instance to refine commercial loans.

Private Finance for Infrastructure Projects

Public finance constraints, and the need for efficiency to meet rapidly expanding demand, have led

a number of Commonwealth developing countries to seek private finance for infrastructure projects. Some countries, especially in Asia, have sought private sector investment in such projects, usually on a 'Build, Operate, Own' or 'Build, Operate, Transfer' basis. Attracting private participation has, however, proved extremely complex and difficult.

The key issues involved are the thinness of domestic capital markets relative to financing needs for infrastructure projects; the need for policy changes in relation to the legal framework, pricing structure, fiscal treatment and compensation rights; the problem of transfer and conversion risks; and the availability of guaranteed financing. The Secretariat has commissioned a report on the subject which will seek to identify ways of overcoming the problems.



*Attracting the private sector
to play a greater role in development*

Financial Services in Mauritius

Putting an appropriate regulatory framework in place is a vital part of the process of mobilising capital for development. Since January 1994, the Secretariat has been helping the Government of Mauritius to develop the legal, regulatory and institutional framework for non-banking financial services covering the insurance business, international business activities, the securities industry, collective investment schemes and non-banking specialised institutions.

It has helped in the preparation of a draft Bill to establish a Financial Services Authority. This Authority will integrate all the existing non-banking supervisory authorities under its single umbrella and take up the regulatory functions of the various existing regulatory agencies of individual activities. Where there was no existing regulatory legislation, this was remedied.

In the course of this project, wide-ranging consultations were held by the Secretariat with officials of the Ministry of Finance, the officials of regulatory bodies, the Stock Exchange of Mauritius and other officials. The Secretariat also advised on various improvements to be made to the existing securities legislation in the light of international developments. It assisted in the preparation of draft legislation to amend and consolidate the revised provisions in the form of a new Securities and Exchange Bill to be administered by the new Authority. Assistance is also being given in the preparation of separate legislation to regulate all forms of collective investment schemes.

The Financial Services Authority Bill, the Specialised Financial Institutions Bill and the Securities and Exchange Bill have been finalised and are expected to be enacted by late 1995. In addition, the Secretariat was also working on the Collective Investment Schemes Bill for enactment towards the end of 1995 when a new Companies Act is also expected to be enacted.

PATHS OUT OF POVERTY

Commonwealth concern over global poverty is rooted in its recognition that about 1.3 billion people in developing countries are poor and that half of them live in seven Commonwealth countries alone. Eighteen of the Commonwealth's countries are classed by the World Bank as being low income (with a GNP per capita of under US\$700) and a further 10 as being middle income (US\$700 to \$2,500). Fifty per cent of the world's poor children live in three Commonwealth countries.

This concern was first expressed by Commonwealth Heads of Government in the Declaration of Commonwealth Principles in 1971. At the 1993 CHOGM, Heads of Government declared their belief in the Right to Development and described this right as indistinguishable from other human rights. In particular, they emphasised that resolving related problems of poverty and food security had to remain a strategic priority for the Commonwealth if sustainable development was to be achieved.

Since 80 to 90 per cent of the poor and hungry live in rural areas, they also urged continued assistance to member countries who wished to implement better rural policies and programmes. They stressed the particular vulnerability of women and children.

The commitment to assist members to eradicate poverty is reflected in all activities of the Secretariat. Broadly, they aim to assist member countries to develop and implement sound sustainable development policies that are beneficial to all their people. At one level, the Secretariat works with other international organisations to promote a stable international economic framework within which equitable and sustainable economic progress can be achieved. At another, various economic and social development programmes foster consensus, and provide advice and technical assistance in a wide range of areas,

including economic growth, human resource development, gender equality, youth, and science and technology.

At their annual meetings, Commonwealth Finance Ministers discuss subjects which have direct implications for the poor, such as structural adjustment policies and programmes, the social costs of adjustment, social safety nets to protect vulnerable groups, especially women and children, and the debt problems of poor countries.

The Secretariat also assists countries in trade policy matters, in recognition that a more liberal trade regime would help alleviate poverty by allowing producers in poor countries to gain greater access to the markets of wealthier nations for their goods, such as textiles and clothing. The Secretariat is especially concerned with helping to meet the particular needs of small states.

Some Secretariat activities have specifically addressed poverty and food security. Rural poverty alleviation policies and programmes in Commonwealth Africa and Asia have been examined, and following the 1992 Commonwealth Consultation on Poverty Alleviation in Sri Lanka, an overall framework which explicitly included poverty-reduction objectives in policies and programmes for development was recommended. Rural, agriculture-led growth strategies, in which the poor participate fully, were seen to be essential elements.

The Secretariat continues to work in this area, especially in assisting countries to integrate gender aspects into policies on food security and rural development. Around 70 per cent of the world's poor are women and the 1995 Commonwealth Plan of Action on Gender and Development outlines a strategy to the year 2000 which will contribute towards the reduction and elimination of poverty. A project on Incorporating Gender into Food

Security Policies in Commonwealth Africa reflects the recognition of the relationship between poverty and food security. In 1994/95, experts met to develop common guidelines for the preparation of five country reports on Botswana, Ghana, Uganda, Zambia and Zimbabwe, and a detailed outline for a proposed handbook on the issue, combining suggestions and guidelines for governments, the private sector and NGOs.

Human resource development is vital in the battle against poverty. The Secretariat's efforts in this area are guided by the recommendations of a Commonwealth Working Group report, *Foundation for the Future*. Five key strategies were identified to enhance the value of human resources: well managed and more professional government, partnership with NGOs and the private sector, priority for women, mobilisation of resources, and the use of technology. In many developing countries, structural adjustment measures have had severe impacts on the education and health sectors, and thus on the poor. The Secretariat provides various types of assistance to mitigate their effects and they are described in detail elsewhere in this Report.

Commonwealth Ministers Responsible for Youth Affairs, who met in Trinidad and Tobago in May

1995, also considered a number of issues which bore on poverty and the vulnerability of young people. These include the empowerment of young women and men, particularly their access to resources and participation in decision-making, youth policies and structures and human resource development for youth.

Through programmes carried out by the Commonwealth Science Council, the Secretariat continues to promote the scientific and technological capacities and capabilities of member countries, helping to reduce poverty by facilitating improved and more sustainable economic, social and environmental development. Operating in parallel with these programmes, the CFTC provides technical assistance in a wide range of disciplines aimed at reducing poverty through sustainable development.

The Secretariat plans to act as a resource centre for 'best practice' in successful poverty-reduction programmes across the Commonwealth and as a catalyst linking funders of such programmes and implementing countries. A compendium of best practice will be developed which will be used in a series of regional roundtable workshops involving public and private sector and NGO representatives.



Eighty to ninety per cent of the poor and hungry live in rural areas

PROMOTING THE SPECIAL INTERESTS OF SMALL STATES

Small states, which make up more than half the Commonwealth's members, have special characteristics which give rise to particular developmental and security problems. Generally, these states are geographically small, often comprising a single island or group of islands, with populations of less than a million and sometimes as small as 8,000, as in the case of Nauru. Their resources can be meagre, their economies fragile, and their security vulnerable to outside forces. Many have a shortage of the skills required for sustainable development.

For many years, the Commonwealth has paid special attention to promoting the special interests of its small member states. More than half of Secretariat assistance delivered through the CFTC is channelled to small states and in the past two years, it has worked towards further sensitising the international community to their needs.

In 1993, a Commonwealth Ministerial Group on Small States met in the wings of the Cyprus CHOGM and the Consultative Group of Senior Officials, established to take its deliberations forward, has since met twice. At its second meeting in May 1995, the Group underscored the need for swift implementation of the Programme of Action, arising from the 1994 UN Conference on the Sustainable Development of Small Island Developing States, and recommended several policy measures to assist Commonwealth small states to minimise the transitional costs of adjustment in implementing the Uruguay Round agreements on trade and tariffs and to maximise the benefits which the Round could bring. It also discussed the security concerns of small states, including their representation at the UN. The Consultative Group's conclusions will be discussed at the second meeting of the Ministerial Group which will be held just before the Auckland CHOGM.

Consideration for the special concerns of small states is reflected in all activities of the Secretariat which in 1995 established an inter-divisional task force to improve the effectiveness of its assistance. These activities concentrate on supporting economic growth and sustainable development. But the Secretariat also monitors and analyses political developments and security issues of particular concern to small states and manages a Commonwealth Joint Office at the UN in New York which enables nine small member states to maintain Permanent Missions to the UN.

Economics and Trade

Among its many activities of assistance, the Secretariat is studying the impact on the economies of small states of the major agreements in the Uruguay Round, particularly the erosion of preferential access to major markets, and the effect of agricultural trade liberalisation on the economies of net food-importing countries. On the practical level, a Trade Policy Adviser in Belize is assisting that country explore new and emerging markets resulting from new trading arrangements.

Small states have benefited from policy advice and assistance on the merits and procedures of



Help for small businesses, here with costume jewellery in Grenada

acceding to the new World Trade Organisation and technical support has been given to the African, Caribbean and Pacific (ACP) countries in negotiations with the EU on continuing preferential trade terms during the mid-term review of Lomé IV.

The Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) is now installed in more than 25 small member states and five small island dependent territories and assistance has also been given with private sector development, privatisation and with expanding capital markets. A proposal for a Caribbean Investment Fund and a preliminary report on the feasibility of setting up an equity investment fund for the South Pacific are currently being examined. Consultants have helped the Government of Barbados in its effort to privatise the National Oil Company and the National Petroleum Corporation and advised on the possible divestiture of the Caribbean Broadcasting Corporation.

Technical Assistance

About 70 per cent of the CFTC-funded experts are sent to small states to fill key positions where no nationals are available and provide on-the-job skills transfer to local counterparts. These experts and the Secretariat's consultants play a particularly important role in legal drafting and constitutional advice, economic advice, infrastructure development, human resource development, natural resource management, export market and industrial development, poverty alleviation, the various service industries, including tourism, banking and finance, and a wide range of other areas.

To help countries develop their natural resources for economic growth, the Secretariat offers small states assistance in delimiting maritime boundaries, in negotiating terms for the exploitation of terrestrial and marine resources, with developing their potential as eco-tourism destinations, and in the agriculture and fisheries sectors. For example, advice has been given to the Government of Brunei Darussalam on updating its fisheries legislation and implementing a monitoring control and surveillance system. Expert help has been given to small states



Brunei market scene... diversifying the economies of small states is a priority activity

with the formulation and application of mineral policy and legislation, negotiation of investment agreements and on the promotion and development of the upstream petroleum sector. The Secretariat has involved the regional specialised bodies, such as the Caricom Secretariat and the South Pacific Forum, as a cost-effective way of delivering technical assistance to a range of small states.

Export and Industrial Development

Helping small states produce and sell their goods more successfully is important for their economic diversification and can make a valuable contribution to employment creation, entrepreneurial development and the increased participation of women in economic development. Typical of Secretariat industrial assistance to small states is a project to help Belize develop its food processing sector.

In addition, a range of programmes has been devised covering product and market identification and development and specialised support services. The Secretariat also supports the participation of small states in a training programme in export management in Singapore and facilitates exchanges of experience in export market development. For example, it helped officials from Guyana visit Mauritius to study that country's experience in developing export processing zones. All Caribbean small states will benefit from a study being undertaken for Caricom on the future of its Programme for Agricultural Development.

Environment, Science and Technology

Through some Secretariat programmes, including those delivered through the Commonwealth Science Council (CSC), the best expertise and institutions for implementing a wide range of environmental and science and technology activities are accessible to small states. For countries with small populations and meagre research facilities, appropriate use of science and technology, and assistance in environmental management, is often crucial. An expert in meteorology and climatology based in the South Pacific Regional Environment Programme, for example, assists small states in the Pacific in the crucially



Some Commonwealth programmes help small countries cope with natural disasters such as hurricanes

important area of climate change and sea-level rise.

The Secretariat has a programme of producing case studies and training to assist small island states in the Pacific and the Caribbean to manage their groundwater resources, which are often their main water source, but are very vulnerable to pollution and to salt water intrusion. It is also undertaking a similar programme to help the Caribbean reduce the impact of earthquakes and other natural disasters.

Through the CSC, the Secretariat also helps small states to draw up inventories of their biological resources and by developing a directory of relevant training materials. It has projects on renewable

energy and on groundwater resources in arid areas and is working towards a programme of awareness-raising and capacity-building to help all Commonwealth member states protect the rights to their natural and genetic resources.

Training in remote sensing and Geographical Information Systems is aimed at helping countries gain a better knowledge of natural assets such as marine resources and possible mineral-bearing geological formations. One such project involves the Caribbean and long-term expertise has been provided to establish a new Physical Oceanography Unit at the Institute of Marine Affairs in Trinidad and Tobago.

The Secretariat is also using new technology to establish efficient information-sharing networks. Several small states participate in the Commonwealth Network of Information Technology for Development (COMNET-IT), through which senior civil service and management development institutions may exchange information and experiences via computers on matters concerning public services. Malta is providing the administrative base for the network which should develop linkages with the Small Island Developing States (SIDS) Network, SIDS/NET.

Meanwhile, responding to requests from governments of small states to initiate work on the impact of natural disasters on small states, the Secretariat is to update its 1985 report *Vulnerability: Small States in the Global Society*. This would involve, among other things, the development of a 'vulnerability index' to classify small vulnerable economies.

Human Resource Development and Capacity-building

Secretariat assistance helps to strengthen the capacity of small states to plan and implement human resource development programmes. It does so chiefly by organising or supporting relevant training, study visits and individual attachments and by the provision of expertise in a wide range of areas. Small states have benefited especially from training in legislative drafting, management of ports, entrepreneurial skills, health care manage-

ment and public sector management. Assistance is often given through regional organisations.

The 1994 Commonwealth Conference of Education Ministers in Pakistan endorsed the Secretariat's work on education in small states which includes strengthening the capacities of education ministries by assisting in professional development and training in areas such as policy planning and finance. In the Caribbean, examples of such assistance include assisting Chief Education Officers to develop resource materials on the decentralisation of education systems, organising a seminar in January 1995 which identified projects for strengthening teacher-education in the region, supporting long-term courses at postgraduate and undergraduate levels at various institutions and conducting a study on the viability of distance education methods in technical and vocational education training.

Several small states benefit from a wide range of Secretariat activities delivered through the Commonwealth Youth Programme and its regional centres, two of which are in small states (Guyana for the Caribbean and Solomon Islands for the South Pacific). Small states have been assisted with developing youth policies and the regional centre for the South Pacific plans to establish a database on youth issues and programmes to assist member countries in the development of their policies and programmes.

Management and Administration

In undertaking work on the management and training of personnel in small states, the Secretariat's comparative advantage lies in its ability to provide an integrated package of training, consultancy and institutional development assistance.

In the field of public administration and management skills, the Secretariat is supporting Botswana's Work Improvement Teams programme to improve the development of public service officers. In the Caribbean, experts are filling key managerial positions in public utility companies. In Maldives, an expert is providing training in financial management to civil servants.

The Secretariat has also been instrumental in developing a comprehensive framework for administrative reform in the Caribbean and has supported the establishment of the Commonwealth Association for Public Administration and Management (CAPAM), which encourages networking among senior administrators in small states with responsibility for public sector reforms. The Mauritius civil service is being strengthened with some assistance from the Secretariat through a pilot scheme for performance appraisal and the restructuring of the Ministry of Public Service.



Small and vulnerable... many of the Commonwealth's members have fragile economies and their small populations often lack appropriate skills

ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT

Care for the environment and promoting sustainable development are reflected in virtually all Secretariat activities whose objectives are to accelerate the economic growth of member states and improve the welfare of their peoples.

The landmark Langkawi Declaration on Environment in 1989 provided a framework for Commonwealth co-operation on environmental conservation and sustainable development. At the Harare summit in 1991, Heads of Government made sustainable development and the alleviation of poverty one of their priority goals for the 1990s. At the Cyprus CHOGM they reaffirmed this priority and emphasised the need to see the commitments entered into at the 1992 United Nations Conference on Environment and Development (UNCED) translated into action.

Secretariat activities on environmentally sustainable development aim, therefore, to promote consensus-building and policy development and to strengthen national capabilities to achieve environmentally sustainable development. In particular, the Secretariat supports the development of the Iwokrama Rainforest Programme in Guyana, a major initiative launched under Commonwealth auspices on the conservation and sustainable use of rainforests and biodiversity.

In 1993, the Commonwealth Consultative Group on Environment was set up in order to give high-level attention to environmental issues of concern to the Commonwealth. In April 1995, the Group took the view that the Commonwealth had an important role to play in environmental matters, provided it was selective and focused on those areas of the international agenda where it had a comparative advantage. The Group suggested several areas for improving Commonwealth co-operation, including greater sharing of experience in environmental

management and institutional and policy development; strengthening capacities to undertake environmental impact assessments (EIAs) and exploring the use of economic instruments in environmental management; facilitating the transfer and sharing of environmentally sound technologies; and assisting the sustainable development of small states.

In addition, the Group discussed the sustainable management of forest resources and agreed that the Commonwealth was well placed to strengthen international dialogue and co-operation on forestry matters.

In the area of policy development, more attention is being devoted to assisting member countries in integrating environmental and economic policies and using economic instruments to make development environmentally sustainable. Following the completion of the Uruguay Round of multilateral trade negotiations in 1993, preliminary analytical work has been started on the link between trade and environment, an issue which is of concern to many Commonwealth countries.

Technical Assistance and Training

The Secretariat focuses on areas where it has a comparative advantage and can have maximum impact. It has developed expertise in providing assistance—rapidly, cost-effectively, and often through technical co-operation among developing member countries—to improve environmental planning and management in several countries, especially small states. It does so through training and technical assistance, and projects delivered through the Commonwealth Science Council involving the application of science and technology to the solution of environmental problems. Assistance is provided largely in such areas as biodiversity,

forestry, energy, water resources, coastal and marine resources, agriculture and fisheries, land resources, climate change and sea-level rise, health and environmental legislation.

The Secretariat assesses the environmental aspects of proposed industrial development assistance projects. If these are expected to have an adverse environmental impact, a detailed analysis of the environmental risks is undertaken. In the area of waste management, the Secretariat set up a Commonwealth Plastics Network, which has now evolved into a Global Plastics Network, on the transfer of technology to manage plastics waste. It is also working with Jamaica's Scientific Research Council to develop solutions to the problem of water pollution by effluent from rum distilleries.

Major areas of training, reflecting the priorities of member countries, have included environmental management across a wide range of sectors, and in EIA. Workshops in West and Southern Africa, the Pacific, and the Caribbean regions have helped officials from ministries responsible for planning and infrastructure gain a better understanding of the use of EIAs.

About 400 participants have benefited from training programmes and workshops in, among other fields, environmental management, pollution control, environmental assessment and monitoring, marine environmental protection, environmental health, and soil and water conservation under the Langkawi Awards Scheme which was launched in 1990/91 and ended in June 1994. The scheme was funded by the Canadian International Development Agency (CIDA).

Longer term programmes in environmental education and training have predominantly taken the form of support to individuals undertaking Masters or diploma courses in a varied range of environmental disciplines. These courses have been of particular benefit to small states. Some 20-25 awards have been made every year for such long-term studies.

Conscious that in some regions, women play

important roles in agriculture and aquaculture, the Secretariat pays special attention to activities related to women and the environment. Some of its youth projects, carried out through the Commonwealth Youth Programme (CYP), increase the awareness of young people of environmental issues and encourage their participation in activities to conserve the environment.

The Commonwealth Forestry Initiative

The Commonwealth Forestry Initiative was launched in 1993 to promote the exchange of the considerable wealth of knowledge in member countries on the management of forests. This initiative is complementary to the Iwokrama Rainforest Programme. Where Iwokrama provides an opportunity for experimentation and research in a pristine tropical forest as well as the sustainable development of forests, the Forestry Initiative disseminates experience gained from the wise management of production forests.

Member countries who have documented their experiences in the sustainable management of tropical forests include Ghana, India and Uganda. Similar reports for Australia and Sri Lanka are under preparation.

At its April 1995 meeting, the Consultative Group on Environment suggested several areas for strengthening Commonwealth functional co-operation in forestry. These included support for the Iwokrama Programme by providing funding and personnel as well as sharing expertise and information; establishing a consortium of Commonwealth institutions to support sustainable forest management; pooling such management expertise and experience and increasing awareness of its importance; securing greater integration of the industrial sector in sustainable forest management; developing inventories of forestry expertise, particularly at regional levels; and establishing much closer links between the Secretariat, the Commonwealth Forestry Association and the Commonwealth Forestry Conference.

The Iwokrama Rainforest Programme

In many Commonwealth countries, forests are a critical resource for national economic development and also provide services and livelihoods for forest dwellers. At the same time, forests perform a number of essential environmental functions. As there are no technological 'quick-fixes' to identify successful methods for conserving and using the forests' resources on a sustainable basis for the benefit of present and future generations, further research, learning and experimentation are necessary.

The Iwokrama Rainforest Programme is the Commonwealth's contribution to this research. It was launched in 1990 following the Government of Guyana's offer, at the 1989 CHOGM, to set aside about 360,000 hectares of pristine rainforest for research to demonstrate methods for conservation and sustainable use of forest resources and biodiversity. Seed-funding for this project was provided by the Global Environment Facility through the UNDP, and a number of other institutions, such as Canada's IDRC and

Britain's ODA, make important contributions.

On the Interim Board of Trustees for the Programme, the Secretariat contributes towards policy and scientific guidance. The Interim Director-General in conjunction with the IDRC is drawing up a medium-term plan (1995-2000) for the Programme and also guides the three CFTC-funded experts who are part of the Interim Management Group. These experts are expediting progress in several areas, including surveys of flora and fauna, training of Guyanese nationals in the use of Geographical Information Systems, institution-building, research and training projects focusing on Amerindian communities and the sustainable utilisation of biological resources, and the assessment of the potential for eco-tourism at the Iwokrama site. The Secretariat is also helping to finalise a legal framework for the Programme.

Once the medium-term plan is ready, a donor support group will be established to provide the core funding that is necessary to place the Programme on a sound financial footing. A consortium of scientific research institutions and a scientific and technical advisory committee will also be created in order to support the continued development of the Programme.

DEVELOPMENT CO-OPERATION: BACKBONE OF ASSISTANCE

Practical assistance is one of the primary means by which the Commonwealth helps member countries advance their economic and social well-being. This assistance is provided by the Secretariat through the Commonwealth Fund for Technical Co-operation (CFTC).

At the request of developing member governments, the Secretariat provides specialist skills which are not available, or in short supply, in these countries

through experts, advisers and consultancy services. It also organises the training of nationals in key development areas. In addition, special assistance is given to regional economic, training or other organisations to strengthen their capacities to deliver development services.

In the two years since mid-1993, more than 300 experts and consultants were sent to over 40 developing member countries, a number of dependent

territories and about 20 regional organisations. They offered advice in administrative, technical, social, managerial and economic matters, and assisted in training in a variety of disciplines. Some provided advice on developing export markets and new products or on upgrading industries and strengthening industrial infrastructure.

Experts can be placed in senior government positions where the lack of qualified nationals hinders socio-economic development, or they may help with the development of the private sector where a shortage of business, marketing or technical skills is holding up industrial or export projects.

Improving skills through training in a wide range of areas crucial for development is also a priority. In the two years since mid-1993, more than 4,000 Commonwealth nationals were trained under Secretariat programmes. Many were middle- and senior-level professional, technical and administrative managers who studied at some of the Commonwealth's best institutions, or took up practical work training attachments.



An expert helps with quantity surveying training in Mauritius

The training programmes which aim to enhance the human resources of developing member countries are also supported by integrated packages of consultancy, advice and training. These assist managers in the public and private sectors to adapt to economic reforms and restructuring and to upgrade the quality of products and services.

Secretariat training was considerably enhanced with the signing of Memorandums of Understanding with the Singapore Government in April 1994 and with the Malta Government in May 1995 establishing Third Country Training Programmes. Under these programmes, both countries will provide experts and training in a range of areas while the Secretariat will contribute additional expertise, and arrange travel and accommodation.

Secretariat in-house consultants who offer confidential services to governments in legal and economic matters continue to be a crucial part of Commonwealth development co-operation. Their work and that of technical experts and the training activities are described elsewhere in this Report. In mid-1995, a Volunteer Scheme was launched by the Secretariat in order to draw on additional expertise from Commonwealth citizens who have retired from the public or private sector but who may be willing to serve other Commonwealth countries without asking for fees other than expenses.

Sectoral Policy and Assistance

The nerve centre of the Secretariat's development assistance activities is its work in sectoral policy and assistance in pursuit of economic and social development goals. The main thrust of this assistance is in key economic sectors whose growth is crucial for more rapid overall economic development. The areas covered include industrial development, exploitation of terrestrial and marine resources, export market development, the services sector, and economic and social infrastructure.

Activities covering industrial and export market development, and the exploitation of terrestrial and marine resources are described more fully in later chapters in this Report, and assistance in the services sector and in economic and social infrastructure below.

The Services Sector

One way of helping member countries increase the level of resources available for economic and social progress is through the development of efficient

and competitive domestic markets and local financial services, managerial and marketing skills and the institutional capacity for promotion of tourism and transport services, especially in small states.

In the two years since mid-1993, experts funded by the CFTC have helped to restructure banks and financial institutions and develop computerised systems in banks. Financial specialists, banking operations experts and bank managers, as well as banking legislation consultants, have assisted in a number of countries, such as Bermuda, Ghana, Sri Lanka, Tanzania, Uganda and Vanuatu. The Secretariat has also supported training programmes in banking, financial management and computer training to meet regional needs, particularly in Africa and Asia.

Expertise has also been provided to countries such as St Lucia to assist in raising the standard of insurance industry policy and practice, and efforts have been especially made to raise local skills by providing on-the-job training.

Tourism has continued to be a very important source of revenue to many governments, especially for small island developing states. Secretariat experts help governments address tourism policy, develop tourism products and access markets as well as enhance the skills of nationals in the industry. The services of advisers in Grenada, Montserrat, Seychelles, Vanuatu and the Caribbean Tourism Organisation are examples of how small states have benefited from Secretariat assistance in this area.



Working towards better infrastructure

Economic and Social Infrastructure

Efficient transport, public utilities, better health systems and sound planning of the construction of physical assets are important foundations for economic and social growth.

In the two years since mid-1993, experts have served in the following areas: planning control and enforcement (Cyprus), quality control for building materials (Maldives), reviewing a health laboratory (Bermuda), soil and materials engineering (Grenada)



Privatisation of industry in the Caribbean with help from the Commonwealth

and quantity surveying and valuation to the National Housing Corporation (Zambia). In the Pacific, an architect and engineer have been sent to Vanuatu, an Energy Secretary provided for the Cook Islands, a marine legal expert assigned to Papua New Guinea and a technical adviser appointed to upgrade and maintain electrical power-generating and other mechanical equipment in Niue.

In the transport sector, Guyana and Tuvalu have benefited from experts in the areas of airworthiness and civil aviation, and a civil engineer has helped build roads in Lesotho.

In the area of social development, an expert has helped with consumer legislation in Cyprus, a health planner assisted with the formulation and preparation of a new policy for the health sector in Mauritius, and health policy formulation and skills development were addressed by experts assigned to the Cook Islands and Grenada.

INDUSTRIAL KEY TO GROWTH

One of the factors behind the recent remarkable economic successes of Commonwealth countries such as Malaysia and Singapore has been the growth of their industrial and manufacturing sectors. This has brought with it new technological sophistication and higher living standards which have, in turn, further fuelled economic growth.

Spurred by these successful examples, the governments of other member countries are asking for more help to develop their industrial sectors. In recent years, the nature of the technical assistance required has also changed because governments now rely on the private sector to lead the way in industrial development.

Whereas previously, much of the Secretariat's industrial assistance was aimed at filling gaps in expertise in parastatal enterprises, countries now increasingly require assistance in designing and implementing the policies, institutions and infra-

structure which will promote the development of strong private sectors and market-based economies. In addition, the smaller countries of the Commonwealth seek help to develop their small-scale industrial sectors as a means of diversifying their economies, earning foreign exchange from the export of manufactured products, increasing employment opportunities, particularly among women and youth, and developing entrepreneurial and managerial skills.

In all industrial development activities, the Secretariat takes special care to address the needs of women entrepreneurs and to build in awareness of environmental concerns.

In 1993/94, a major review of the Secretariat's industrial assistance programme resulted in the adoption of a three-pronged strategy: to offer assistance in industrial development in areas where the Commonwealth had a comparative advantage; to help member countries acquire the capability to



Getting industry moving in Africa



With the growth of the plastics industry, concern is now focused on recycling and waste management

develop and sustain their own industrial programmes; and to create an environment which encouraged market-driven industrial development.

Accordingly, projects will include the development of the small- and medium-sized business sector and informal enterprise as well as of entrepreneurship, institutional development, and the development of industrial policy and appropriate infrastructure for sustainable industrial growth.

Recent examples of projects being developed or planned within the new programme focus include assistance for the development of small-scale food processing enterprises in Barbados, Belize, Cook Islands, Kiribati, Pakistan and Papua New Guinea; entrepreneurship development workshops and small enterprise assistance in St Vincent and the Grenadines and in Vanuatu and a number of other small Pacific island states; strengthening the national Standards Bureaux in Malta and Mauritius and developing an Institute of Foundry Technology for the Caribbean; designing low-cost housing schemes in Namibia and Nigeria; assisting with setting up distillery effluent treatment facilities in Jamaica; designing and engineering a slipway for river barges in Guyana; developing an environmental

action plan for the quarrying industry in St Lucia; and developing a programme for small-scale industries in Namibia.

In the Pacific, assistance to Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu and Western Samoa has focused on improving entrepreneurship, local industrial consultancy capabilities and business management. Assistance was also provided to Brunei Darussalam and Maldives in developing a policy framework for entrepreneurship development. The need for the industrial exploitation of natural resources to promote small enterprises has also prompted assistance to Brunei Darussalam towards developing commercial possibilities for medicinal plants.

In the plastics sector, the Secretariat helped member countries look at ways of putting plastics waste to good use through recycling, which provides employment, is profitable, adds to a country's industrial base, reduces waste going to landfills and cuts pollution. A Commonwealth Plastics Network was established in 1991 through which information, such as choice of appropriate technologies, locating training institutions and cleaner production techniques, was circulated. This evolved in 1995 into a Global Plastics Network.

In Eastern and Southern Africa, the Secretariat assisted in the development of the pharmaceutical industry in Uganda, a ceramics project to produce tableware in Swaziland and a project for the recycling of plastics waste in Kenya. In Tanzania, it helped in the reactivation of a mini-sugar factory and in Namibia, the Ministry of Industry was assisted in the preparation of an action plan for the development of the small-scale and informal sector industries.

Regional Industrial Co-operation

Close collaboration has continued between the Secretariat and regional organisations. In 1993, the Secretariat completed a major study of the pharmaceutical industry in the Caricom region which addressed the specific problems and constraints of individual pharmaceutical enterprises,



*Encouragement for the exotic flower
and medicinal plant industries*

and the policy and institutional aspects at national and regional levels.

The Secretariat also collaborated with the University of the West Indies (UWI) in 1993/94 in the preparation of a study, *Selected Critical Issues Facing the Caribbean in Regional and International Economic Relations*. The industrial sector had been identified as one of the sectors vital to the region's development and the Secretariat's contribution focused on the current state of the region's industrial sector, what it would need to improve and industries and products where international competitive advantage could be developed.

Assistance was extended to SADC in the preparation of a strategic plan for the development of gypsum-based industries in the sub-region. Assistance was also provided for the development of a computerised Information Centre for the SADC Industry and Trade Co-ordination Division (SITC).

Private Sector Business Development

A healthy private sector is important if small- and

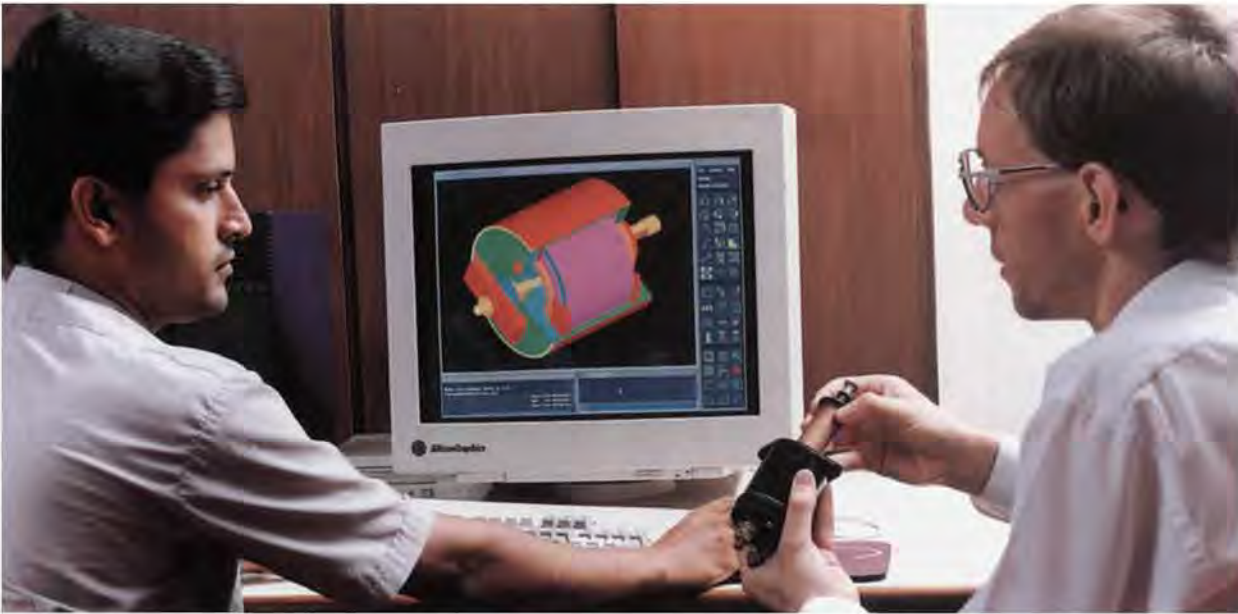
medium-sized enterprises are to survive and flourish. One of the ways the Secretariat is promoting the development of the private sector is through a Commonwealth Business Network. This network, launched in 1993, aims at strengthening the role of private business organisations throughout the Commonwealth in promoting international flows of trade, investment and technology and the development of the small-business sector.

Women are increasingly participating in small-scale industries in developing countries and special attention is given to assisting them with technical support. The Secretariat has assisted, or is planning assistance to, women entrepreneurs in a range of industries, particularly food processing, clothing, costume jewellery and handicrafts. It has also helped women entrepreneurs export their products.

Parastatals and Privatisation

As a result of structural adjustment programmes, member countries have continued to require in-depth analysis and auditing work for preparing state-owned enterprises for privatisation. In some cases, the emphasis has been on the promotion of resource mobilisation for industrial investment. In other cases, where managerial skills have been weak, efforts have been made to develop and prepare action plans for rehabilitation and 'turn-around' of state enterprises.

The Secretariat assisted the newly established Ministry of State Enterprises and Industries in Sierra Leone to examine the performance of some state enterprises and to reshape their organisational structures to facilitate their rehabilitation and better management. A loss-making parastatal/state enterprise distillery received advice from a CFTC-funded technical adviser for more than two years. Through the expert's efforts, the performances of other state enterprises were monitored more closely and effectively. Assistance in technical, and financial audit restructuring has also been given to enterprises in the Tanzanian and Zambian privatisation programmes and to the Jamaican Railway Corporation.



Commonwealth expert (right) explains solid modelling techniques to a draughtsman in a CAD/CAM centre set up with CFTC assistance in Madras, India, for a major automotive parts manufacturer

Renewable Natural Resources

The Secretariat offers a modest consultancy and technical assistance to governments in rural, agricultural and forestry development, land use management, livestock and fisheries. Priority is given to the renewable resources of forests and fisheries, where the involvement of women is especially encouraged.

Experts funded by the CFTC have been sent to countries requiring assistance in diversifying their agriculture, in livestock development and in introducing new technologies in rural development activities. The Secretariat has also acted as a broker between member governments and other donor organisations in obtaining development funding, as it did in Zimbabwe where it helped the Government negotiate finance to develop its small-scale dairy sector.

Together with non-governmental partners, the Secretariat has published two books which set out the scientific and social aspects of problems in the management and sustainable use of communal rangeland in Africa. In the Caribbean, a

study was made, with the support of Britain's ODA, of soil conservation and small-scale farming in the face of the continued loss of agricultural land on steep slopes by erosion.

The Secretariat has embarked on a programme proposed by the Government of Canada and part-funded by CIDA to review development assistance in the fisheries sector in a number of countries throughout the Commonwealth. The objectives are to review the impact, effectiveness and limitations of international development assistance in the fisheries sector and to recommend ways in which any shortcomings may be overcome.

Working with British scientists, the Secretariat has arranged a programme of training in Brunei Darussalam for government scientists responsible for the control of pests which damage local fruit crops. A scientific team visited Brunei, set in motion a trapping and identification programme and is providing technical back-up for the control measures.

The Secretariat works closely with regional organisations, such as SADC, in agriculture and fisheries matters and also supports training courses in managing rural credit and other aspects of rural development.

EXPORTS IN THE NEW TRADING ORDER

The past few years have seen a fundamental change in the global trading environment that has had far-reaching effects on developing countries. This change has been driven by a new awareness of the benefits of free trade and open competition, as well as the almost universal liberalisation of the economies of the developing countries.

The Uruguay Round of multilateral trade negotiations has been concluded, introducing a broad range of changes in global trade policy framework and practices. A single market of Europe has emerged, bringing in its wake many new product and market characteristics in the community, and the North American Free Trade Agreement (NAFTA) will pose new challenges to developing countries. The transformation of the economies of the former Soviet Union and Eastern Europe and their integration into world trading and financial systems have also brought changes. Likewise, development of the newly industrialised countries of East Asia has become more pronounced; and the Pacific Rim is developing as a major world trading partner.

The gradual phasing out of preferential access agreements means that goods from the least developed countries which do not have a competitive edge on the free market will lose their safe access to markets in developed countries. These least developed countries have only a limited time to realign their production and export strategies to adjust to the new dynamics of international trade.

The Secretariat, through the CFTC, assists member countries in improving export performance and increasing foreign exchange earnings through a range of programmes covering virtually every aspect of export promotion, trade development and export-investment. Institutional development assistance is also provided in strengthening the effectiveness of their export promotion agencies and redesigning and sharpening their export policies and strategies. Recently, it has helped in the formulation of export

and industrial development strategies and relevant institutional arrangements in Kenya.



Helping countries take advantage of the new trading environment

Trade Promotion Assistance

One of the ways the Secretariat helps countries improve trade promotion is by training local officials in export market development. In the two years since mid-1993, for example, assistance was given to enterprises in Zambia in reviewing product-

costing and pricing, and in formulating relevant policies and strategies. In collaboration with the Government of Singapore, the Secretariat has organised an advanced training programme on export market development. The programme was targeted at middle-level management officials from export promotion agencies in Commonwealth developing countries.

Included in the assistance to developing countries is a programme of integrated export marketing which helps exporters of specific products through all stages from production to market penetration by focusing on product specifications and standards, designing and packaging, and test-marketing prior to the launch of a trade promotion campaign. India and Pakistan have recently benefited from this sort of assistance.

Contact-Promotion programmes and Buyer-Seller Meets are also provided by the Secretariat to assist exporters identify and target new market opportunities overseas. Under these programmes, which are funded by the CFTC, company representatives are able to meet and display their products to prospective buyers from other countries. The Secretariat plans well ahead for these contact meetings, undertaking supply studies in the recipient country, identifying suitable opportunities in targeted markets and short-listing producers likely to succeed. Advice is also provided on the redesigning of products as well as packaging and labelling. At times, appropriate training is extended to exporters and factory staff.

In the two years since mid-1993, export promotion programmes have been undertaken for countries such as Bangladesh, Ghana, India, Lesotho, Malaysia, Mauritius, Nigeria, Pakistan and Western Samoa. In selecting producers for these programmes, the Secretariat pays special attention to women entrepreneurs.

To assist member countries improve their products to the level where they will be competitive on the free market, the Secretariat has helped countries such as Solomon Islands, Tanzania and Zimbabwe by training producers and exporters of handicrafts in



Negotiations between representatives of Trinidad and Tobago and South Korea on an export sector programme

product adaptation, quality improvement, designing, business practices, costing and pricing, and cost and quality control procedures.

Export Investment Promotion

By fostering collaboration between local and foreign firms through investments, joint ventures, transfer of technology and other related arrangements, the Secretariat has helped developing member countries increase the number of enterprises engaged in manufacturing and processing for export markets.

Trinidad and Tobago, for example, was given help in assessing the opportunities for joint venture with East Asian firms. Assistance was also given to Dominica and Western Samoa to assess their export capabilities and identify investment opportunities for the manufacture and export of their products to the United States. Jamaica was assisted in the assessment of products and product-sectors with export potential which would be capable of attracting investment from Japan.

Tourism Marketing

Tourism is a major industry for Commonwealth member countries, particularly the small island states, and earns valuable foreign exchange. The Secretariat has assisted a number of member countries in formulating and implementing tourism promotion and marketing development plans. Belize and St Kitts and Nevis have been recipients of such assistance and the Caribbean Tourism Organisation

was given help to generate statistical data that is critical to more efficient tourism planning and decision-making in the region. An intra-regional tourism market study to promote tourism within Southern Africa has also been completed.

Trade Information

Recognising the growing importance of regional groupings in international trade, the Secretariat

has produced a number of guides for business people and exporters who need information on tariffs as much as micro-level information on, for example, rules of origin and safety and environmental standards. It has produced guides for trading with the Single European Market and the NAFTA countries. Practical guides for the exporting of products such as fruits, vegetables and flowers to various markets in Europe have also been produced.



EXPLOITING NATURAL RESOURCES

Governments have targeted the exploitation of natural resources, such as minerals and petroleum, in their efforts to attract foreign investment and realise the potential of their hidden wealth. Secretariat assistance to these efforts has focused on advising these governments, on request, on appropriate legal, economic and fiscal terms for the exploitation of mineral resources, and on promotional efforts targeting international companies for investment. It has also helped countries settle maritime boundary questions and develop legal and regulatory frameworks in the fisheries sector.

Mining and Petroleum

With more countries seeking to develop their natural resources, competition to attract foreign exploration companies has become keen. Many governments have therefore turned to the Secretariat for assistance in formulating appropriate policies, for advice on competitive legal, economic and fiscal terms for the exploitation of mineral resources, and on how to attract investment. The main resources targeted by governments in the past two years were oil, gas, diamonds, gold, platinum, copper, lead, zinc and coal.

The Secretariat's in-house consultants have assisted some 15 Commonwealth countries, including several small states, in this period. In Lesotho, for example, new mining legislation has been drafted.

Legal and economic expertise has also been provided to the Governments of Botswana (in mining), India (in petroleum and mining) and Tonga (in petroleum) in reviewing their existing exploration and extraction terms. The creation of a sound policy framework and the formulation of terms conducive for foreign risk investment are the main themes underpinning all natural resource work.

In Pakistan, the Secretariat's in-house consultants helped a national task force frame a new minerals' policy. Substantial legal and economic inputs were similarly made in Namibia, Solomon Islands and Zimbabwe during the course of negotiations covering the further development of three major mineral deposits.

Advice was also offered prior to and during mining and petroleum negotiations elsewhere, for example in Grenada, Malta and Sierra Leone. Other examples of the type of activity undertaken in this period include assistance with the formulation of a new mining tax regime in Sri Lanka, with the drafting of model investment agreements in a number of countries and with the conduct of international promotion meetings for a number of governments, including that of Seychelles.

In October 1994, the Namibian Government signed historic agreements with De Beers Centenary which will govern the future exploitation of diamonds in

the country's major diamond-producing areas. These agreements were negotiated with the assistance of the Secretariat's in-house consultants. Production of very high-quality diamonds remains the mainstay of the Namibian economy and the new arrangements will bring the nation substantial economic and social benefits.

Considerable CFTC-funded technical assistance and advice has been given to Namibia since it became independent in 1990. The Secretariat helped its first international petroleum exploration round which succeeded in attracting many foreign

oil companies and then with the many complex negotiations leading up to the award of the licences under which seismic and drilling work was undertaken. The Namibian Government also requested Secretariat help when it launched its second petroleum licensing round in 1994.

Maritime Boundaries

The Secretariat assists member governments, particularly small states, reach agreement with their neighbours on an equitable delimitation of maritime boundaries. It provides legal and hydrographic assistance covering the design of maritime legislation, the construction of charts and maps suitable for boundary delimitation purposes, and assistance in the preparation for and conduct of negotiations. If a disagreement involves two Commonwealth states, the Secretariat offers legal and hydrographic assistance to both parties through external consultants, with Secretariat consultants acting as co-ordinators.

A number of Caribbean countries as well as the Organisation of Eastern Caribbean States were among those who received Secretariat assistance in this field in the past two years.

Fisheries

As part of its assistance to governments in the development of the fisheries sector, the Secretariat offers advice on fisheries access agreements and on the management of Exclusive Economic Zones. A recent example of its activities in this area is its package of services to the Government of Brunei Darussalam in creating a modern legislative and regulatory framework for the management and regulation of all aspects of the fishing industry.

This framework includes detailed provisions for the management of the fisheries industry, licensing of fishing boats, preservation of the marine environment, regulation of fish-landing complexes, and regulation and development of an aquaculture sector within the fisheries industry. The new legislative framework seeks to enhance the techniques of fisheries management, including conservation and surveillance within the waters of Brunei.



Helping with drawing up legal frameworks for the benefit of fishing industries

PUBLIC SECTOR AND CIVIL SERVICE REFORM

The past decade has seen an unparalleled debate on the size and role of the public sector. This debate has been fuelled by a growing public demand for more efficient government, changing views on the relationship between the citizen and government, and increased pressure on budgets. At its core are growing doubts about the ability of the public sector to drive development by big spending and large-scale projects and recognition that the private sector must have a greater role to play in development.

This debate has been strengthened by the recent emergence of managerial and political ideas which emphasise the significance of distinguishing between policy-makers and implementers. Combined with the renewed conviction that market competition will improve efficiency, the managerial and organisational consequences for the public sector of these ideas have been vast, particularly as in many countries the government remains the chief machinery for implementing national development strategies.

Against this background, member governments are increasingly turning to the Secretariat for assistance in many areas of public sector reform, especially in improving their ability to improve their services. The common administrative tradition that runs throughout the Commonwealth has enabled the Secretariat to continuously draw on an extensive resource of experience and goodwill to provide professional advice and technical support in key areas.

Requests are frequently made for advice or assistance in specific managerial areas of public sector reform programmes, in developing the national capacity to design, develop and sustain these programmes, and in strengthening management development institutions and supporting professional networks.

In responding to requests, the Secretariat is able to provide a comprehensive package of CFTC-funded services, providing consultancy assistance from its in-house resources and from international experts, supporting policy workshops at national, regional



Training in information technologies and management systems makes for greater efficiency

and pan-Commonwealth levels, developing strong professional networks, and providing education and training services.

Performance-oriented Public Services

Many governments have particularly requested for help in introducing performance management which is the means by which individual performance is linked to organisational goals. A major annual seminar on quality and productivity improvement in the public service, co-sponsored by the Singapore Government and in collaboration with the Civil Service Institute of that country, has to date helped equip about 50 senior officials and government ministers with better skills in this vital area of service delivery.

In Southern Africa, Secretariat advisory assistance, coupled with strategic training for senior officials and the strengthening of key national management development institutions, is contributing towards improvements in public service performance. In Mauritius, advisers from the Secretariat have helped develop and install a performance management system for the public service and in Lesotho, Zambia and Zimbabwe, advisers are assisting in the introduction of performance review mechanisms.

In West Africa, workshops for senior public service officials have built on managerial innovations identified across the Commonwealth, and in the Caribbean, the Secretariat placed an adviser with the Caribbean Centre for Development Administration (Caricad) for three months in 1994 to help with a high-level seminar on civil service reform aimed at developing a regional programme of public service improvements.

Restructuring for Flexibility

The structure of public services is changing under the demand for more flexibility to meet the expectations of the public as customer and the opportunities provided by information technology. Fewer layers, clearer objectives, and a continuous

focus on the public as customer, are the hallmarks of the new approach.

With assistance from the Secretariat, the Government of South Africa is examining possibilities for establishing a Department of Public Service and Administration, which will contribute towards the establishment of a goal-driven public service. New structures have been devised for key components of the public service in Mauritius and in Lesotho.

Such concerns are not limited to the public service alone. In Trinidad and Tobago, the Secretariat has assisted in the restructuring necessary to maximise the benefits from the merger of two large public enterprises in the energy sector. At Caricad, an adviser in public enterprise management concluded her two-year assignment in late 1994 after strengthening the organisation's capacity to undertake effective management development training programmes aimed at improving the managerial efficiency of public enterprises in the Caribbean.

Lack of skills to undertake the complex elements of a privatisation and commercialisation programme is a major obstacle to sustainable public enterprise reform. Working therefore with the Foundation for International Training in Canada and the Eastern and Southern African Management Institute (ESAMI), through a series of workshops, the Secretariat has assisted Ghana, Sierra Leone, Tanzania, Zambia and Zimbabwe to identify the steps necessary at national and regional levels to acquire the relevant skills to implement privatisation programmes.

Further support and assistance in improving the performance of public enterprises and helping them commercialise and privatise their operations have been discussed in a previous chapter.

Strategic Skills

Managing change is the central challenge for senior officials in the public sector. Leading edge training programmes have been provided through recognised centres of excellence across the

Commonwealth to equip managers with the skills to manage the changes required to support improvements across the public sector.

Training has therefore been organised for senior managers, specialists and in information management. The Commonwealth Advanced Management Programme, run by ESAMI, has to date trained more than 80 senior officials from 15 countries in strategic management skills for the public sector; and the Commonwealth Top Management Programme for Public Enterprises, which since 1993 has been held at the National University of Singapore, was specifically designed for the senior executives of state-owned enterprises.

Training has also been conducted in economic policy analysis for strategic management at the Lahore University of Management Sciences, Pakistan, and in advanced financial management, through the Institute for Financial Management and Research in Madras, India. To help civil servants understand and manage the complex process of economic structural adjustment reforms, the Secretariat commissions annual training programmes on the Management of Economic Policy Reforms at the Indian Institute of Management, Ahmedabad. This programme was extended to a joint programme with the University of Nairobi for the Africa region in 1994 and 1995, and a further joint programme with the Jamaica Institute of Public Administration is planned for the Caribbean region in 1996.

Support for the introduction of information technologies in public services has also been extended through training of information analysts,

and in information systems management and systems development. A regional training programme on information systems management has been conducted through the Malaysian National Institute of Public Administration (INTAN) where more than 40 senior managers and executives have to date acquired skills in information systems development and planning, and in utilising decision-support systems.

Training is integrated with technical assistance and advisory services to support the effective implementation of change. Experts are sometimes assigned, at government request, to assist countries in various areas of public service management or reform. For example, experts have provided training advice to middle and higher level civil service managers in areas such as taxation (Botswana and Cyprus) and accountancy (Tanzania). In the Maldives, an expert in financial management is attached to the Centre for Management and Administration, designing and delivering training programmes in various aspects of financial management, and in the Caribbean, experts have been assigned to key managerial and financial posts in utility services in Dominica and in a public enterprise in St Kitts and Nevis.

The Secretariat provides technical assistance in the development of management information systems and the utilisation of information technology. In the British Virgin Islands, a land management information specialist is assisting with a comprehensive review of land management requirements, including the incorporation of land administrative and registration processes into a computerised land information system. In Bangladesh, a long-term expert has commenced an assignment at the Public Administration Computer Centre to assist with curriculum development and computer training for public sector officials.

Networking and Institution-building

The Secretariat continues to support the development of professional networks oriented towards practical change. Through its support for regional



The Commonwealth assists in management development for the public sector

management associations, the Secretariat is positioning managers to learn from emerging best practices and to strengthen professional values within the public sector. Practical management publications and policy guides are produced to support this development.

The establishment of the Commonwealth Association for Public Administration and Management (CAPAM) marks a milestone in the move towards greater sharing of practical strategies for improvement between senior managers and officials. CAPAM is providing the opportunity for practitioners to assess concrete opportunities for progress through national, regional and pan-Commonwealth conferences. The Secretariat itself continues to support various regional associations in South Asia, Eastern and Southern Africa, West Africa and the Caribbean.

The Secretariat also assists management development institutions at all levels. It provides professional input into curriculum design, helps staff enhance their skills through academic exchanges and professional training, and contributes to materials development. Recent Secretariat assistance has enabled the development of a Masters Programme in Public Sector Management focusing on small states at the University of the West Indies and the development of a Masters in Business Administration (MBA) course in public administration at the Africa University, Zimbabwe.

With assistance from the Secretariat and the CFTC, the Commonwealth Local Government Forum is improving performance at local government level.

A Network of Best Practice

Information technology is fundamental to public sector performance improvements in two ways. Re-engineering public sector institutions rests on the ability of those institutions to take advantage of current developments in information technology for greater efficiency; but equally, electronic networking enables senior public sector officials from all over the Commonwealth to quickly share concerns and achievements and learn lessons from each other.

In 1990, the Commonwealth Network of Information Technology for Development (COMNET-IT) was established to use computer networking for the exchange of information and expertise. After five years of development by the Secretariat, in 1995 it was transferred into an independent network organisation with its own Board of Directors in Malta.

The COMNET-IT experience has led to a number of initiatives being explored for regional and global collaboration, including the UNDP sponsored sustainable development network initiative for small island states, SIDS/NET.

COMNET-IT is also developing GOVERNET, which is building networks of management development institutions and of key policy-makers with responsibility for public sector performance improvements. In collaboration with the National Centre for Software Technology in India and SangoNet in South Africa, GOVERNET has already equipped more than 40 professionals to utilise the opportunities provided by electronic networking to collaborate in all aspects of public sector strategy.

Together with CAPAM, COMNET-IT is preparing a public sector reform database, accessible via the Internet, containing details of current developments and emerging best practices. It is also establishing bulletin boards and other discussion facilities for use by CAPAM.

SCIENCE AND DEVELOPMENT

Appropriate application of science and technology is important for economic and social development as well as for the preservation of the environment. In order to help member countries face this particular challenge, the Secretariat, through the activities of the Commonwealth Science Council (CSC), has focused on three main areas of activity, biological diversity and genetic resources, water and mineral resources, and energy, which are crucial for sustainable development.

Since mid-1993, the Secretariat has continued to provide industrial support through the Chemical Research and Environmental Needs (CREN) project, in hazardous waste management and in mathematical modelling.

In carrying out these activities, a framework for South-South and North-South co-operation is provided by pooling scientific resources, knowledge and expertise from across the Commonwealth. This enhances the transfer of appropriate technology and maximises opportunities for development.

Biological Diversity and Genetic Resources

Many communities depend on biological resources for their subsistence and livelihood. Yet, as the 1992 'Earth Summit' in Rio de Janeiro noted, a number of biologically rich countries are economically disadvantaged.

Through the biological diversity and genetic resources programme, Commonwealth member countries receive practical assistance in the conservation of their biological resources and on their sustainable utilisation. Activities focus specifically on capacity-building through training, development of networks and assisting with the implementation of international conventions, such as the Convention on Biological Diversity.

Since mid-1993, more than 50 scientists, teachers, lecturers and representatives from NGOs have received assistance in training in fields relevant to the conservation of biological and genetic



A network on underutilised fruit has been set up to improve propagation, production and management of fruits

resources, such as mycology, plant tissue culture and herbarium curation. A syllabus for a 10-module multimedia training programme on biodiversity management was also developed as a joint initiative with the Commonwealth of Learning in 1994. These modules are being used for different target audiences, among them trainers in this field and policy-makers.

Part of the Secretariat's contribution to the Iwokrama International Rainforest Programme is to the research and development plan, especially in dealing with recording and encouraging ecological practices of indigenous Amerindian communities and the conservation of biological resources.

Scientific activities in agriculture have focused on two areas, underutilised fruits and the promotion of cassava as a staple crop, with a view to helping to improve nutrition and economic development.

The CSC helped set up, with the International Centre for Underutilised Crops, an Underutilised Tropical Fruit Network in Asia (UTFANET) to improve propagation, production and management of tropical fruits. Since then, other international organisations have joined the project and Britain's ODA is contributing towards the salary of a network co-ordinator. In April 1994, it was agreed to form an UTFANET Support Group and a one-year workplan was drawn up. In October 1994, a training course on plant genetic resources and their conservation and utilisation was held in Malaysia.

Cassava, a drought-resistant crop that grows well in poor, sandy soils, is being promoted in Zimbabwe as a crop which can improve the local and national economy as well as food security. Logistical, organisational and funding support has been given to the project which has also attracted support from national and international organisations. Since mid-1993, planting material has been distributed to small farmers in south-east Zimbabwe, project personnel, laboratory technicians and extension workers trained, and some commercial trials conducted. In addition, the most suitable technologies for processing cassava are being identified for adaptation and use in Zimbabwe.

The CSC has also contributed towards the design and establishment of a computerised database of legumes in South Asia.

Water and Mineral Resources

The development of water and mineral resources is strongly related to social and economic development. In many cases, the ability to provide potable water is one of the indices of development and it is now accepted that water availability is likely to be one of the major issues into the next century. Work in the geosciences and water resources is therefore important to Commonwealth countries.



In arid and semi-arid regions quality water supply is a priority issue

To help members produce targeted information on mineral resources, assistance is given in the use of geoscience database management techniques. A regional project, which started in Botswana has already been expanded to include all 11 countries in the Southern African Development Community (SADC) region and workshops have been held to define their needs. Some funding support has been received from donor agencies and development banks to implement the project.

Water is a finite resource which can limit economic growth and development. Groundwater now supplies a major proportion of the world's drinking water and is usually the only dependable source in small islands and arid or semi-arid areas. It is, however, very vulnerable to pollution and is very difficult to clean once contaminated.

To examine techniques for its exploration and management, a workshop was held in Malawi in July 1993 where scientists focused on techniques for improving its quality. Some techniques require the use of state-of-the-art technology, such as computer modelling. Countries are being helped to use computer models so as to understand groundwater systems and the CSC provides information on how to carry out modelling studies, supplies modelling software and demonstrates how such techniques could be used to assess contamination.

In September 1994, a group of experts suggested to the CSC three areas of focus for activities: water resources in small islands, arid and semi-arid lands, and water supplies in urban and rural areas. A workshop was held in Guyana for rural women to discuss methods of maximising the availability of good quality water to Amerindian women in the Iwokrama rainforest area. At the workshop, scientists introduced low cost, small-scale water treatment technology suitable for rural areas.

Work continues to help countries to eradicate waterweeds which choke waterways used for transport, fishing and drinking water. Choked waterways can cause severe social and economic problems because the rate of water loss from reservoirs and irrigation schemes is increased, the intake pipes of hydroelectric power stations clogged, a harbour is provided for disease vectors and the growth of indigenous plants and fish smothered. The worst weed infestations are caused by water hyacinth, water fern and water lettuce.

Biological control is a preferred, inexpensive, environmentally safe and permanent solution. The CSC assists and catalyses regional control programmes in Eastern and Southern Africa, through training local scientists, co-ordinating implementation of national and regional programmes and helping to establish local colonies of the natural enemies (insects or bacteria) that destroy these weeds. In February 1995, a pilot project was conducted on Lake Kyoga in Uganda to help develop a regional approach to controlling waterweeds on Lake Victoria. Another pilot project has been held on the Kafue River in Zambia.

An Integrated Pest Management Programme also aims at promoting the use of biological control techniques to combat infestations of whitefly, thrips and the Diamondback moth in the Caribbean.

Energy

There is a close link between development and the availability of high quality energy. Millions of people in the Commonwealth, particularly those living in rural areas, do not have access to mains electricity and yet the introduction of just one light point to a household can significantly improve quality of life.

The CSC focuses on rural and alternative energy projects, especially small-scale solar systems for rural areas and integrated biomass projects, and on energy conservation.

Solar power is a proven clean, cheap and renewable source of energy and even relatively small photovoltaic (PV) systems can provide sufficient power in the home for lighting kitchens and living rooms, and for small appliances. Energy requirements for small industries and schools can also be provided by suitably chosen PV systems.



Training for scientists to advance understanding of new technologies and new methods

In Tanzania, it is estimated that more than three-quarters of the population do not have electricity, and many schools, clinics and commercial establishments which are without electricity are in rural areas. With the Karagwe Development Association (KARADEA), an NGO, a regional solar training facility is being built. Courses are aimed specifically at rural-based students who are, or intend to be, involved in a rural solar industry and students from Kenya, Tanzania and Uganda have attended. In 1994, training was carried out for technicians in installing, repairing or upgrading local PV systems. Field trials are also being carried out on solar lanterns which have proved very popular as a relatively cheap and portable light source.

The CSC, in collaboration with a British private company, has proposed that renewable energy centres be established in various regions of the Commonwealth and several donor institutions have indicated their interest.

Hazardous Waste Management

Health and environmental concerns associated with hazardous wastes are of increasing concern to all countries. A project has been initiated with the Royal Society of Chemistry of Britain to enhance the scientific capability of developing countries in the management and disposal of toxic waste and the programme is being jointly executed with the UN Environment Programme.

Mathematical Modelling

Mathematical models, coupled with computer simulation, are widely used in science and engineering to study complex problems. Their low cost and flexibility offers advantages to developing countries. With funding from the Australian Government's Climate Assessment and Management Programme for Commonwealth countries, the CSC sponsored a workshop on climate data development for the Asia-Pacific region in October 1993. It is also helping to promote the establishment of regional engineering design centres in local universities as the most effective way of exploiting industrial mathematical modelling. Planning for these centres

is very advanced in Sri Lanka and in Trinidad and Tobago. Twenty participants from the Caribbean were also trained in CAD/CAM techniques at a workshop held in Trinidad in June 1994.

Remote Sensing

Remote sensing and Geographical Information Systems (GIS) offer great promise for natural resource management by providing an opportunity to relate field data to satellite-derived images. In 1993, the CSC sponsored 12 participants from Africa and South Asia at a workshop on applications of remote sensing in Madras, India, and in 1994, the use of remote sensing for natural resource management helped 22 scientists from Eastern and Southern Africa at a workshop at the University of Nairobi in Kenya. Work has begun with the Canadian Centre for Remote Sensing and the Institute of Marine Affairs in Trinidad and Tobago to develop a curriculum for potential areas of Geomatics Technology. This curriculum will be used to train technicians from small island developing states on the use of this technology in integrated coastal zone management.

Industrial Support

Accurate monitoring of chemical changes in the environment is of fundamental importance when investigating the consequences of chemical pollution. Through the provision of seed-funding and assistance with co-ordination, the CSC is an active participant in Chemical Research and Environmental Needs, an Asia-Pacific project. Since mid-1993, workshops have been held on methane emission (India, September 1993), environmental analytical techniques (Malaysia, November 1993), acid rain (Malaysia, May 1994) and pesticide residues (India, October 1994). The project aims to increase the local capability to monitor and measure important environmental parameters.

Smart Partnerships

After six years serving as a co-operative network advising member countries on integrating technology management into their socio-economic and environmental planning processes, the Commonwealth Consultative Group on Technology Management (CCGTM) has been transformed from a unit within the Secretariat into a private company limited by guarantee.

The Commonwealth Partnership for Technology Management Ltd (CPTM) went into operation with support from the Secretariat, member governments and private sector companies from a number of Commonwealth countries. It will continue the operations of the CCGTM and promote a co-operative global approach to the harnessing of technology management for development through formal and informal partnerships between the public and private sectors—'Smart' Partnerships as they are called.

The change in status was largely prompted by the need to accommodate private sector needs and the growing inability of the CCGTM, which had a relatively small amount of core funding, to respond in terms of financial support to pump-prime and facilitate the growing number of targeted activities—about 70 requests for assistance are received each year and advisory services can be carried out on only about 30. Designing a new financial and organic structure for the CCGTM seemed the answer.

Following a decision at the Cyprus CHOGM, a working group, comprising representatives from governments, the private sector, the Secretariat and CCGTM networking members, recommended the establishment of a company limited by guarantee (that is, without shareholders) to replace the CCGTM and the CCGTM/Private Sector Partnership (CCGTM/PSP) which had been launched in early 1993.

In two years, the CCGTM/PSP has attracted much

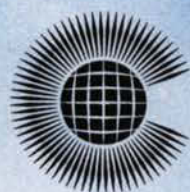
interest and involvement from banking, composites manufacturing, construction, electronics, petroleum, solar energy, telecommunications and textile companies in Barbados, Botswana, Britain, Hong Kong, Malaysia, Malta, South Africa, Sri Lanka and Zimbabwe.

The CPTM will effectively bind Commonwealth governments and private sector companies in operations of mutual benefit. As a largely decentralised, mission-oriented and customer-driven body with a self-organising network undertaking hands-on management by its participants, it will be able to respond quickly to requests from Commonwealth member countries. As with the CCGTM, it will work through co-operative action with local teams to enhance local technology management capacity, forming national consultative groups, national industry-government partnerships and nodes of excellence, as appropriate.

The CPTM will continue the operations of the CCGTM/PSP, which include CCGTM's first commercial contract, the development of an integrated strategic study (Vision 2020) in Mauritius, quality management projects in the Caribbean and assistance in resolving the implications of privatisation reforms for science and technology infrastructure. In July 1995, an annual international dialogue was launched at Langkawi, Malaysia, where representatives from governments and the private sector were brought together to share their experiences in technology management, with particular reference to best practices of 'Smart' Partnerships.

A mission, comprising public and private sector members, also visited South Africa in February 1995 to explore the benefits that the partnership's activities could bring to that country and a small team was invited by the Malawi Government and private sector to help set up a long-term strategy and to provide advice on how to improve inward investment.

A full list of CCGTM activities for 1993-1995 is at Appendix II.



Human Resource Development

Section Three

DEVELOPING PEOPLE

People are the Commonwealth's greatest asset and developing their skills and improving their welfare is crucial for economic growth and sustainable development. In the past two years, Commonwealth strategy in the area of human resource development has centred on the report, *Foundation for the Future*, which was prepared for the Cyprus CHOGM by a Commonwealth Working Group in 1993.

The report recommended five key priority areas for Commonwealth action: professionally managed government, the advancement of women and girls, innovative approaches to the mobilisation of resources, partnerships between government, NGOs and the private sector, and development of science and technology.

Heads of Government commended the report at CHOGM and the Prime Minister of Jamaica proposed a special initiative embracing the interrelated areas of education, training, research, the professions and youth affairs to ensure that the human resource development capabilities of institutions in member countries could be better mobilised.

Since then, the Secretariat has set up an inter-departmental task force to take the report's proposals further. It also called on the Development Administration Group of the University of Birmingham in Britain to help it distil the key principles from the report into an implementation plan based in part on the Jamaican proposal and taking into account institutional, structural and socio-economic factors which have a bearing on the success of national human resource development programmes.

A workshop in Birmingham in November 1994 reviewed the proposals for the implementation plan which drew in major Commonwealth stakeholders from developed and developing countries and was guided by principles of partnership, participation and capacity-building. The workshop recommended that key Commonwealth agencies,

especially regional and international training institutions, should be used in the implementation process, and outlined an implementation and dissemination model which included electronic networking.

A questionnaire and copies of *Foundation for the Future* were sent to 54 institutions in different Commonwealth countries seeking information on the state of human resource development in member countries. Analysis of the findings will assist the Secretariat to plan its activities in this area more effectively. The report was also distributed to Commonwealth ministries of education and training, labour and employment, finance and economic planning and human resource development with a request for feedback on its suggestions for ways in which the support of Commonwealth agencies and funds could be mobilised to implement its conclusions.

At their meeting in Islamabad, Pakistan, in November 1994, Commonwealth Ministers of Education endorsed the five key strategies for human resource development and called on the Secretariat to help member countries, on request, by organising, for example, regional workshops for promoting the practical application of the recommendations of the report.

The first major activity in this area was the high-level workshop for policy-makers selected from 12 Commonwealth countries held in Malaysia in July 1995. In the holistic spirit of *Foundation for the Future*, the workshop examined the application of the key strategy of professionally managed government to all the strategic targets for human resource development. It identified the need to develop and refine appropriate, practical tools to evaluate the quality and effectiveness of professionally managed government and to provide training to develop key skills.

Areas identified for action during the workshop

included the development of case studies to illustrate successes and constraints in human resource development; training of senior officials in intersectoral negotiations and management of donor agencies; development of professionalism in the government machinery; training in how to establish and evaluate quality indicators; and networking with member countries for viable interventions in human resource development strategies.

As a follow-up to the workshop in Malaysia, an expert group will meet in Hertford, Britain, in October 1995 to refine and finalise the draft report

of the workshop. The final report, which will lay emphasis on professionally managed government in relation to the key programme areas, will be refined and circulated to all member countries and will be followed by the production of resource materials. It is envisaged that training programmes and other effective interventions in the area of human resource development will follow in collaboration with member states.

The work of the Secretariat in the various areas of human resource development is described in previous as well as succeeding chapters of this Report.



Enhancing Skills

The Secretariat helps governments invest in people by enhancing specialised skills in areas of high priority. It does so through an integrated package of technical assistance and through institutional capacity-building, both funded by the CFTC. Nearly a third of the CFTC's budget is spent on developing human resources.

Technical assistance is principally provided through advisory services, assessment of training needs, policy seminars and workshops, a mix of specialised in-country training and training abroad, and customised study visits.

In the two years since mid-1993, the Secretariat has granted more than 4,000 training awards for short- and long-term training to middle- and top-level managers and officials from the public, private and NGO sectors to study at over 200 institutions, many in developing countries. Sixty-three per cent of training takes place in less developed countries.

These trainees have included new entrants to the job market as well as technical personnel in areas such as management and public administration, civil service reform, good governance and democratic practices, banking and finance, project management, integrated rural development, human resource planning and development, entrepreneurship and small business development and new technologies encompassing information technology.

Technical and vocational training is provided under the Commonwealth Industrial Training and Experience Programme (CITEP), which in the past two years has trained more than 150 engineers and technologists in fields such as maintenance engineering, computer-aided design and computer-aided manufacturing (CAD/CAM), and machine tool design, and also provided for study visits.

At the same time, the Secretariat seeks to strength-

en universities and other institutions so that they can become centres of excellence and upgrade the tuition they offer by appointing academic and technical specialists. In 1993-95, for example, assistance was given to five universities in Africa and the Caribbean to run applied Masters courses in various fields through collaboration with more advanced universities elsewhere.

Where a training programme has been highly successful, the Secretariat assists in its transfer elsewhere in the Commonwealth for the benefit of another region—a programme on the management of economic reform, for example, was recently transferred from India to Kenya. Capacity-building also takes place through an academic exchange programme where over the past two years, over 55 faculty members from 47 institutions in developing countries spent between two and eight weeks in institutions in other parts of the Commonwealth to share experiences, exchange learning materials, obtain new teaching materials and acquire new techniques and teaching methodologies.

Training and other assistance in human resource development is described in various subject areas elsewhere in this Report and a list of consultancies and projects is at Appendix II.



Training in tools technology in Nigeria which is provided under a special programme

A FOUNDATION BUILT ON EDUCATION

Education is one of the main foundations for successful and sustainable development. The Commonwealth has a long tradition of recognising its worth, and the need to broaden access to education and to support the improvement of education management and structures. As part of wider strategies to improve human resource development, Secretariat activities in this area have concentrated on improving both access to and quality of basic education, enhancing the quality of higher education and raising the quality of science, technology and mathematics education.

Basic Education

As part of global efforts to make high quality basic education accessible for all, the Secretariat focuses on strengthening the teaching profession, principally in teacher management and support, and initial teacher training. In 1993/94, the Secretariat, in co-operation with the Swedish and German development agencies, SIDA and GTZ, continued work on raising the managerial and professional skills of headteachers in Africa. Seven headteacher training modules on school management and leadership, and related training materials, have been produced, translated where necessary and distributed widely across the continent. Following their successful introduction, work has now started on the adaptation and transfer of these modules to other regions of the Commonwealth.

The Secretariat is also the lead agency for the Development of African Education (DAE) Working Group on the Teaching Profession in Africa. In October 1993 in Dar es Salaam, Tanzania, the Working Group launched a Teacher Management Support (TMS) Country Action Plan Programme to help African education ministries improve basic education and the conditions under which teachers serve, and hence their classroom performance.

Following this meeting, 10 African Commonwealth countries established Country Working Groups

and others have undertaken related studies or action. The Secretariat is co-operating with the Centre for British Teachers in Seychelles and Zambia in TMS activities and the Forum for African Women Educationalists is supporting Secretariat efforts to address teacher management and gender issues in the Country Action Programmes.

After a technical review meeting in Harare in July 1994, two commissioned studies were undertaken on the legal framework of teacher management and teacher management structures in Africa.

In May 1995, an assessment workshop for senior African educators was held in South Africa to promote new methods for assessing the suitability of staff for promotion to posts at managerial level. The workshop also identified shortcomings in management capacity and designed remedial staff development programmes.

Secretariat work in basic education also focuses on improving the delivery of education and is targeted to teacher educators. In its continuing work in South-East Asia, consultations took place to foster regional co-operation in certain aspects of teacher education, such as in the training of teachers for non-formal education. The Secretariat facilitated study visits of five educators from three countries to District Institutes of Education and Training in India and also expanded its work in teacher education to the Caribbean and South Pacific.

Much of the Secretariat's work in basic education focuses on the formal school system, since in most Commonwealth countries between 85 and 100 per cent of children go to primary school. However, it is recognised that in parts of South Asia and West Africa, difficulty of access, poverty, high costs and social customs are among the reasons why many children do not go to school. Several innovative activities are therefore being implemented by NGOs, and through partnerships between government and NGOs, to address the needs of these out-

of-school children. The Secretariat has prepared three case studies in Bangladesh, India and Pakistan and has circulated these widely.

Higher Education

At their meeting in Islamabad, Pakistan, in November 1994, Commonwealth Education Ministers re-emphasised the importance of higher education co-operation in contributing to human resource development. Secretariat activities focused on three main areas: developing the Commonwealth Higher Education Support Scheme (CHESS), monitoring and diversifying Commonwealth student mobility, and implementing the recommendations of the Commonwealth Scholarship and Fellowship Plan (CSFP) Third Ten-Year Review.



Concern over student flows continues

The purpose of CHESS is to strengthen institutions of higher education in developing countries. It focuses on staff development and management training, as well as helping improve access to academic texts and journals. The scheme is jointly sponsored and funded by Commonwealth multilateral agencies, NGOs, national governments and bilateral aid agencies.

Recognising that many universities in developing countries do not have enough funds to purchase essential academic and reference journals, representatives of leading journal publishers, distributors and donor agencies met in Britain in April 1994, to identify ways in which journals could be distributed to these institutions. An updated version of an inventory of programmes, agencies and foundations involved in the provision of books, journals

and library assistance has also been prepared for the Secretariat by the International Network for the Availability of Scientific Publications. In addition, the Secretariat, together with the Commonwealth of Learning, is exploring the possibility of using communications technology to deliver academic materials.

To support efforts to strengthen higher education management, the CFTC has allocated £150,000 annually to the Association of Commonwealth Universities (ACU) to maintain the Commonwealth Higher Education Management Service (CHEMS) which was established in November 1993. Since then, CHEMS has undertaken consultancy activities for a number of Commonwealth universities and prepared a register of consultants whose expertise can be called on in 80 specialist areas. In addition, three projects are being run with financial support from Unesco, including the development of training materials and case studies on strategic planning, a survey of the training needs of middle-level administrators and managers in Commonwealth universities, and a review of administrative computing applications being used in African universities.

Work on staff development focused largely on enhancing management skills for senior women administrators in higher education. Activities in the two years since mid-1993 included a training workshop in the South Pacific in 1994, joint publication with Unesco of a book analysing the career paths of women in higher education, and commissioning modules addressing key themes with a view to producing user-friendly resource books for trainers.

While striving to help member countries develop their own capacities in higher education, the Commonwealth recognises that there is a continuing need for students from developing countries to study abroad in order to acquire the knowledge they need to contribute to socio-economic growth in their own countries. When the traditional flow of students from developing to Commonwealth developed countries was disrupted in recent years, primarily because fees were raised in many devel-

oped countries, Heads of Government set up a Commonwealth Standing Committee on Student Mobility and Higher Education Co-operation to study the problem and recommend solutions.

The report of the seventh meeting of this Committee, entitled *Favourable Fees for Commonwealth Students: The Final Frustration*, noted in 1993 that no consensus was reached on the Secretary-General's proposals for a more favourable fee regime for Commonwealth students. The Heads accepted the report but reiterated that the promotion of intra-Commonwealth student mobility was vital to human resource development efforts and to future Commonwealth relationships, and that it should be a continuing concern of Commonwealth governments.

As an alternative mechanism, work has begun on advancing the Commonwealth Universities Study Abroad Consortium (CUSAC) which was officially launched by the Secretary-General in August 1993. A pilot group of 28 universities have committed themselves to providing opportunities for their students to study in other member universities as part of their course, and to initiate joint programmes for this purpose. After an Africa Roundtable in Swaziland in April 1994, a number of bilateral agreements were initiated and the first CUSAC students participated in the scheme during the 1994/95 academic year.



*Education in science and technology
for better development*

Meanwhile, the CSFP remains the flagship of Commonwealth higher education co-operation. Over the years, it has enabled about 20,000 scholars from 56 independent countries and dependent territories to study in other Commonwealth countries. In the past two years, the Secretariat has taken steps to implement the recommendation of the Third Ten-Year Review of the CSFP to expand the Plan. In response to the Secretary-General's call for a target of 2,000 awards annually by the year 2000, offers of places have been received from a number of new countries and major contributors have said they will maintain or increase current levels of support.

Science, Technology and Mathematics Education

Developing countries need workforces proficient in science, technology and mathematics if their industrial, engineering and research sectors are to be enhanced and able to contribute to general economic growth. Supporting governments in this quest, Secretariat activities centre around training of trainers, promoting scientific and technological literacy, training of laboratory technicians and encouraging more students, including girls, to take up these subjects.

To assist in upgrading the skills of teachers in these subjects, six monographs have now been developed for the training of trainers for use in Africa. These monographs have further been adapted for use in Commonwealth Caribbean countries and in South and South-East Asia.

The Secretariat has also participated in Project 2000+ initiated by the International Council of Associations of Science Education/Unesco to contribute to scientific and technological literacy. It is developing a booklet on teacher education for scientific and technological literacy and recently supported a workshop in Vanuatu aimed at raising the awareness of the goals of Project 2000+ among government officials and training key educators and teachers to create exemplar scientific and technological literacy materials relevant to local needs and contexts.

THE HEALTH AGENDA

Commonwealth countries have long recognised that many of the issues of most importance to the health of their people are affected by factors such as finance, development, employment, housing and public utilities. Many Secretariat activities therefore take into account health concerns when designing and implementing programmes.



Developing the management of health

The Secretariat also focuses on promoting technical co-operation which matches health resources to health needs, particularly in the priority areas of child survival, AIDS and other communicable diseases, human resource development for environment and health, and the reduction of drug abuse. Work on reducing drug abuse recognises links with a wide range of adverse health consequences, including the transmission of viruses, such as HIV and Hepatitis B, and complements legal work on illicit trafficking which is described elsewhere in this Report.

Wherever possible, the Secretariat collaborates with other international agencies and NGOs to ensure the most effective use of limited resources and to avoid duplication.

AIDS

From the mid-1980s, the Commonwealth has been involved in specific aspects of the management and control of HIV/AIDS, initially in Africa. A process of monitoring the development of national

multisectoral AIDS programmes annually has been instituted, at the request of Heads of Government, using information from the World Health Organisation (WHO) and member countries.

Effective approaches to community-based management and control of AIDS, developed in East, Central and Southern Africa, have been shared with other regions—notably Asia and the Caribbean—in collaboration with local NGOs. In the Caribbean, the development of an approach to community-based management of HIV/AIDS for a low-prevalence area started with a workshop in Jamaica in May 1994. In Asia, the Secretariat has collaborated with the Salvation Army in Bombay, India, where work has focused on the promotion of home care and training of health workers.

In 1994, the Secretariat, in collaboration with the Government of Kenya, organised a workshop on women who cope with HIV/AIDS. Participants from Kenya, Mauritius, Seychelles, Tanzania and Uganda included women who were HIV-positive, or were carers, health workers, policy-makers and health service managers. Models for successful coping at individual, family, community and national levels were developed.

The Secretariat has also undertaken an inventory and evaluation of existing education and training materials on AIDS in the Caribbean to assess gender content and develop a model framework on development of gender-sensitive educational and training materials for use at national level. This model is now being used for the development of a training video for the Caribbean.

The Africa Centre of the Commonwealth Youth Programme (CYP) has set up a regional network of HIV-positive young people who visited similarly affected young people in Ghana, Malawi, Namibia, Swaziland, Tanzania and Zambia. A regional newsletter has been started to facilitate networking among young people living with the virus and

those at risk, and national networks have been established in Ghana, Uganda and Zambia.

A publication, *HIV/AIDS Education for Out-of-School Youth*, has been developed in collaboration with Unicef and two 20-page comic books on AIDS and sexually transmitted diseases, for use as resource and training materials, have been produced – one in English, the other in French, for the South Pacific Francophone countries.

Child Survival

At the Cyprus CHOGM, Heads of Government asked Ministers of Health to monitor Commonwealth progress towards the achievement of mid-decade goals set out in Unicef's Plan of Action of the 1990 World Summit for Children. These had been outlined in a memorandum, *Children of the Commonwealth*, and presented to CHOGM. While Unicef provided data on progress in all countries, the Secretariat sent a brief questionnaire to member countries with particular interest in the potential for sharing information and expertise within the Commonwealth.

The book of government-NGO collaboration to sustain the Expanded Programme on Immunisation (EPI) in the context of primary health care has been the focus of a series of regional expert group meetings arranged by the Secretariat in collaboration with the Canadian Public Health Association (CPHA). Following the Asian expert group meeting, a project to promote government-NGO collaboration for primary health care, including the expanded programme of immunisation, has been developed in collaboration with the CPHA. The report on the African regional expert group meet-



Child immunisation in Sierra Leone

ing outlines the regional priorities, constraints and opportunities and emphasises the importance of integrated primary health care. A proposal for communicable disease surveillance in East, Central and Southern Africa is being followed up. The last in the series of regional expert group meetings took place in the Pacific in mid-1995 to address priorities for child health in the Pacific in conjunction with the NGO, Children's Research International.

Networking child health specialists and training of appropriate health workers will be a particular focus for Child Health in the Pacific-International (CHIP-IN), an NGO formed during a meeting on child survival held in New Zealand in 1994.

Reduction of Drug Abuse

The Secretariat has continued community-level activities designed to deal with the increasingly high priority area of reducing drug demand. In the programme in Asia, expert group meetings, combined with specialist training, were held in April and August 1994, and in January 1995, at the Drug Research Centre at the University of Science Malaysia, and in April 1995 in Sri Lanka. Apart from the collection, review and interpretation of data, assistance has been given to conduct small-scale studies in participating countries. The development of national city-based surveillance networks is being encouraged and assisted, with a view to promoting sustainability. Caricom efforts to set up a surveillance system in the Caribbean are also being supported.

In recognition of the importance of creating active partnerships between government, NGOs and the private sector, a specialised training course in drug demand-reduction was conducted on a regional basis at the CYP Africa Centre in Zambia in June 1995.

Human Resource Development for Health

The Commonwealth Health Development Programme (CHDP) is an important Secretariat tool for human

resource development in priority areas in health. It emphasises technical co-operation which matches health resources to health needs through the exchange of skilled health workers, institutional linkages, training opportunities and the development of cadres of key health workers.

Collaborative regional activities include the development of health systems research as a management tool in the Caribbean in collaboration with Britain's ODA, St Thomas' Hospital and the University of the West Indies (UWI) and its application to the training of community groups. The first regional short course in health systems research, for senior and middle management in the health ministries and health services, took place at UWI as a pilot project in mid-1994. It is proposed to expand the programme to enable other countries in the region to benefit from the training.

In collaboration with the International Red Cross and WHO/Global Programme on AIDS, and Global Blood Safety Initiative, the Secretariat has continued to support training in blood and blood product safety management in East, Central and Southern Africa. Harare, Zimbabwe, is the regional centre for development of safe transfusion services.

Plans for distance training in the management of drug supplies in the Commonwealth have progressed with the completion of all but one of the nine modules envisaged for the management of pharmaceutical stores. The Secretariat, Commonwealth Pharmaceutical Association, Commonwealth of Learning, Britain's ODA and other agencies have contributed to the development of these modules with the Robert Gordon University in Aberdeen, Britain. This year, the Secretariat will collaborate with other agencies in extending the training of pharmacists using this material in the West Africa region.

The Commonwealth Action Plan on Nursing/Midwifery has continued to work with regional initiatives to enhance the involvement of nursing/midwifery in the development and implementation of national health policy. The responses to a questionnaire, sent to countries in 1994, have been

analysed and regional priorities identified. Regional activities have taken place with some assistance from the Secretariat.

Long-term appointments of experts in the health field include a Consultant/Professor in anaesthesia at the Ghana medical school, a chief medical officer in Grenada and a chief physician at a hospital in Tonga. Training activities have included a regional workshop for curriculum development for the training of trainers in resource management, which included senior nurses from East, Central



Child survival and primary health care are of great concern to the Commonwealth

and Southern Africa, a staff development training programme at Mbarara University, Uganda, a one-year award for specialised training in Britain in foetal tissue techniques relevant to the management of sickle cell disease, and support for a regional training programme run by the Asia-Pacific Institute for Broadcasting Development.

In its efforts to provide essential data and information to member governments to assist them in planning and implementation of health pro-

grammes and services for young people a research project was organised by the CYP. After visits to the British Virgin Islands, Kiribati, Maldives and Namibia, an in-depth analysis of the health status of young people in these countries, a policy document and training materials for young people associated with health programmes were produced.

Environment and Health

Environmental health impact assessment (EHIA) manuals, developed in collaboration with Australia, have been piloted in Tonga and Solomon Islands. At the same time as the Australian team was developing the draft training materials, it became clear, through consultation with WHO and other experts, that health impact assessment

(HIA), as an integral part of environmental impact assessment (EIA), was being addressed in a number of places. Accordingly, the Secretariat arranged for a small expert group to meet in Aberdeen, hosted by the Centre for Environmental Management and Planning (CEMP), to identify core HIA in EIA material and develop proposals for training applications of the core material. The framework developed by the group is being used in Asia and the Pacific for the preparation of training materials.

In Africa, a regional survey of urban sanitation led to a pilot project for developing an integrated strategic plan in Zambia. A report describing the process is being prepared for distribution in the region. WHO joined the pilot project in 1994.

EMPOWERING YOUTH

Young people represent a third or more of the population in many countries and this proportion is expected to increase. Meeting the needs of this distinct population group has major implications for the futures of their countries and the Commonwealth believes that efforts towards social and economic growth should be coupled with strategic policies which address their special problems.

At their second meeting in May 1995 at Port of Spain, Trinidad and Tobago, Commonwealth Ministers Responsible for Youth Affairs underscored this belief by approving a three-pronged strategy for action in youth empowerment, development of youth policy and the promotion of activities to help youth achieve their full potential as a separate, and at the same time integrated, human resource. Empowerment would involve equity, access to resources to achieve that equity, and participation in policy formulation and decision-making.

In the past two years, Secretariat activities in

youth affairs, delivered through the Commonwealth Youth Programme (CYP), have been directed at supporting national efforts to develop appropriate strategies for priority issues such as enterprise and youth employment, young women and development, youth health and welfare, environment and literacy. These activities are delivered at pan-Commonwealth level and through the CYP's Regional Centres in Africa (Lusaka, Zambia), Asia (Chandigarh, India), the Caribbean (Georgetown, Guyana) and the South Pacific (Honiara, Solomon Islands).

Training and Related Activities

A 1993 review of the CYP's popular diploma and certificate courses for youth workers recommended the use of distance training as a major means of delivering training in order to meet growing demand within the CYP's limited resources.

The CYP's Caribbean Centre has already used distance education as the main mode of delivering its



1995 Youth Service Award winners Music House Too from London

diploma course where it trained 170 people, as compared to the usual 40 in a residential course. Participants also used teleconferencing to speak with each other, a facility which was arranged in collaboration with the University of the West Indies Distance Teaching Experience. The Asia and South Pacific Centres have also conducted diploma courses through a mix of distance education and residential training and the Regional Centres use distance education for their certificate courses for field workers.

In developing training materials suitable for distance education, the CYP will collaborate with the Commonwealth of Learning and other appropriate agencies. A range of training materials that are aimed at helping to build the capacity of local training institutions and agencies has also been developed and widely distributed to member governments, regional and international agencies, training institutions and NGOs.

The CYP has initiated a new pan-Commonwealth project which will train young women and men in conflict prevention and resolution. It aims to iden-

tify and work with young leaders whose exposure to war, community or ethnic violence, inequality or injustice will have given them experiences and skills which can be used for training a large number of young people across the Commonwealth in conflict resolution and prevention. These young leaders have been trained as trainers to enable them to train their peers in their home countries or regions.

Enterprise and Employment

A disproportionate number of young people are unemployed, with young women, school-leavers and school drop-outs being especially vulnerable. Where governments find it difficult to create the required number of new jobs, an alternative may lie in expanding opportunities for self-employment, especially among young people.

Towards this end, in 1995, Ministers Responsible for Youth Affairs launched a Commonwealth Youth Credit Initiative which, through the establishment of revolving funds and the provision of small loans, will attempt to relax constraints on young people

securing loans and to promote enterprise development. The package of assistance offered would include credit and savings components, vocational skills and enterprise management training, and peer counselling services. The project will be implemented through NGOs.

A framework for the Initiative has been developed in consultation with various experts, including representatives from youth NGOs, the Grameen Bank of Bangladesh and Women's World Banking. While the initial seed-funding has been provided by the CYP, the Initiative hopes to mobilise resources from other sources, including international agencies. Four pilot projects have been set up in each of the four Regional Centres.

Assistance continues in helping to set up youth enterprises and income-generating projects. Among the projects funded were: training young musicians to enable them to become self-employed; developing the skills of young people in gem-cutting and related work; supporting the training of disabled young people in relevant vocational skills; and financial assistance to a church youth group to purchase a bus for hiring out. In the future, the CYP will only provide seed money for innovative projects which could be developed as models for replication.

A series of leaflets entitled *In Practice*, featuring examples of good practice in youth enterprise development in Guyana, St Vincent and the Grenadines, and Zambia, has been produced to help the exchange of information and experience and promote enterprise among young people. A training video, *Risk It! The Movie*, which follows the fortunes of three small-scale enterprises run by young people in Dominica, Malaysia and Zimbabwe, was also produced. *Try It! The Youth Enterprise Workbook* offers a range of exercises which can be used by trainers to encourage the development of enterprise skills among young people.

Young Women and Development

Young women's participation in society is severely restricted in many member countries because of a

combination of social and cultural factors. The CYP is committed to implementing the 1995 Commonwealth Plan of Action on Gender and Development which focuses on the dual objectives of increasing women's participation as well as integrating gender concerns in all Commonwealth activities, and at Trinidad and Tobago, Ministers Responsible for Youth Affairs pointed out that young women would only gain equitable access to resources and full, effective participation in decision-making when gender issues were made explicit in national youth policies and programmes.

A key aspect of the CYP's work has therefore been to enhance the participation of young women in national development processes through the promotion of specially targeted enterprises and income-generating projects. For example, 35 young women from remote communities in Australia and 12 other countries in the South Pacific came together for a workshop, run by the South Pacific Centre, Australia's Department of Employment, Education and Training, and an Australian private firm, which focused on small business development for women in indigenous communities.

Three major projects in Sierra Leone, Tanzania and Zambia, set up by young women entrepreneurs with assistance from the Africa Centre, have increased productivity to meet the growing demand for their goods and products. Among the projects which were provided with financial support by the Asia and Caribbean Centres were a project to revive traditional weaving skills among young tribal women; training to improve vocational skills of poor young women in rural areas; income-generation projects in paddy-husking, poultry rearing, dressmaking and embroidery; and providing employment for young women in processing and preserving agricultural produce.

A pan-Commonwealth research project is under way which will inform decision-makers of the changes in the gender roles, values, attitudes and relationships of three generations of young women and men in Commonwealth countries from the

middle of this century to the year 2000. The project, *Three Generations, Two Genders, One World*, will enhance understanding of the cultural and attitudinal barriers to women's equality which is essential to the formulation of policies and the development of strategies. A guide on gender issues, *Investing in Young Women*, has been produced for policy-makers and officials.

Youth Health

The focus of CYP work in health has been to support efforts of member governments and NGOs to raise HIV/AIDS awareness among young people through the production of appropriate materials and to identify strategies for incorporating AIDS prevention activities into youth programmes. Activities in this area are described with other HIV/AIDS awareness projects elsewhere in this Report.

Youth and the Environment

The theme of the 1994 Youth Exchange Programme, organised by the Caribbean Centre in collaboration with the Ministry of Youth, Guyana, was 'Environment', together with fostering regional integration. About 100 young women and men from 16 countries in the region participated in the two-week programme which focused on environment protection.

The CYP collaborated with the International Youth Development and Environment Network, a worldwide network of young environmentalists based in Kenya, on the development of a series of materials to enable young people who were involved in the 1992 'Earth Summit' in Rio de Janeiro to talk about their experiences, air their views and present ideas for action. The series, entitled *Voices of the Rainbow*, focuses on post-summit action and includes the national policies of member countries relating to young people and environmental action.

Literacy

The CYP supports, through direct funding, small-scale projects in the four regions using the family, or a cluster of four or five families, as the prime

place for promoting literacy, whereby adults learn from their children. Pilot projects are being run in all the four regions, in collaboration with NGOs.

Youth Policy Development

A number of member governments have been helped in formulating or reviewing national youth policies. CYP assistance in this area ranged from actual policy formulation, through consultancies, to the running of policy workshops, providing advice and drafting policy documents on special development sectors. Only 17 member countries have formulated youth policies and, therefore, CYP will give special emphasis to youth policy development. Further, it is increasingly recognised that it is important for youth needs and concerns to be mainstreamed in the policies and programmes of youth-related ministries and departments.



Environment clean-up by the Hong Kong youth project Green Express

PARTNERSHIP FOR PROGRESS

The Commonwealth is an association of peoples as much as it is of governments. This 'people' link is partly maintained through the many voluntary bodies in member countries. It has long been recognised that these non-governmental organisations (NGOs) are important, not only for national development and the quality of life in member countries but also for the promotion of understanding and co-operation within the Commonwealth.

In 1965, governments set up both the Commonwealth Secretariat and the Commonwealth Foundation—the former to co-ordinate consultation and development assistance at the official or government level, the latter to support and strengthen links among the voluntary professional, development, cultural and other bodies which make up the 'people's' or 'unofficial' Commonwealth. The ties between the two organisations are close.

Increasingly, it is being recognised that the delivery of development assistance cannot fall into neat government and non-government lines. Indeed, the involvement of NGOs with grassroots support is often crucial. It was to work more closely with these NGOs as partners in development that the Secretariat set up in mid-1993 a formal contact and co-ordination point, the NGO Desk. Through this point, relations with NGOs are harmonised, particularly in economic and social development at the local level.

Between 1993 and 1995, many new partnership projects with NGOs were developed which have enhanced the efficiency and cost-effectiveness of Secretariat activities in a number of areas. In the majority of cases, especially those where grassroots NGOs were involved, the NGOs helped provide skills, specialised knowledge of the local situation and contacts in the community. Where activities involved co-operative work with other development agencies or academic institutions, the presence of an NGO partner sometimes assisted in

attracting extra funding from governments, the private sector and other sources.

Through Commonwealth media NGOs, for example, professional, technical and managerial training and advice is given to journalists and print and broadcast media organisations. Women's and youth NGOs have long been partners with Secretariat activities in their specialist areas. Appropriate NGOs are welcomed as observers at Commonwealth education and other ministerial meetings. In 1993, for the first time, Commonwealth NGOs were officially accredited to CHOGM where they held meetings and interacted in the wings.

Close co-operation between the Secretariat and the Commonwealth Foundation continues to ensure activities complement each other and duplication is avoided, and the Secretariat is represented on the Foundation's Board and Grants Committee meetings.

The Secretariat has been represented at the quarterly meetings of the Organisation of Commonwealth Associations and roundtable discussions have been arranged with NGOs to address particular issues, such as co-operation regarding the newly established Commonwealth Secretariat Volunteer Scheme and the Iwokrama International Rainforest Programme.

A number of other important links with the unofficial Commonwealth have been forged. For example, the Secretariat worked closely with the Cambridge Commonwealth Trust in connection with the setting up of the Malaysian Commonwealth Studies Centre which was established in Cambridge, Britain, in March 1995. A Commission on Commonwealth Studies has also been appointed to consider opportunities and facilities for the study of the Commonwealth with a view to promoting teaching and research of the association as it is today.

Sport and Development

At the XV Commonwealth Games in August 1994, a group of researchers worked to identify opportunities and barriers to Commonwealth women in sport. The researchers collected data from women competitors, their team managers and national managers at the Games, which were held in Victoria, Canada. Questionnaires were distributed to all female competitors, each national team manager and to national delegations at the Commonwealth Games General Assembly. Their report will be submitted to Heads of Government at CHOGM 1995.

Their research was part of a larger Commonwealth initiative to encourage the linking of sport with wider developmental efforts. Although sport has been one of the traditional links between Commonwealth peoples, and the Games are the association's most public display of fellowship and unity, it was not until 1989 that Heads of Government decided to explore whether sport might be used in a more consistent and strategic manner to reinforce existing Commonwealth connections and to strengthen development.

A CHOGM Committee on Co-operation Through Sport was set up in 1991, chaired by Mr Justice Roy McMurtry of Canada. Its brief was to recommend ways to strengthen Commonwealth sport and one of its main recommendations has been that governments should recognise the importance of sport in nation-building and development.

Secretariat activities reflecting this committee's recommendations began in 1994. The Secretariat's objectives reflect those of the McMurtry Committee and also broader human resource development goals for national development and increasing women's participation in sport. Dr Margaret Talbot, Carnegie Professor and Head of Sport at Leeds Metropolitan University in Britain, began research in 1994 into the opportunities and barriers to Commonwealth women in sport. A second project, on research into links between national sports policies and development, is being planned.

The McMurtry Committee keeps Commonwealth co-operation in this area under regular review and reports to CHOGM on progress. It prepared papers on sport and development for Commonwealth Education Ministers who met in Islamabad, Pakistan, in November 1994, and for Commonwealth Youth Affairs Ministers in Port of Spain, Trinidad and Tobago, in May 1995.

Both ministerial meetings endorsed the papers' recommendations and Youth Affairs Ministers urged all governments to press for the inclusion of sport and physical education, particularly if it involved grassroots youth development, in bilateral and multilateral Official Development Assistance programmes.

The Secretariat continues to build working relations with sports agencies, the McMurtry Committee, the Commonwealth Games Federation and SUKOM Ninety-Eight Berhad, the Malaysian organisation which is responsible for organising the XVI Commonwealth Games in Kuala Lumpur in 1998. The Secretary-General attended the XV Commonwealth Games which involved over 3,500 competitors and officials.



Nigeria's Mary Onyali at the 1994 Commonwealth Games



The Secretariat

Section Four

CONSOLIDATING CHANGE

Since mid-1993, the Secretariat has reorganised its administrative structures and methods of planning and implementation to better meet the priorities for action set out by Heads of Government in the 1991 Harare Commonwealth Declaration. The new management structure came into effect on 1 July 1993, a new feature being that Secretariat activities were driven by 15 programme areas and led by 13 divisions (see Appendices IV and V for the Secretariat's structure, Governance Matrix and programme areas).

Since then, the Secretariat has engaged in a continuous process of refining its work programme to reflect these priorities. In this, it is helped by a Steering Committee of Senior Officials (SCOSO), which meets annually to provide broad operational and resource allocation guidance to the Secretariat in carrying out its work in different programme areas.

A key element in this structure has been the new emphasis on strategic planning, at divisional as well as Secretariat levels, and the introduction of monitoring and evaluation of various programme activities through a central unit.

The Secretariat now works to Three-Year Strategic Plans which are prepared and presented in a uniform planning format. The Second Three-Year Strategic Plan was presented to SCOSO in April 1994 and approved along with the Secretariat's Work Programme for the 1994/95-1996/97 period. Assistance was also provided to the various governing bodies (particularly the Finance Committee and Sub-Committee, and the CFTC's Committee of Management and Board of Representatives) to ensure that their annual operational plans were drawn up within the context of the priorities agreed by SCOSO.

On SCOSO's recommendations, a Working Group on the Rationalisation of the Governance of Commonwealth Funds was set up in June 1994 to

study an Australian Government proposal that the five separate structures and associated meetings of the Secretariat be rationalised by the creation of a single governing body. Its report, *Rationalisation of the Governance of Commonwealth Funds*, was considered at the Senior Officials' Meeting in Islamabad, Pakistan, in November 1994 and led to new governance arrangements being made and a single Resource Week being held.

Strategic Guidance

Increasing emphasis is now being placed on the strategic planning of Commonwealth conferences, the development of planning skills in the area of gender-planning, and the development of a 'think tank' capacity for future Secretariat work. In order to ensure that the objectives of Commonwealth conferences meet Commonwealth priorities, pre-conference preparatory planning has been intensified.

In line with the 1995 Commonwealth Plan of Action on Gender and Development, one of whose objectives is to mainstream gender concerns and planning into all areas of work, a series of workshops were held to equip middle-managers in the Secretariat with the tools and techniques necessary for incorporating gender concerns into their programme planning and implementation.

A Culture of Evaluation

In order to foster a culture of evaluation in the Secretariat, an intensive programme of activities, comprising seminars, lectures, training workshops and distribution of resource materials, has been undertaken with a view to helping staff acquire the necessary basic knowledge and skills in monitoring and evaluation. A panel of internal evaluators which will assist external evaluators in undertaking relevant studies has been established.

A system of Half-Yearly Performance Reports on the various programme activities has been intro-

duced to help in assessing progress and identifying constraints and the practice of producing project reports widened.

Two major reviews, one related to CFTC-funded programmes in the area of sustainable development (known as the 'C' programmes), and the other to the economic and social programmes, have been undertaken since 1993 at the request of governments.

Professor Mike Faber, who undertook the 'C' Programme Review, made some suggestions for change and refinement of the programmes but concluded that on the whole they provided technical co-operation of a high quality and were delivered more cost-effectively than by many other multilateral aid programmes.

Work on the Review of Economic and Social

Programmes, which began in December 1994 and was undertaken by Professor John Toye, has been concluded. The report will be considered by Heads of Government at Auckland.

Since 1993, three shorter evaluation studies have also been completed on assistance for legislative drafting in the Caribbean, the development of international air services in Tuvalu and the Commonwealth Roundtable on International Trade Strategies for Developing Countries for the 1990s.

Other evaluation studies being undertaken include those for short training programmes in Public Administration and Managerial Reform, training programmes in Environmental Impact Assessment, policy advice and assistance to Tonga in the financial sector, and a review of the Memorandum of Understanding on Basic Local Support.

DEFINING THAT CHEMISTRY

Curiosity about the Commonwealth spreads far wider than the association's already considerable geographical reach. Every two years, where the Commonwealth Heads of Government meet, media representatives from all over the world gather to find out how an association of such diverse peoples, political and economic systems, and cultures could possibly find common ground on so many issues—and with such relative harmony.

For them, and for countless others, it is an exploration of the special chemistry that binds Commonwealth peoples, as much as their governments, in common endeavour.

Describing and explaining that chemistry is a challenging task. The Commonwealth 'audience' is varied and includes government officials, members of elected assemblies, students, academics, journalists, broadcasters and NGOs. They are the association's lifeblood, for if they do not know what



*Archbishop Desmond Tutu celebrates...
South Africa's return to the Commonwealth
renewed interest in the association*

the Commonwealth stands for, what it does and how its activities benefit member states, then the Commonwealth would have lost support from the very source which nourishes it.



HM The Queen being greeted on Commonwealth Day by (from left) Bangladesh Prime Minister Khaleda Zia, Bermuda Premier John Swan and Malaysian Prime Minister Dr Mahathir Mohamad

Using available resources and new modes of communication, the Secretariat's information and public affairs programme uses a combination of pan-Commonwealth, regional and national communication strategies to publicise the association's values and activities. It also works closely with Commonwealth NGOs' own publicity machines.

One aspect of this expanded outreach to take the Commonwealth into the communities it serves has been a shift in focus to highlight Commonwealth activities locally in various regions.

Broadcasting Services

Radio is still recognised as the most effective broadcast medium, especially in developing countries.

It forms a central part of the Commonwealth's information strategy because it reaches millions of people.

In 1994, a first-step was made towards greater regionalisation of programmes. With the assistance of the Caribbean News Agency (CANA), 13 radio reports were produced on the work of development experts in the region whose activities were financed by the CFTC. The 10-minute reports were broadcast weekly for 13 weeks by radio stations in eight Caribbean member countries.

A second series of seven magazine-style programmes which focus on Commonwealth activities in Southern Africa is being prepared for radio stations in that region. And a third series of 10 programmes is being put together on CFTC-funded development co-operation activities in the South Pacific for broadcast in the run-up to the November 1995 CHOGM.

The radio service also distributed over 120 voice reports on a wide range of Commonwealth activities to 75 radio stations in most member countries. Longer programmes were produced for Commonwealth Day and to mark South Africa's return to Commonwealth membership in 1994.

A new film, *The Commonwealth in Action—Meeting Changing Needs*, was distributed to television stations throughout the Commonwealth before the 1993 Cyprus CHOGM and is now available on request.

The Features Service

The Features Service also adapted its output towards a more regional approach with a series of articles across the broad range of Commonwealth work in Southern Africa, South Asia, East and South-East Asia and the Indian Ocean. In all, this service produced about a hundred articles in the two years since mid-1993. These were distributed to news organisations in all member countries, associated states and many non-Commonwealth countries through the Caribbean, pan-Asian and pan-African news agencies. Responses to articles written for Commonwealth Day clearly showed



Posters for Commonwealth Day 1994 to match the theme

the spread of newspapers and countries the Features Service reaches.

Commonwealth Day

Monday 13 March 1995 was a special day for the Commonwealth. It was the first Commonwealth Day celebrations after South Africa's readmission to the Commonwealth. The traditional multi-faith service was held at Westminster Abbey and in the evening, the Secretary-General's annual reception at Marlborough House was attended by Her Majesty Queen Elizabeth II, HRH Prince Edward, and the heads of government of five countries: Prime Minister Begum Khaleda Zia of Bangladesh, the then Prime Minister Dame Eugenia Charles of Dominica, Prime Minister Dr Mahathir Mohamad of Malaysia, President Robert Mugabe of Zimbabwe and the Premier of Bermuda, Sir John Swan. Two former heads of government, Dr George Vassiliou of Cyprus and Mr Michael Manley of Jamaica, also attended.

Earlier, the Queen's Commonwealth Day message

on the theme, 'Working Together for Tolerance and Understanding', had been distributed to radio stations throughout the Commonwealth for broadcast on the day. The Secretary-General's message was also distributed throughout the Commonwealth and a special interview with him on Southern African issues was broadcast by stations throughout that region.

In 1995, Commonwealth Day was used to specially promote awareness of the association in two member countries in diverse parts of the globe, Ghana and New Zealand. Educational material, brochures and posters were distributed to a sample of schools to complement activities organised by local Commonwealth groups and the government. In 1994, the Commonwealth Day theme was 'Partnership in Sport' to coincide with the XV Commonwealth Games hosted by Victoria, British Columbia, Canada.

Enthusiasm for Commonwealth Day, a key event on the Commonwealth's calendar, continues to grow. The Secretariat has a central role, along with

the Joint Commonwealth Societies' Council, in co-ordinating celebrations on the second Monday in March. Thousands of posters reflecting the theme for the celebrations are distributed to schools and NGOs all over the Commonwealth.

Media Relations and Public Affairs

South Africa's return to Commonwealth membership on 1 June 1994 generated renewed interest in the Commonwealth as did the visit by Queen Elizabeth several months later, her first to that country since she became the Head of the Commonwealth in 1953. The Commonwealth's efforts in bringing about the end of apartheid drew favourable comment and South Africa's swift seeking of readmission to the Commonwealth attracted a flood of queries and analyses of the values and relevance of the association.

The Secretary-General's 'good offices' role in Bangladesh, The Gambia, Lesotho, Nigeria and in Sierra Leone also ensured a continued high profile for the Commonwealth.

Some 100 news releases dealing with Commonwealth initiatives and activities have been issued in the past two years to leading media organisations and journalists in all Commonwealth countries. The principal vehicle for disseminating other information on the Commonwealth is the magazine *Commonwealth Currents* which is now published quarterly instead of bi-monthly. It mails to over 32,000 people, about a third of whom are parliamentarians.

Numerous leaflets and brochures were also disseminated and a new booklet on the Commonwealth, *The Commonwealth Today*, was produced especially for younger readers.

In 1995, the global reach of Commonwealth information will be extended when a presence is established on the 'Information Superhighway', the Internet. By this cost-effective means, computer-users anywhere will be able to draw down information on the Commonwealth for the price of a local tele-

phone call. An Internet presence will also give instant access to up-to-date as well as reference material to users in governments, universities, schools and the public at large.

Publications

The Secretariat continues to be a major publisher of over 40 titles annually. In the past few years, it has considered ways of upgrading its publications and marketing and distributing them by the most professional, yet cost-effective means. A consultant was appointed in 1993 to study the Secretariat's publications structure and make recommendations for improvement. In 1995, the consultant was reappointed to draft a publications policy for the Secretariat and draw up a business plan.

Following some of the recommendations in the consultant's 1993 report, promotion efforts were intensified. Secretariat publications were promoted for the first time at Africa's premier book fair, the Zimbabwe International Book Fair, in 1994.

In 1993, the Secretariat took over responsibility for compiling *The Commonwealth Yearbook* from and at the request of Britain's Foreign and Commonwealth Office. This annual anthology of Commonwealth countries, covering social, political, economic, commercial and historical information and developments, is the most authoritative publication on the Commonwealth in print. In 1995, the Secretariat assumed responsibility for the publishing of this book as well.

Media Development

A free and independent Press is essential for a strong democracy, and in many developing countries the media is also the most important means of disseminating developmental information. It is important, therefore, for media organisations to be professionally and technically sound, and well managed.

The Commonwealth Media Development Fund (CMDMF), administered by the Secretariat's Director of Information and Public Affairs, seeks primarily to raise the skills of media managers, journalists

and other media workers. Training is channelled through professional organisations and through Commonwealth NGOs, such as the Commonwealth Broadcasting Association (CBA), the Commonwealth Press Union (CPU) and the Commonwealth Journalists' Association (CJA).

The fund originally consisted of voluntary donations from the Australian and British governments. Since 1994, Australia has withdrawn its annual contribution of about £30,000 and Britain, which contributes £180,000 through the Overseas

Development Administration, is now the sole supporter of this fund. Faced with the shortfall, CMDF priorities have been reshaped. Emphasis is now placed on the best use of resources for the widest possible impact, that is, for regional and country-wide courses which more people can attend at a cheaper cost. With assistance from the CMDF, in the two years since mid-1993, nearly 700 journalists, technicians and managers attended 45 training sessions and workshops across the Commonwealth.

ADMINISTRATION

The Secretariat was restructured in mid-1993 to better reflect the Commonwealth's new priorities outlined by Heads of Government at the 1991 CHOGM in Harare, Zimbabwe. The main responsibility for undertaking the restructuring fell on the Administration Division, which oversees personnel and staff matters, finance and computers, general services, conference services, the library and registry, and printing.

Attention was particularly focused on the new finance management and project reporting systems, monitoring the utilisation of professional staff time, and rationalising the delivery of other support services.

Staff

During the restructuring, the Secretariat staff establishment was reduced from 431 to 360, largely through voluntary redundancies and natural wastage. To better utilise skills already in the Secretariat, some staff were transferred to other divisions. The staff establishment continued to be fine-tuned with the result that some divisions, including Administration, were further reduced in 1995 and others increased. A list of senior staff is given at Appendix IV, together with the new Secretariat structure and governance matrix.

To meet the new expectations of skill levels and productivity, better training for staff, particularly in computing, word-processing and other aspects of information technology, was required. Appropriate office technologies were acquired and by mid-1995, a major exercise was under way to network the Secretariat and provide an e-mail facility.

Intensive training was also carried out before and during the introduction of a new Performance Appraisal System for staff. This system, involving greater transparency and openness in the assessment process, was introduced in 1994.

A major review of terms and conditions of service for Secretariat staff was carried out by a review team of representatives from member governments. The team's recommendations were approved for implementation from 1 July 1995. During the financial year 1995/96, a job evaluation exercise will also be undertaken to confirm the relative worth of all positions in the Secretariat and to introduce simplified grading and more flexible remuneration structures.

Finance

A programme budgeting and reporting system was

introduced with the restructuring of 1993. This involved the adoption of the new Financial Management Information System (FMIS) and the Project Activity Monitoring and Management System (PAMM). Teething problems with the FMIS are being addressed.

As a result of member-government requests for budget-approval mechanisms to be rationalised, resource-allocations for the two main funds (the Secretariat's Assessed Budget and the CFTC Budget) are now discussed and finalised in the same 'Resource Week'. These meetings conclude with a Joint Meeting of the Finance Committee and CFTC Board of Representatives. This joint meeting gives representatives of governments an overview of resources allocated from the various funds to Secretariat activity programmes. The first 'Resource Week' was held in June 1995.

The Secretariat's Assessed Budget and budgets for other funds are at Appendix V with programme budget allocations for 1994/95.

Accommodation

At the end of financial year 1994/95, departments and staff who had been accommodated in separate buildings nearby for several months returned to the newly refurbished East and West Wings of Marlborough House in London's SW1 district. Refurbishment had begun on this Crown property in 1987 and only in January 1993 were the Secretary-General and senior officers able to re-occupy the Centre Block. The Secretariat is grateful to the Government of Britain for undertaking the refurbishment.



Appendices

APPENDIX I

The Commonwealth and its Members

(As at 31 July 1995)

Member Country (Capital)	Pop. ¹ (‘000)1993	Status	Head of State (or G-G) ²
Antigua & Barbuda (St John’s)	67	M	G-G: HE Sir James Carlisle
Australia (Canberra)	17,707	M	G-G: HE The Hon William Hayden
Bahamas (Nassau)	266	M	G-G: HE Sir Orville Turnquest
Bangladesh (Dhaka)	116,702	R	P: HE Mr Abdur Rahman Biswas
Barbados (Bridgetown)	260	M	G-G: HE Dame Nita Barrow
Belize (Belmopan)	205	M	G-G: HE Dr Colville Norbert Young Sr
Botswana (Gaborone)	1,402	RE	P: HE Sir Ketumile Masire
Britain (London)	58,040	M	HM Queen Elizabeth II
Brunei Darussalam (Bandar Seri Begawan)	281	M*	HM Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu’izzaddin Waddaulah; Sultan and Yang Di-Pertuan Negara Brunei Darussalam
Canada (Ottawa)	27,814	M	G-G: HE The Hon Roméo Le Blanc
Cyprus (Nicosia)	726	RE	P: HE Mr Glafkos Clerides
Dominica (Roseau)	72	R	P: HE Mr Crispin A Sorhaindo
The Gambia (Banjul)	1,019	RE	Capt Yahya Jammeh
Ghana (Accra)	16,261	RE	P: HE Fit-Lt (Rtd) Jerry J Rawlings
Grenada (St George’s)	91	M	G-G: HE Sir Reginald Oswald Palmer
Guyana (Georgetown)	812	RE	P: HE Dr Cheddi Jagan
India (New Delhi)	900,543	R	P: HE Dr Shankar Dayal Sharma
Jamaica (Kingston)	2,415	M	G-G: HE Sir Howard Felix Cooke
Kenya (Nairobi)	25,376	RE	P: HE Mr Daniel T arap Moi
Kiribati (Tarawa)	76	RE	P: HE Mr Teburoro Tito
Lesotho (Maseru)	1,899	M*	HM King Moshoeshoe II
Malawi (Lilongwe)	9,303	RE	P: HE Mr Bakili Muluzi
Malaysia (Kuala Lumpur)	19,032	M*	HM Tuanku Ja’afar ibni Al-Marhum Tuanku Abdul Rahman
Maldives (Malé)	236	RE	P: HE Mr Maumoon Abdul Gayoom
Malta (Valletta)	362	R	P: HE Mr Ugo Mifsud Bonnici
Mauritius (Port Louis)	1,111	R	P: HE Mr Cassam Uteem
Namibia (Windhoek)	1,565	RE	P: HE Dr Sam Nujoma
Nauru (Nauru)	8	RE	P: HE Mr Bernard Dowiyogo
New Zealand (Wellington)	3,462	M	G-G: HE Dame Catherine Anne Tizard
Nigeria (Abuja)	104,893	RE	General Sani Abacha, Head of State and Commander-in-Chief
Pakistan (Islamabad)	122,829	R	P: HE Sardar F A Khan Leghari
Papua New Guinea (Port Moresby)	4,148	M	G-G: HE Sir Wiwa Korowi
St Kitts & Nevis (Basseterre)	41	M	G-G: HE Sir Clement Arrindell
St Lucia (Castries)	158	M	G-G: HE Mr Stanislaus James
St Vincent & the Grenadines (Kingstown)	110	M	G-G: HE Sir David Jack
Seychelles (Victoria)	70	RE	P: HE Mr F Albert René
Sierra Leone (Freetown)	4,468	RE	Capt Valentine E M Strasser
Singapore (Singapore)	2,867	R	P: HE Mr Ong Teng Cheong
Solomon Islands (Honiara)	346	M	G-G: HE Mr Moses Pitikaka
South Africa (Pretoria)	40,677	RE	P: HE Mr Nelson Mandela
Sri Lanka (Colombo)	17,622	RE	P: HE Mrs Chandrika Bandaranaike Kumaratunga
Swaziland (Mbabane)	888	M*	HM King Mswati III
Tanzania (Dar es Salaam)	26,743	RE	P: HE Mr Ali Hassan Mwinyi
Tonga (Nuku’alofa)	93	M*	HM King Taufa’ahau Tupou IV
Trinidad & Tobago (Port of Spain)	1,282	R	P: HE Mr Noor Hassanali
Tuvalu (Funafuti)	9	M	G-G: HE Mr Tulaga Manuella
Uganda (Kampala)	18,026	RE	P: HE Mr Yoweri Museveni
Vanuatu (Port Vila)	161	R	P: HE Mr Jean-Marie Leye Lenelgau Manatawai
Western Samoa (Apia)	163	R	HH Malietoa Tanumafili II
Zambia (Lusaka)	8,527	RE	P: HE Mr Frederick Chiluba
Zimbabwe (Harare)	10,638	RE	P: HE Mr Robert Mugabe

Abbreviations: G-G Governor-General; HA House of Assembly; HC House of Commons; HE His/Her Excellency; HH, HM His/Her Highness/Majesty; HR House of Representatives; LA Legislative Assembly; LC Legislative Council; LS Lok Sabha; M Monarchy under Queen Elizabeth II; M* National Monarchy; NA National Assembly; NP National Parliament; NRC National Resistance Council; P President; Pa Parliament; PM Prime Minister; R Republic; RE Republic with Executive President.

Notes: ¹Figures from World Bank Atlas 1995 except for Nauru and Tuvalu (1992 figures); ²Where Governor-General represents the Head of State, Queen Elizabeth II; ³Year of rejoining the Commonwealth; ⁴The Queen's official birthday, normally the second Saturday in June; ⁵The first Monday in August; ⁶Statute of Westminster.

Head of Government	Legislature/Ruling Party	National Day	Date of Joining
PM: The Hon Lester B Bird	HR Antigua Labour Party	1 Nov	1981
PM: The Hon Paul Keating	HR Australian Labor Party	26 Jan	1931 ⁶
PM: The Rt Hon Hubert A Ingraham	HA Free National Movement	10 Jul	1973
PM: The Hon Begum Khaleda Zia	Pa Bangladesh Nationalist Party	26 Mar	1972
PM: The Hon Owen Arthur	HA Barbados Labour Party	30 Nov	1966
PM: The Rt Hon Manuel Esquivel	NA United Democratic Party	21 Sep	1981
The President	NA Botswana Democratic Party	30 Sep	1966
PM: The Rt Hon John Major	HC Conservative Party	8 Jun ⁴	
The Sultan	LC	23 Feb	1984
PM: The Rt Hon Jean Chrétien	HC Liberal Party	1 Jul	1931 ⁶
The President	HR Democratic Rally	1 Oct	1961
PM: The Hon Edison James	HA United Workers Party	3 Nov	1978
Chairman, Provisional Armed Forces Ruling Council		18 Feb	1965
The President	Pa National Democratic Congress	6 Mar	1957
PM: The Hon Keith Mitchell	HR New National Party	7 Feb	1974
The President	NA People's Progressive Party	23 Feb	1966
PM: The Hon Shri P V Narasimha Rao	LS Congress Party	26 Jan	1947
PM: The Rt Hon P J Patterson QC	HR Jamaica People's National Party	5 Aug ⁵	1962
The President	NA Kenya African National Union	12 Dec	1963
The President	HA No party system	12 Jul	1979
PM: The Hon Dr Ntsu Mokhehle	NA Basutoland Congress Party	4 Oct	1966
The President	NA United Democratic Front	6 Jul	1964
PM: The Hon Datuk Seri Dr Mahathir Mohamad	HR National Front	31 Aug	1957
The President	HR No party system	26 Jul	1982
PM: The Hon Dr Edward Fenech-Adami	HR Nationalist Party	31 Mar	1964
PM: The Rt Hon Sir Anerood Jugnauth QC	LA Mouvement Socialiste Mauricien and Mouvement Militant Mauricien (Coalition)	12 Mar	1968
The President	NA Swapo	21 Mar	1990
The President	Pa No party system	31 Jan	1968
PM: The Rt Hon James Bolger	HR National Party	6 Feb	1931 ⁶
The Head of State		1 Oct	1960
PM: The Hon Mohatma Benazir Bhutto	NA Pakistan People's Party	23 Mar	1989 ³
PM: The Rt Hon Sir Julius Chan	Pa Coalition led by People's Progress Party and Pangu Party (CH)	16 Sep	1975
PM: The Hon Dr Denzil Douglas	NA St Kitts-Nevis Labour Party	19 Sep	1983
PM: The Rt Hon John Compton	HA United Workers Party	22 Feb	1979
PM: The Rt Hon Sir James Fitz-Allen Mitchell	HA New Democratic Party	27 Oct	1979
The President	NA Seychelles People's Progressive Front	5 Jun	1976
Chairman, National Provisional Ruling Council		19 Apr	1961
PM: The Hon Goh Chok Tong	Pa People's Action Party	9 Aug	1965
PM: The Hon Solomon Mamaloni	NP Solomon Islands National Unity Reconciliation & Progressive Pati	7 Jul	1978
The President	NA Government of National Unity	31 May	1994 ³
The President	Pa People's Alliance	4 Feb	1948
PM: The Hon Prince Mbilini	HA No party system	6 Sep	1968
The President	NA Chama Cha Mapinduzi	9 Dec	1961
PM: The Hon Baron Vaea of Houma	LA No party system	4 Jun	1970
PM: The Hon Patrick Manning	HR People's National Movement	31 Aug	1962
PM: The Hon Kamuta Latasi	HA No party system	1 Oct	1978
The President	NRC No party system	9 Oct	1962
PM: The Hon Maxime Carlot Korman	Pa Union of Moderate Parties/National United Party (Coalition)	30 Jul	1980
PM: The Hon Tofilau Eti Alesana	LA Human Rights Protection Party	1 Jun	1970
The President	NA Movement for Multi-Party Democracy	24 Oct	1964
The President	HA Zimbabwe African National Union-Patriotic Front	18 Apr	1980



The COMMONWEALTH Countries

1. Antigua and Barbuda	(pop. 67,000)	Dependent Territories: Anguilla, Bermuda, British Antarctic Territory, British Indian Ocean Territory, British Virgin Islands, Cayman Islands, Falkland Islands, Gibraltar, Hong Kong, 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	14. Ghana	(16,261,000)	
2. Australia	(17,707,000)	9. Brunei Darussalam	(281,000)	15. Grenada	(91,000)
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		10. Canada	(27,814,000)	16. Guyana	(812,000)
3. Bahamas	(266,000)	11. Cyprus	(726,000)	17. India	(900,543,000)
4. Bangladesh	(116,702,000)	12. Dominica	(72,000)	18. Jamaica	(2,415,000)
5. Barbados	(260,000)	13. The Gambia	(1,019,000)	19. Kenya	(25,376,000)
6. Belize	(205,000)			20. Kiribati	(76,000)
7. Botswana	(1,402,000)			21. Lesotho	(1,899,000)
8. Britain	(58,040,000)			22. Malawi	(9,303,000)
				23. Malaysia	(19,032,000)
				24. Maldives	(236,000)
				25. Malta	(362,000)
				26. Mauritius	(1,111,000)
				27. Namibia	(1,565,000)
				28. Nauru	(8,000)



- 29. New Zealand** (3,462,000)
Includes territories of Tokelau and the Ross Dependency (Antarctic). Self-Governing Countries in Free Association with New Zealand: Cook Islands and Niue
- 30. Nigeria** (104,893,000)
- 31. Pakistan** (122,829,000)
- 32. Papua New Guinea** (4,148,000)
- 33. St Kitts and Nevis** (41,000)
- 34. St Lucia** (158,000)
- 35. St Vincent and the Grenadines** (110,000)
- 36. Seychelles** (70,000)
- 37. Sierra Leone** (4,468,000)
- 38. Singapore** (2,867,000)

- 39. Solomon Islands** (346,000)
- 40. South Africa** (40,677,000)
- 41. Sri Lanka** (17,622,000)
- 42. Swaziland** (888,000)
- 43. Tanzania** (26,743,000)
- 44. Tonga** (93,000)
- 45. Trinidad and Tobago** (1,282,000)
- 46. Tuvalu** (9,000)
- 47. Uganda** (18,026,000)
- 48. Vanuatu** (161,000)
- 49. Western Samoa** (163,000)
- 50. Zambia** (8,527,000)
- 51. Zimbabwe** (10,638,000)

The designations employed and the presentation of material on this map 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 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 COMMONWEALTH AND ITS MEMBERS

The Commonwealth's 51 members, as of 31 July 1995, and their 1.5 billion people span a quarter of the world's population. They are found in every continent and ocean and are of many faiths, races, languages and cultures. What links them together are shared traditions and the belief that their interests are served by working in partnership with each other.

The Commonwealth has no charter. Membership to it is entirely voluntary, but its members are bound by some guiding principles and deeply-held beliefs in the promotion of international understanding and co-operation. These principles and beliefs were first enunciated by Commonwealth Heads of Government at their meeting in Singapore in 1971 as The Commonwealth Declaration of Principles.

These principles were reaffirmed by Heads of Government at their meeting in Harare, Zimbabwe, in 1991, who went on to outline a role for the Commonwealth into the next century in the Harare Commonwealth Declaration.

Thirty members are republics with their own Heads of State, 16 are monarchies with Her Majesty Queen Elizabeth II as their Head of State, and five others have national monarchs. All accept the Queen as the symbol of their free association of independent states and, as such, Head of the Commonwealth.

Members vary greatly in size from India's 900 million people to Nauru's 8,000.

They include some of the world's most developed countries and some of its least. Only independent states can become members but some dependencies associated with member states participate in and contribute financially to certain Commonwealth programmes for development co-operation.

A voluntary category of 'Special Members' has been created for very small countries such as Nauru and Tuvalu who are not assessed for subscriptions but contribute voluntarily to the Secretariat's and other budgets. They do not send representatives to the meetings of Heads of Government.

The Consultative Structure

The Commonwealth Secretariat, which was set up in 1995, remains the focus for multilateral intergovernmental consultation and exchange of information among members. It is headquartered at Marlborough House in London.

At the top of the association's consultative structure are its two-yearly meetings of Commonwealth Heads of Government (CHOGMs). The host country for these meetings rotates between different regions. Limassol, Cyprus, hosted the last CHOGM from 21 - 25 October 1993, and Auckland, New Zealand, will host the next meeting which will convene from 10 - 13 November, 1995.

Some mandates from Heads of Government endorse, in effect, the recommendations of various ministerial meetings held between summits. These may be held annually, biennially or

triennially, and some are held before or during other regular international conferences. In the two years since mid-1993, the following ministerial and senior officials' meetings were held:

1993

Women's Affairs

5 - 9 July, Nicosia, Cyprus

Finance

21 - 23 Sept, Nassau, Bahamas

Law

5 - 19 Nov, Grand Baie, Mauritius

1994

Finance

26 - 28 Sept, Valletta, Malta

Senior Officials

22 - 24 Nov, Islamabad, Pakistan

Education

27 Nov - 1 Dec, Islamabad, Pakistan

1995

Health (Pre-WHA)

30 April, Geneva, Switzerland

Youth Affairs

17 - 19 May, Port of Spain, Trinidad and Tobago

Senior Law Officials

29 May - 1 June, Valletta, Malta

Science Council

5 - 8 June, Bangalore, India

In the interests of continuity, senior government officials of member countries meet every non-summit year to monitor implementation of decisions of Heads of Government and views on international developments.

Secretariat Projects, 1 July 1993 to 30 June 1995

(Conferences, Meetings, Workshops, Training Programmes and other activities organised by the Commonwealth Secretariat. Country of origin of experts and consultants in brackets; gender: F=Female; M=Male)

ECONOMIC AFFAIRS DIVISION

Commonwealth Finance Ministers' meetings Annual, held in conjunction with the World Bank/IMF meetings: September 1993, Nassau, Bahamas; September 1994, Valletta, Malta

Inaugural Meeting of the Ministerial Group on Small States October 1993, Limassol, Cyprus

First meeting of the Commonwealth Consultative Group on Small States April 1994, London, Britain

Workshop on the Uruguay Round of GATT negotiations July 1994, Maseru, Lesotho. Attended by 120 trade and finance officials and private sector representatives from Botswana, Lesotho and Swaziland

Regional workshop on Africa in the aftermath of the Uruguay Round (in collaboration with UNCTAD) March 1995, Harare, Zimbabwe. Attended by 80 senior trade and finance officials from 19 African countries and representatives of international organisations

Meeting of Commonwealth Consultative Group on Environment April 1995, United Nations, New York, USA

Regional seminar on the implications of Uruguay Round, GATT talks and the North American Free Trade Agreement for Caribbean countries May 1995, Kingston, Jamaica. Attended by more than 75 participants from countries in the region

Second meeting of the Commonwealth Consultative Group on Small States May 1995, London, Britain

Advisory Group Meeting on Multilateral Debt June 1995, London, Britain

Senior Finance Officials Meeting on Money Laundering June 1995, Colombo, Sri Lanka

Consultative meeting on food security policy and gender in Africa June 1995, Kampala, Uganda

Completion of preparations to launch the Emerging Commonwealth Privatisation Fund

Feasibility study completed for Investment Fund for the Common Market of Eastern and Southern Africa (COMESA)

Project on new and emerging issues in international trade; post Lomé IV trading arrangements for ACP countries; and a multilateral regime for cross-border capital flows

ECONOMIC AND LEGAL ADVISORY SERVICES DIVISION

(All consultancies unless stated otherwise)

Commonwealth General

Workshop for Election Administrators July 1993, Oxford, Britain

Training in debt management strategies and techniques January 1994, Madras, India. 11M, 4F participants

Training in the use of CS-DRMS and interpretation of loan agreements February - March 1994, London, Britain. 11M, 2F

Training in management tools for effective debt management June 1994, London, Britain. 8M, 8F

Training in debt management strategies and techniques January 1995, Madras, India. 9M, 7F

Training in advanced features of CS-DRMS June 1995, London, Britain. 13M, 7F

Africa

Training in the use of CS-DRMS July 1993, Banjul, The Gambia. 12M, 5F

Workshop on Effective Aid Management July 1994, Lusaka, Zambia. 24M, 6F

Botswana: Guidance on review of mineral policies; Advice on recording and management of debt

The Gambia: Assistance with establishment of an offshore centre; Advice on recording and management of debt

Ghana: Assistance with development of Stock Exchange; Advice on Aid Management; Advice on recording and management of debt; Advice on regulations for non-banking financial institutions; Review of commercial laws of Ghana to strengthen private sector development; Assistance on the formulation of a detailed legal framework for collective investment scheme

Kenya: Assistance in handling Government lendings to parastatals; Assistance in debt portfolio review and strategy for refinancing; Advice on recording and management of debt

Lesotho: Advice on mining legislation and diamond agreement; Training in Loan Interpretation, August 1993 (7M, 1F); Advice on recording and management of debt

Malawi: Assistance on electoral matters, October 1993 - June 1994; Training on Interpretation of Loan Agreements, May 1995 (17M, 7F); Training for multi-party local authorities; Advice on recording and management of debt; Training for new users of CS-DRMS, May 1995 (17M, 7F)

Mauritius: Assistance in the review of the stock exchange and capital markets; Advice on recording and management of debt; Guidance to the National Mutual Fund on the selection of a firm of investment managers; Assistance with policy and legislation relating to financial institutions

Namibia: Guidance with the preparation of a new Mining Act 1990 - 1993; Assistance with the renegotiation of diamond arrangements 1990 - 1994; Assistance to the Government in connection with the formation of a National Fishing Company; Advice on the recording and management of debt; Assistance with petroleum negotiations and advice on implementation relating to various Licence Areas; Assistance with promotion of minerals and preparation of a model mining agreement; Assistance on petroleum licensing

Nigeria: Advice on the recording and management of debt to the Central Bank of Nigeria; Training in Loan Interpretation, September 1993, Abuja (8M); Training in the use of the Commonwealth Secretariat Debt Recording and Management System, February 1994, Abuja (9M, 1F)

Seychelles: Review of the model petroleum agreement, preparation of draft tax legislation, and assistance with licensing round; Participation in renegotiations with an oil company

Sierra Leone: Advice on the recording and management of debt; Assistance with electoral matters

South Africa: Assistance with training election officers; Advice on the recording and management of debt

Swaziland: Advice on the recording and management of debt; Assistance on petroleum terms

Tanzania: Assistance with aid management; Assistance in the review of model petroleum contract; Advice on the recording and management of debt; Advice on external debt management strategy; Advice on privatisation of parastatals; Assistance with capital market development; Advice on Unit Trust development

Uganda: Assistance with capital market

development; Guidance on Hydro Power development project

Zambia: Assistance on electoral matters

Zimbabwe: Assistance on the development of Hartley Platinum Mine

Special Commonwealth Fund for

Mozambique: Advice on the recording and management of debt; Review of Model Mining Contract 1990-1994; Seminar and Preparation for Multi-party Election 1991-1994

SADC: Institutional and policy development; Study on the comparison of Mining Fiscal Terms in SADC and presentation at SADC/EU mining conference

Asia

Brunei Darussalam: Assistance with the drafting of the fisheries bill

India: Advice on the recording and management of debt; Assistance for formulating a policy for Venture Capital Fund; Advice on Petroleum Licensing; Assistance in the mining sector

Maldives: Technical and legal advice on maritime boundaries delimitation; Advice on the management and recording of debt

Pakistan: Advice and assistance on mining investment; Participation in National Task Force to formulate a new mining policy

Sri Lanka: Assistance in devising a new fiscal regime for large scale mining; Advice on the management and recording of debt

Caribbean

Bahamas: Advice on the recording and management of debt

Barbados: Review of petroleum management regime for privatisation of oil companies; Assistance on privatisation of Caribbean Broadcasting Corporation; Advice on the recording and management of debt

Belize: Advice to Government on a territorial treaty; Advice on the recording and management of debt

Bermuda: Assistance on draft securities legislation

British Virgin Islands: Advice on the recording and management of debt

Cayman Islands: Advice on the recording and management of debt

Grenada: Technical & Legal advice on maritime boundaries delimitation 1988-1994; Assistance in preparing new petroleum legislation 1987-1995

Guyana: Assistance with preparation for the Paris Club; Assistance on privatisation of Government parastatals; Advice on the recording and management of debt

Jamaica: Advice on debt restructuring; Advice on recording and management of

debt; Technical and legal advice on maritime boundary delimitation

Trinidad and Tobago: Advice on the merger of two parastatal petroleum companies 1992-1994; Advice on divestment of an oil refinery 1992-1994

ECCB: Advice on external debt management strategy

OECS: Technical & Legal Advice on Maritime Boundaries Delimitation; Workshop on maritime boundaries delimitation, June 1995, St Lucia (11M, 1F)

Mediterranean

Cyprus: Advice on recording and management of debt

Pacific

Cook Islands: Advice on recording and management of debt

Kiribati: Assistance in the review of a draft investment agreement

Nauru: Advice on recording and management of debt; Training in loan interpretation, filling in Data Entry Sheets and use of CS-DRMS, July 1993 (6M)

Papua New Guinea: Advice on recording and management of debt; Training in the use of CS-DRMS, October-November 1994 (16M, 7F)

Solomon Islands: Evaluation of gold mining feasibility study and negotiation with foreign mining company; Review of mineral taxation terms; Advice on the recording and management of debt; Training in the use of CS-DRMS, July - August 1993 (2M, 1F)

South Pacific Region: Advice on external debt management strategy to South Pacific Commonwealth countries

EXPORT AND INDUSTRIAL DEVELOPMENT DIVISION

Export Market Development Department

Pan-Commonwealth Projects

Commonwealth Roundtable of Business Organisations (September 1993); Singapore Advanced Programme on Export Market Development; GATT, Africa in the Aftermath of the Uruguay Round

Regional Projects

Caricom: Regional Trade Fair Management Programme

SADC: Intra-regional Tourism Market Study

Consultancy Projects

Western Samoa: Trade and Investment Promotion Mission to Los Angeles, USA

Contact Promotion Programmes (CPP)

Cyprus: CPP in Britain and Germany for selected products from Cyprus

Ghana: CPP in Sweden, Finland, Norway, Denmark and Austria for selected horticultural products from Ghana

Integrated Marketing Programmes (IMP)

Guyana: Agricultural Export Market Information Programme

India: IMP for automotive parts and accessories in the USA

Pakistan: An Integrated Marketing Programme for women entrepreneurs in Britain and Germany

Sri Lanka: An Integrated Marketing Programme for apparel in Britain and Spain

Export and Trade Studies

Kenya: A study on export and industrial development strategies and the relevant institutional arrangements

Pakistan: A study on the functions and operations of the Foreign Trade Institute of Pakistan

Sri Lanka: A study on women in export development in Sri Lanka

Zambia: A study on women in export development in Zambia

Meetings

India: Buyer/Seller Meeting for selected Indian products in South Africa

Experts

Brunei Darussalam: Expert to undertake an export opportunity survey

St Kitts and Nevis: Tourism Marketing and Development Adviser

Vanuatu: Trade Development Adviser

Western Samoa: Expert on Export Finance Guarantee Scheme

Zimbabwe: Export Training Adviser

OECS: Regional Trade Fair Adviser

SPFFA: Expert on Marketing of Marine Products

Industrial Development Department

Africa

Botswana: Development of the building materials industry

The Gambia: Feasibility study for the bulk storage of LPG; Rehabilitation of a feed mill and hatchery

Ghana: Feasibility study for the production of shea butter; Technical assistance to a furniture manufacturer; Establishment of a unit to produce coconut-based products

Kenya: Feasibility study for a project to

recycle plastics waste

Mauritius: Assistance to the Mauritius Standards Bureau; Feasibility study for the manufacture of baker's yeast and fodder yeast

Namibia: Establishment of an industrial and technological information division; Development of small-scale informal sector industry; Potable water project; Identification, testing and utilisation of alternative building materials for low-cost housing; Implementation of the vendor development programme

Nigeria: Feasibility study for the production of soya milk and other related soya products; Identification, testing and utilisation of local building materials for low-cost housing

Sierra Leone: Implementation of a small-scale stone cutting and polishing unit; Processing of pineapples and other tropical fruits

Swaziland: Development of the ceramics industry

Tanzania: Rehabilitation of a mini sugar plant; Rehabilitation of Light Source Manufacturers Ltd

Zambia: Assistance to the privatisation programme

Zimbabwe: Feasibility study for the mining and processing of black granite

SADC: Development of a Computer Information Centre; Action plan for the development of gypsum production

Asia

Brunei Darussalam: Assessment of the handloom industry

India: Feasibility study for a small-scale pashmina wool processing unit; Implementation of CAD/CAM centre

Malaysia: Technology transfer forum on the management of plastics waste in Commonwealth countries

Pakistan: Development of fruit and vegetable processing industry

Singapore: Development of expertise and infrastructure in plastic composites technology

Sri Lanka: Expansion and modernisation programme of Ceylon Glass Co Ltd; Assessment of the potential uses of pineapple and banana waste

Caribbean

Bahamas: Manufacture of ceramics crafts

Belize: Development of agriculture and agro-industries

Guyana: Design and engineering of a slipway

Jamaica: Assistance to Kingston Heirlooms Ltd; Agro-industrial waste management project

St Vincent and the Grenadines:

Development of small business entrepreneurship

Trinidad and Tobago: Development of foundry facilities at Mustapha's Engineering Works Ltd

UWI: Development of Caribbean regional industrial strategy

Pacific

Cook Islands: Feasibility study for the integrated processing of coconuts

Kiribati: Establishment of a small-scale fish canning facility; Industrial opportunity surveys and business clinics; Development of coconut processing industries

Papua New Guinea: Development of knitwear facilities; Assistance to the coconut oil industry; Entrepreneurship development programme; Feasibility study for the establishment of a downstream processing palm oil facility

Solomon Islands: Development of the textile and garment industry

Tonga: Industrial opportunity surveys, business clinics and entrepreneurship development programme; Development of marine resources; Establishment of Industrial Development Corporation; Technical assistance to a soap-making unit

Tuvalu: Industrial opportunity surveys, business clinics and entrepreneurship development programme; Development of knitwear facilities; Development of marine resources

Vanuatu: Establishment of small-scale industrial units

Western Samoa: Industrial opportunity business clinics and entrepreneurship development programme; Development of marine resources

Meetings and Workshops

Entrepreneurship Development Workshop in collaboration with the Department of Commerce and Industry and the Small Business Development Corp June - August 1993, Papua New Guinea; 40 participants

Second Caricom Conference on the Regional Pharmaceutical Sector November 1993, Barbados

Entrepreneurship Development Programme (EDP) organised in collaboration with the Ministry of Commerce, Industry and Employment in Kiribati May - October 1994; 25 participants

Entrepreneurship Development Programme organised in collaboration with the Business Advisory Development Office, Ministry of Trade and Industry and the Development Bank of Tuvalu November 1994; 20 participants

Second Meeting of the Co-ordinating Committee of the Commonwealth Business Network (COMBINET) February 1995, Britain

Entrepreneurship Development

Programme organised together with the Ministries of Commerce and Industry, and Women's Affairs in Western Samoa April 1995; 25 participants

Agricultural Development Unit

Pan-Commonwealth Projects

Commonwealth Forestry Initiative

Review of capacity-building projects in oceans and fisheries sectors (in conjunction with the Government of Canada. Partly funded by CIDA)

Africa

Management and Sustainable Use of African Rangeland

Zimbabwe: Planning for small-scale dairy sector - assisting with the preparation of a five-year plan for smallholder dairying

SADC: Land Husbandry training; Workshop on the Harmonisation of Seed Laws; Regional fisheries training programme based at Lake Kariba, Zimbabwe; Review of activities in land management sector

Asia

Brunei Darussalam: Identification and Management of Exotic Fruit Flies in Brunei

Maldives: Fisheries and agricultural planning - consultancy project to provide technical assistance for 15 project proposals for donor agencies

Caribbean

Soil Conservation and small farmers in the Caribbean

GENERAL TECHNICAL ASSISTANCE SERVICES DIVISION

Advisers and Experts in post, July 1993-June 1995

Africa

Botswana

Adviser on Youth Development, Ministry of Labour and Home Affairs (Bangladesh, M)

Meteorological Adviser, Department of Meteorological Service (Ghana, M)

Senior Tax Training Officer, Botswana Institute of Administration and Commerce (Ghana, M)

Senior Scientific Officer, Department of Veterinary Services (Britain, F)

Adviser, CS-DRMS, Ministry of Finance (India, M)

The Gambia

Judge of the Gambia Court of Appeal (Zambia, M)

Deputy Director, Gambia Technical Training Institute (Britain, M)

Ghana

Chief Operations Officer, Ghana Co-operative Bank (Britain, M)

Consultant in Anaesthesia, Ghana Medical School (Nigeria, F)

Resident Adviser, Aid Management Unit, Ministry of Finance and Economic Planning (Uganda, M)

Technical Adviser, Securities Discount House (Britain, M)

Curriculum Development Expert, Polytechnic Education Planning, Ministry of Education (Britain, M)

Teacher Education Curriculum Co-ordinator (India, M), Time-Tabling and Space Utilisation Expert (Nigeria, M), University College of Ghana

Kenya

Senior Principal Parliamentary Counsel, Attorney-General's Chambers (Ghana, M)

Chief Justice of Kenya (Ghana, M)

Lesotho

Financial Management Adviser, Lesotho Electricity Corporation (Australia, M)

Malawi

Chief Architect, Malawi Housing Corporation (India, M)

Forestry Entomologist, Department of Forestry (Ghana, M)

Media Adviser (Britain, M), Adviser on Voter Education (Britain, F), Trainer of Trainers (Trinidad and Tobago, M), Malawi Electoral Commission

Mauritius

Science and Technology Adviser, Mauritius Research Council (New Zealand, M)

Expert in Housing Development Policy and Planning, Ministry of Housing (India, M)

Trainer in Quantity Surveying, University of Mauritius and Ministry of Works (Britain, M)

Health Economist/Planner, Ministry of Health (Britain, M)

Executive Director, Tertiary Education Commission (Trinidad and Tobago, M)

Physical Planner (Traffic), Ministry of Housing, Lands and the Environment (Britain, M)

Adviser, Central Statistical Office (Britain, M)

Mozambique

Agricultural Economist, National Sugar Institute (Britain, F)

Health Information Specialist, Ministry of Health (Canada, F)

Epidemiologist and Associate Professor, Ministry of Health and Eduardo Mondlane University (Australia, F)

Course Designer and Teacher, Telecommunications of Mozambique (Australia, F)

Namibia

Chief Adviser on Evaluation of Educational Qualifications, Ministry of Education, Culture, Youth and Sport (New Zealand, M)

Chief Development Planning Adviser, National Planning Commission (Britain, M)

Expert on Mining Rights, Ministry of Mines and Energy (Australia, M)

Legal Draftsperson, Ministry of Justice (Uganda, F)

Nigeria

Planning Consultant (Agriculture), Agricultural and Rural Management Training Institute (India, M)

Seychelles

Senior Economist, Ministry of Planning and External Relations (Britain, M)

Environmental Lawyer, Environmental Management Plan, Department of Environment (India, F)

Tourism Adviser, Ministry of Tourism and Transport (Sri Lanka, M)

Senior Geophysicist (Australia, M), Head of Resource Management Section (Australia, M), Seychelles National Oil Co Ltd

Sierra Leone

Technical Adviser, Ministry of Industry and State Enterprise (Zambia, M)

Professor of Pharmacology, College of Medicine and Allied Sciences (Ghana, M)

Chief Technical Adviser, Food Aid Management, Food Aid Secretariat (India, M)

Resident Project Co-ordinator, DRMS, Ministry of Finance (Sri Lanka, M)

Consultant, Banking Legislation Review, Central Bank of Sierra Leone (Bangladesh, M)

Consultant for the promotion of self-employment and income generating activities for youth, Department of Youth Mobilisation (Tanzania, M)

Legislative Drafting Expert, Department of Legal Affairs (India, M)

Accounting Training Officer, Accountant-General's Office (Britain, M)

Consultant in Economic Statistics, National Accounts, Central Statistics Office (India, M)

Swaziland

Tax Management Expert, Income Tax Department (India, M)

Financial Specialist (Banking), Swaziland Development Savings Bank (Sri Lanka, M)

Tanzania

Senior Lecturer in Health Engineering, ARDHI Institute (India, M)

Senior Lecturer in Accountancy, Institute of Finance and Management (Nigeria, F)

Industrial Engineer (India, M), Assistant Director, Corporate Advisory Services

(India, M), Tanzania Development Finance Co Ltd

Uganda

Legislative Drafting Expert (Training), Ministry of Justice (Ghana, M)

High Court Judge, Uganda Courts of Judicature (Ghana, M)

Principal Consultant, Project Restructuring Unit, Uganda Development Bank (Ghana, M)

Expert in Agricultural Statistics and Sampling Techniques, Makerere University (India, M)

Constitutional Adviser, Ministry of Constitutional Affairs (Australia, M)

Zimbabwe

Chief Technical Adviser, ESAIDARM (Kenya, M)

Senior Valuation Officer (Sri Lanka, M), Quantity Surveyor (Malawi, M), Ministry of Construction and National Housing

ESAMI

Public Sector Management Specialist (Zambia, M)

Ports and Shipping Specialist (Uganda, M)

Institute of Development Management

Regional Diplomatic Trainer (Trinidad and Tobago, M)

Financial Controller (Tanzania, M)

PTA

Project Co-ordinator, Trade and Investment Laws of Preferential Trade Area (Tanzania, M)

Consultant to Preferential Trade Area Clearing House (Uganda, M)

West African Management Development Institutes Network

Executive Secretary (Nigeria, M)

Asia**Bangladesh**

Adviser/Trainer in Information Systems, Public Administration Computer Centre (Nigeria, M)

Brunei Darussalam

Adviser for Youth Vocational School, Ministry of Culture, Youth and Sports (Britain, M)

Consultant on Teaching and Learning, University of Brunei Darussalam (New Zealand, M)

Expert for Project Management Course, Economic Planning Unit, Ministry of Finance (New Zealand, M)

Malaysia

Expert, Study on the Viability of Pernas Edar Sdn.Bhd. (Australia, M)

Expert in Cocoa Fermentation Technology, Malaysian Cocoa Board (Britain, M)

Maldives

Civil Engineer, Malé Road Construction Project (Sri Lanka, M)

Customs Training Adviser (India, F)

Expert in Curriculum Development, Vocational Training Centre (India, M)

Expert on the Environment, Ministry of Planning and Environment (Britain, M)

Experts in Financial Management (Britain, M; Canada, M), Maldives Centre for Management and Administration

Sri Lanka

Computer Consultant, Ministry of Plantation Industries (Britain, M)

Computer Audit Consultant, Bank of Ceylon (New Zealand, M)

Consultant on Computerisation of People's Bank (Singapore, M)

Asia-Pacific Institute for Broadcasting Development

Expert, Course on Environmental Programmes (Canada, M)

Expert on Health Education Programme (Britain, M)

Expert in Broadcasting Management (Women) (Britain, F)

Expert on Educational Broadcasting (Britain, M)

Caribbean**Anguilla**

Senior Radiographer, Ministry of Health (Nigeria, M)

Bahamas

Expert Management Trainer, Department of Co-operative Development (Sri Lanka, M)

Barbados

Information Specialist, Caribbean Conservation Association (Trinidad and Tobago, F)

Sample Survey Statistician, Ministry of Finance (Ghana, M)

Belize

Consultant for Broadcasting Corporation of Belize (Pakistan, M)

Social Planner, Ministry of Development (Australia, M)

Bermuda

Adviser, Credit Union of Bermuda (Canada, M)

Reviewer of Bermuda Government Health Laboratory (Britain, F)

British Virgin Islands

Survey Statistician Consultant, Development Planning Department (India, M)

Agricultural Engineer, Ministry of Natural Resources and Labour (Bangladesh, M)

Land Management Consultant, Ministry of Lands (Australia, F)

Consultant, Gender-Based Statistics, Development Planning Unit (Guyana, F)

Legal Draftsperson, Attorney-General's Office (Sri Lanka, M)

Dominica

Industrial Estate Adviser, Dominica Agricultural, Industrial and Development Bank (Bangladesh, M)

General Manager, Dominica Electricity Services (Kenya, M)

Information Analysis Expert, Dominica National Council of Women (Australia, F)

Audit Training Adviser, Audit Department (Britain, M)

Financial Comptroller (India, M), Water and Sewerage Engineer (Ghana, M), Dominica Water and Sewerage Co Ltd

Grenada

Product Development Adviser, Grenada Produce Chemist Laboratory (India, M)

Tourism Training Adviser, Grenada Board of Tourism (Sri Lanka, M)

Chief Medical Officer, Ministry of Health (Trinidad and Tobago, M)

Soil and Materials Engineer, Ministry of Works and Communications (India, M)

Guyana

Airworthiness Engineer, Timehri International Airport (India, M)

Site Resource Surveys Manager (Britain, M), Research and Development Manager (India, M), Resource Economist (Canada, M), Iwokrama International Rainforest Programme

Agricultural Economist (Monitoring and Evaluation) (Nigeria, M), Agricultural Economist (Agricultural Marketing and Agrarian Development) (Bangladesh, M), Agricultural Economist (Project Planning and Analysis) (Jamaica, M), Statistician (India, M), Ministry of Agriculture

Jamaica

Senior Pharmaceutical Microbiologist, Department of the Government Chemist (Ghana, M)

Curriculum Development Adviser (Commerce) (Sri Lanka, M), Curriculum Development Adviser (Bangladesh, M), College of Arts, Science and Technology

Senior Project Engineer (Roads and Bridges) (Britain, M), Senior Project Engineer (Water and Sewerage) (India, M), Project Analysis and Monitoring Co Ltd

Montserrat

Tourism Development Adviser (Trinidad and Tobago, F)

Legal Draftsperson, Attorney-General's Department (Sri Lanka, M)

Poultry Production Adviser, Ministry of Agriculture (Guyana, M)

St Kitts and Nevis

Tax Adviser, Inland Revenue Department (Barbados, M)

Agricultural Development Manager (Guyana, M), 2 Transport Services Managers (both Britain, M), St Kitts Sugar Manufacturing Corp

St Lucia

Physical Planning Officer, Ministry of Planning, Personnel, Establishment and Training (Britain, M)

Tourism Adviser, Ministry of Tourism (New Zealand, M)

Insurance Adviser, Ministry of Finance and Statistics (Trinidad and Tobago, M)

College Bursar (Sierra Leone, M), Lecturer in Educational Psychology (Nigeria, F), Sir Arthur Lewis Community College

St Vincent and the Grenadines

Legal Draftsperson, Solicitor-General's Office (Jamaica, F)

Financial Controller, Central Water and Sewerage Authority (India, M)

Trinidad and Tobago

Adviser, Microbial Pest Control, NIHERST (Britain, M)

Consultant, Physical Oceanographer, Institute of Marine Affairs (Britain, F)

Consultant Radiographer, College of Health Sciences (St Vincent and the Grenadines, M)

Trinidad

Adviser, Management of Public Enterprises (Trinidad and Tobago, F)

Institutional Development Expert (Trinidad and Tobago, M)

Caricom Secretariat

Training Adviser, Livestock Production, REPAHA (Uganda, M)

Reviewer of Caribbean Community Programme for Agricultural Development (Barbados, M)

Co-ordinator, Public Education Programme, Women in Development (Jamaica, F)

Consultants, Diplomatic Training Seminar (2 Canada, 1 Guyana, M)

Facilitator, Workshop on Human Resource Management (Trinidad and Tobago, M)

Trainer For Trainers in Social Security Administration (Trinidad and Tobago, F)

Caribbean Examinations Council

Technical Support for Implementation of Registration and Grading Sub-System (Trinidad and Tobago, M); Consultant, Computerisation of Examination Processing System (Britain, M)

Caribbean Food Corporation

Project Development Adviser (Ghana, M)

Caribbean Tourism Organisation

Tourism Statistics Adviser (Guyana, M)

OECS

Programme Co-ordinator, Maritime Boundary Delimitation Process (Britain, M)

Production Co-ordinator, Agricultural Diversification Co-ordination Unit (St Vincent and the Grenadines, M)

Financial Comptroller (St Lucia) (Dominica, M)

UWI

Environmental Toxicologist, Centre for Resource Management and Environmental Studies (Nigeria, M)

Consultants for Institutional Strengthening of Commonwealth Caribbean Medical Research Council (6 Britain, M)

Director, Legislative Drafting Training Programme (Ghana, M)

Curriculum Development Adviser, Department of Sociology (Uganda, M)

Visiting Professor (Canada, M), *Resource Person, Applied Econometrics and Applied Social Statistics* (Barbados, M), *Consortium Graduate School of Social Sciences*

Mediterranean**Cyprus**

Expert on Competition and Consumer Protection, Ministry of Commerce (Britain, M)

Human Resources Management and Examination Adviser, Inland Revenue Department (Australia, M)

Expert on Planning Control and Planning Enforcement, Ministry of Interior (Britain, M)

Malta

Controller of Insurance, Malta International Business Authority (Britain, M)

Director, International Maritime Law Institute (Malta, M)

Consultant, Office of the Ombudsman (New Zealand, M)

Pacific**Cook Islands**

Executive Secretary (Energy), Ministry of Energy (India, M)

Nauru

Secretary for Justice, Department of Justice (Ghana, M)

Niue

Technical Adviser (Mechanical), Public Works Department (New Zealand, M)

Papua New Guinea

Field Officer, Women in Fisheries Development, Department of Fisheries and Marine Resources (India, F)

Lecturer in Agro-Forestry, Department of Forestry (Britain, M)

Marine Legal Expert, Department of Transport, Maritime Division (Ghana, M)

Special Project Expert (Trade Testing and

Certification Scheme), Employment and Training Department (Britain, M)

Solomon Islands

Foreign Affairs Training Adviser, Ministry of Foreign Affairs (Britain, M)

Tonga

Intellectual Property Law Adviser, Ministry of Labour, Commerce and Industry (Zambia, M)

Chief Physician, Vaiola Hospital (India, M)

Chief Accountant, Ministry of Works (Canada, M)

Statistician (National Accounts), Statistics Department (India, M)

Economist (Policy Co-ordination) (India, M), *Economist (Fiscal Policy)* (Bangladesh, M), *Ministry of Finance*

Tuvalu

Civil Aviation Adviser, Ministry of Works and Communications (Ghana, M)

Vanuatu

General Manager, Vanuatu National Commercial and Trading Bank (New Zealand, M)

Regional Engineer (Tanzania, M), *Regional Architect* (New Zealand, M), *Public Works Department*

Western Samoa

Tourism Development Adviser, Western Samoan Visitors Bureau (Australia, M)

Tax Adviser, Inland Revenue Department (India, M)

South Pacific Applied Geo-Science Commission

Petroleum Co-ordinator (Britain, M)

South Pacific Commission

Coastal Fisheries Programme Manager (Britain, M)

South Pacific Forum Fisheries Agency

Computer Programme Analyst (Western Samoa, M)

Computer Systems Manager (Australia, M)

South Pacific Forum Secretariat

Information Technologist (Jamaica, F)

Reviewer of Structure and Operations of Forum Secretariat (Guyana, M)

South Pacific Regional Environment Programme

Meteorology-Climatology Officer (New Zealand, M)

University of the South Pacific

Lecturer in Law (Ghana, M)

Fellow in Development Administration (Mauritius, M)

Workshops

Workshop on Environmental Impact Assessment (EIA) for Caribbean sub-region February 1994, Jamaica. 16M, 9F

Workshop on EIA for West Africa March 1994, The Gambia. 14M, 1F

Workshop on EIA for East, Central and Southern Africa April 1994, Mauritius. 14M, 6F

Regional Workshop on Project Planning and Management June - July 1994, Fiji. 13M, 8F

Sub-regional workshop on Project Planning and Management July 1994, Antigua and Barbuda. 10M, 12F

HUMAN RESOURCE DEVELOPMENT DIVISION**Education Department**

Pacific Workshop for Women Managers in Higher Education July 1993, Suva, Fiji. 28 participants

Meeting of the Donors to African Education (DAE) Working Group to launch the country action plan programme October 1993, Brunei Darussalam

Commonwealth Journal Distribution Programme Consultative Meeting April 1994, London, Britain

Commonwealth Universities Study Abroad Consortium (CUSAC) Africa Roundtable April 1994, Manzini, Swaziland

CASTME/ComSec workshop on Science Technology and Mathematics Education June - July 1994, Botswana. 100 participants

Meeting of the Donors to African Education Working Group on the Teaching Profession July 1994, Harare, Zimbabwe

Headteacher Training Modules Evaluation workshop September 1994, Windhoek, Namibia

ComSec/South African education consultative meeting September 1994, Johannesburg, South Africa

Commonwealth Scholarship and Fellowship Plan Administrators Meeting November 1994, Islamabad, Pakistan

Twelfth Conference of Commonwealth Education Ministers November - December 1994, Islamabad, Pakistan

Teacher Education Seminar January 1995, Port of Spain, Trinidad and Tobago

CUSAC 2nd Steering Meeting May 1995, Perth, Western Australia

Teacher management and support training workshop May 1995, Bloemfontein, South Africa. 13 participants

Commonwealth Higher Education Support Scheme: Women and Management in Higher Education Conference June 1995, Port Moresby, Papua New Guinea

Pacific Teacher Education Consultation June 1995, Suva, Fiji

Health Department

Asian Regional Expert Group meeting July 1993, Kuala Lumpur, Malaysia

Pacific Regional Expert Group Meeting on Child Survival and Development February 1994, Auckland, New Zealand

Series of Pre-WHA Liaison Committee

meetings: March 1994, London, Britain; May 1994, Geneva, Switzerland; March 1995, London, Britain; May 1995, Geneva, Switzerland

Regional Expert Group meeting April 1994, Entebbe, Uganda

Commonwealth Health Development

Programme Steering Committee meetings April 1994 and April 1995, London, Britain

Commonwealth Pacific Regional meeting May 1994, Geneva, Switzerland

Pre-WHA Meeting of Commonwealth Health Ministers April 1995, Geneva, Switzerland

POLITICAL AFFAIRS DIVISION

Consultation with member governments

Meetings of Commonwealth Representatives with the Secretary-General Briefing meetings on Commonwealth concerns, September 1993, December 1993, May 1994 and January 1995, London, Britain. Attended by High Commissioners in London and a representative from the Foreign and Commonwealth Office

Commonwealth Heads of Government Meeting Liaison Committee September 1993, London, Britain. Second meeting on administrative arrangements for the Cyprus summit. Attended by representa-

tives of High Commissions in London and a representative from the Foreign and Commonwealth Office

Commonwealth Heads of Government Meeting, biennial Commonwealth summit October 1993, Cyprus. Attended by leaders of Commonwealth countries accompanied by ministers and officials

Intergovernmental Group on the Emergence of a Global Humanitarian Order Meetings of a high-level Intergovernmental Group to examine specific ways in which the Commonwealth could make the fullest possible contribution to the work of the international community on the theme:

The Emergence of a Global Humanitarian Order, May 1994 and February 1995, London, Britain. Attended by representatives (members and observers) from 22 Commonwealth countries

Senior Officials Meeting Biennial meeting held in the year between Heads of Government Meetings, November 1994, Islamabad, Pakistan. Attended by Cabinet Secretaries and other senior officials representing Commonwealth countries

Commonwealth Heads of Government Meeting Liaison Committee Meeting on administrative arrangements for the Auckland summit, March 1995, London, Britain. Attended by representatives of



April 1994 – The Commonwealth Observer Group of 60 core members for South Africa's historic first non-racial democratic elections. The chairperson is the Rt Hon Michael Manley of Jamaica (seated centre)



May 1994 – The 11-member Commonwealth Observer Group for the Malawi elections after being briefed by the Secretary-General (front, third from right). On his right is the chairperson of the group, Dato Musa Hitam of Malaysia

High Commissions in London and a representative from the Foreign and Commonwealth Office

Election Meetings

First Commonwealth Workshop for Electoral Officers Workshop organised to facilitate the exchange of experience and information amongst Commonwealth electoral officials, July 1993, Oxford, Britain. Attended by 24 Commonwealth electoral officers

Brainstorming Session on Commonwealth Experience with Observation of Elections Meeting of electoral experts held immediately following the Oxford Workshop to discuss all aspects of election observation, July 1993, London, Britain. Attended by a cross-section of observers who took part in Commonwealth observer missions, electoral experts and government representatives

Second Commonwealth Workshop for Electoral Officers Second workshop for electoral officers to promote exchange of experience and development of best practice in election management in the Commonwealth, June 1995, Accra,

Ghana. Attended by 19 Commonwealth electoral officers

Good Offices Missions

Lesotho January, April and June 1994. Two-person team from the Secretariat to help the Government of Lesotho deal with internal crises threatening to undermine the democratic order

Bangladesh September and October 1994. Visit by the Secretary-General followed by that of a special Commonwealth Envoy, accompanied by two-person team from the Secretariat, aimed at facilitating the resolution of a political crisis

Sierra Leone February 1995. Two-person team from the Secretariat with the objective of bringing warring factions to the negotiating table

Commonwealth Observer Missions

The Presidential and National Assembly Elections in Seychelles 20-23 July 1993; 7 Observers

The National Assembly Election in Pakistan 6 October 1993; 15 Observers

Commonwealth Observer Mission to South Africa, Phase III August-December 1993

The National and Provincial Elections in South Africa (Special Commonwealth Fund) 26- 29 April 1994; 60 Observers

Commonwealth Observers to the Malawi Parliamentary and Presidential Elections 17 May 1994; 11 Observers

The Presidential and National Assembly Elections in Namibia 7-8 December 1994; 8 Observers

The General Election in St Kitts and Nevis 3 July 1995; 8 observers

Experts

Two consultants to prepare studies in response to requests from the Intergovernmental Group on the Emergence of a Global Humanitarian Order (Britain, M; New Zealand, M)



December 1994 – The Commonwealth Observer Group of eight for the Namibian elections led by Mrs Justice A S Msosa of Malawi (fourth from right)



July 1995 – In St Kitts and Nevis for the elections, Mr Justice P N Bhagwati of India (centre) leads the eight-member Commonwealth Group

**Commonwealth Media
Development Fund-supported
Courses/Projects**

1993/94

Grants from ODA/Britain

Project Organiser: BBC Radio
BBC Overseas Radio Trainers Course
attended by Mrs Margaret Lawrence from
Guyana Broadcasting Corporation, July
1993, London, Britain

BBC Overseas Radio Production Course for
Miss Blondell Anthony from Antigua
Broadcasting Service, September - October
1993, London, Britain

*Project Organiser: Commonwealth
Broadcasting Association*
**Training Course for Newsroom Personnel
from the Jamaica Broadcasting
Corporation and the Caribbean
Broadcasting Union** October - November
1993, Kingston, Jamaica. 8M, 13F

*Project Organiser: Commonwealth
Journalists Association*
**Course in New Media Technology for Print,
Radio and TV Journalists** October 1993,
Cyprus. 6M, 5F

**Two-week Course on Development
Journalism for Feature Writers for Press,
Radio and TV** Malaysia (1 week, October
1993, Sarawak; 1 week, November 1993,
Sabah). 36M, 10F

**One-week Seminar on Journalism and
Democracy for Senior Journalists and
Editors in Newspapers, Radio and TV in
Zambia** December 1993, Lusaka, Zambia.
13M, 1F

**Financial Contribution towards the
CJA Triennial Conference in Namibia in
June 1994**

*Project Organiser: Commonwealth
Media Awards*
**Grant to help to produce start-up material
for the Commonwealth Media Awards**

*Project Organiser: Commonwealth
Press Union*
**Two Advertising Display and Sales
Courses** March 1993, Harare, Zimbabwe.
15M, 23F

**Advertising Sales and Circulation Course
for MMEGI Publishing Trust** April 1993,
Botswana. 9M, 2F

**Circulation Sales and Distribution
Consultancy for The Jamaica Herald** May
1993, Kingston, Jamaica

**Three-day Seminar and Workshop on
Feature Writing, Newsdesk Techniques,
Journalism Ethics, Education Needs of
Journalists, Motivation of Journalists and
in-house training** December 1993,
Colombo, Sri Lanka

**Editorial and Newspaper Management
Course for Senior Editors** January 1994,
Harare, Zimbabwe. 7M, 2F

*Project Organiser: The Thomson
Foundation*
**Consultancy on The Future of
Broadcasting**, Guyana Broadcasting
Corporation, April 1993 **Relaunch of
Guyana TV**, June 1993, Guyana,
5 person-weeks

**Training Programme for two Staff Tutors
from the Goenka Foundation School of
Journalism of India** June - December 1993,
Cardiff, Britain. 1M, 1F

Broadcast Journalism Course for Mr
Vincent Small Lewis from St Lucia, July -
September 1993, Cardiff, Britain

**Two-week Technical Transmitter Training
Course** October 1993, Jamaica
Broadcasting Corporation, Kingston,
Jamaica. 17 participants

**Course on Newspaper Management for
Editors** from the Eastern Caribbean,
January 1994, Guyana. 10M, 4F

**Commonwealth Senior Broadcast
Management Course** March 1994, Cardiff,
Britain. 8M, 2F

*Project Organiser: Wolfson College,
Cambridge*
Seminar for Senior Editors from
Bangladesh, India, Pakistan and Sri Lanka,
December 1993, Madras, India. 13M, 2F

Individuals Awards
Funding for Miss Fatma Yusuf, Radio
Producer, Ministry of Information and
Broadcasting, Kenya, to pursue a **Masters
Degree in Mass Communications** October
1993 - September 1994, University of
Leicester, Britain

Grants from Australia

*Project Organiser: Asian Mass
Communication Research and Information
Centre, Singapore*
**Workshops for Training in Video
Production** covering 3 Commonwealth
countries: Bangladesh, India and
Singapore, June - July 1993. 82M, 28F

**Seminar on Legal and Regulatory Aspects
of Satellite Broadcasting** October 1993,
New Delhi, India. 16M, 4F

**Workshop on Editorial Management for
Senior Women Journalists** December 1993,
Lahore, Pakistan. 24F

Revision of the Broadcasting Glossary

*Project Organiser: The Thomson
Foundation*
**The Pacific Islands Senior Broadcast
Management Course** September 1993,
Brisbane, Australia. 7M, 2F

South Pacific Workshops in conjunction
with South Pacific Islands News

Association and Journalists Association of
Cook Islands, May - June 1994, Niue,
Tonga and Western Samoa

**Pacific Islands News Association
Convention** attended by Controllor of Press
Division, Thomson Foundation, June 1994,
Apia, Western Samoa

CHOGM
Financial Support for Mr S Tavake
Fusimalohi from Tonga Broadcasting
Commission to attend CHOGM, October
1993, Cyprus

1994/95

Grants from ODA/Britain

*Project Organiser: British Academy of Film
and Television Arts*
**Contribution/Grant to The 'Elizabeth R'
Broadcasting Fund**

*Project Organiser: Commonwealth
Broadcasting Association*
**Review of the Swazi Television Authority's
Organisational Structure** August 1994,
Swaziland

**Training of Radio and Television Staff in
Newswriting and Interviewing Techniques**
September 1994, Kenya Broadcasting
Corporation, Nairobi, Kenya. 10M, 6F

**Review of Pakistan Television
Corporation's Organisational Structure**
April 1995, Pakistan

**Training Course in Presentation and
Research Skills for Brunei** March 1995,
Brunei Darussalam. 13M, 18F

**Four-week Consultancy for Swazi
Television Authority** March 1995,
Swaziland

*Project Organiser: Commonwealth
Press Union*
Journalism Workshop April 1994, Dhaka,
Bangladesh. 13M, 1F

Pre-Conference Senior Editorial Seminar
November 1994, Malta. 12M, 5F; and
attendance at CPU Biennial Conference
November 1994, Cyprus and Malta

**Workshops for Sub-Editors and Junior
Reporters of Community Newspapers in
South Africa** March 1995, Johannesburg,
South Africa. 31M, 38F

**Workshop for Editors and Senior
Journalists of Independent Newspapers in
South Africa** March 1995, Johannesburg,
South Africa. 12M, 13F

**Training Course for News Editors and Sub-
Editors on establishing in-house training
schemes to benefit apprentices and rural
journalists** March 1995, Karachi, Pakistan.
31 participants

Photojournalism Course March 1995,
Kampala, Uganda. 26M, 3F

Project Organiser: Metac Ltd
Management Training and Consultancy Visit to Zimbabwe Broadcasting

Corporation November 1994, Harare, Zimbabwe. 21M, 2F

Project Organiser: The Thomson Foundation

Commonwealth Senior Journalists' Course March - June 1994, Cardiff, Britain. 8M, 3F

Training Visit to Doordarshan, India November 1994

General and Current Affairs TV Course November 1994, Grenada. 6M, 6F

News Reporting January - February 1995, Blantyre, Malawi. 13M, 2F

Project Organiser: Wolfson College, Cambridge

Seminar for Senior Editors: Southern Africa March 1995, Johannesburg, South Africa. 16M, 1F

Individual Awards

Funding for Mr Samuel John Obbo of The New Vision Newspaper, Uganda, to pursue a **Masters Degree in International Journalism** September 1994 - June 1995, City University, London, Britain

LEGAL AND CONSTITUTIONAL AFFAIRS DIVISION

Commonwealth Law Ministers Meeting November 1993, Grand Baie, Mauritius

Workshops on Administrative Law August 1994, Blantyre, Malawi; August 1994, Mahé, Seychelles; February 1995, Maseru, Lesotho; April 1995, Gaborone, Botswana

Meeting of Senior Officials of Commonwealth Law Ministries May - June 1995, Valletta, Malta

Commercial Crime Unit

Oxford Conference on International and White Collar Crime (co-sponsored by the International Bar Association) August - September 1993, Britain

Money Laundering Workshop (co-sponsored by the Foreign and Commonwealth Office, Britain) May 1994, Port of Spain, Trinidad and Tobago

Oxford Conference on Mutual Legal Assistance (co-sponsored by the United Nations International Drug Control Programme and UNICRI) September 1994, Britain

Second Asia Money Laundering Symposium (co-sponsored by the Financial Action Task Force of the OECD) November - December 1994, Kuala Lumpur, Malaysia. 118 participants

Experts

Botswana: Expert to present papers, chair and lead discussions on specified agenda items (Dominica, M)

Malawi, Seychelles, Lesotho, Botswana: Expert to present papers, chair and lead discussions on specified agenda items (Zambia, M)

Mauritius, The Netherlands and Malta: Expert for preparation of commissioned studies and specialist meeting documents, and representing the Commonwealth Secretariat at technical meetings (Britain, M)

Human Rights Unit

Projects and Meetings

Workshop on Strengthening Legal Literacy Programmes August 1993, Colombo, Sri Lanka. 6M, 24F

'We Shall Overcome' Video about Street Children in India 1994/95, India

Workshop on Democracy, Human Rights and Development July 1994, Windhoek, Namibia. 26M, 11F

Workshop on Management of Prisons and Prisoners: Piloting of draft Commonwealth manual on human rights training for prison officials November 1994, Kampala, Uganda. 24M, 4F

Seminar on Human Rights for Public Officials: Piloting draft Commonwealth manual on human rights training for foreign ministry officials May 1995, Malta. 41M, 14F

Workshop on Democracy, Human Rights and Development June 1995, Colombo, Sri Lanka. 20M, 15F

Experts

Britain: Expert to work on a study of Commonwealth Values in Education (Britain, M); Expert to study the Commonwealth Secretariat's programme and promotion of Human Rights (Ghana, M); Expert to prepare an issues paper for a workshop on Democracy, Human Rights and Development (Britain, M)

Malta: Two resource people for Meeting of Senior Officials of Law Ministries (Canada, M; Ghana, M); Consultant for Malta Seminar on Human Rights for Public Officials (Australia/Britain, F)

Sri Lanka: Consultant for workshop on Strengthening Legal Literacy Programmes (Sri Lanka, F); Two consultants for workshop on Democracy, Human Rights and Development (Sri Lanka, M; Britain, M)

Uganda: Resource person for training workshop on Management of Prisons and Prisoners (Ghana, M)

MANAGEMENT AND TRAINING SERVICES DIVISION

Pan-Commonwealth Training Programmes

International Programme for Trainers of Information Analysts August 1993, Indian Institute of Management, Ahmedabad. 18M, 4F

Training Programme in Design, Construction and Maintenance of Equipment October - November 1993, Antigua and Barbuda Technical and Vocational Centre, St. John's. 15M

Commonwealth Executive Development Programme in Central Banking October - November 1993, Bankers Staff College, Karachi, Pakistan. 12M, 5F

Training Programme in Software Engineering October - December 1993, National Centre for Software Technology, Bangalore, India. 14M, 4F

Quality Management and Productivity Improvement within Government November 1993, National Productivity Board, Singapore. 8M, 13F

Training Programme in Environmental Management November 1993 - January 1994, Tamil Nadu Pollution Control Board, Madras, India. 19M

Training Programme in Tool Engineering Techniques November 1993 - January 1994, Pakistan Industrial Technical Assistance Centre, Lahore. 12M

Training Programme in Systems Development January - February 1994, Institute of Systems Science, National University of Singapore. 11M, 10F

Human Resource Development Strategies Programme January - February 1994, Pakistan Administrative Staff College, Lahore. 15M, 6F

Entrepreneurship Trainer-Motivators Programme February - March 1994, Entrepreneurship Development Institute, Ahmedabad, India. 13M, 8F

Advanced Financial Management February - March 1994, Institute for Financial Management and Research, Madras, India. 5M, 3F

Management of Economic Policy Reforms Programme February - March 1994, Indian Institute of Management, Ahmedabad. 17M, 7F

Training Programme in Bridge Engineering February - April 1994, Rail India Technical and Economic Services Ltd, New Delhi. 9M, 1F

Management and Development of International Trade Transactions Programme March - April 1994, International Council for Business Development, Bangalore, India. 17M, 1F

COMNET-IT Computer Networking Workshop March - April 1994, National

Centre for Software Technology, Bombay, India. 15M, 3F

Workshop on Environmental Impact Assessment in Eastern and Southern Africa March - April 1994, Earthcare Africa, Livingstone, Zambia. 11M, 10F

Training Programme in Remote Sensing for Environmental Analysis and Management March - May 1994, Indian Institute of Remote Sensing, Dehra Dun. 14M, 2F

Training Programme in Coastal Zone Management with Focus on Small Islands April - June 1994, International Ocean Institute, Malta. 10M, 3F

Group Training Programme in Metrology May - June 1994, National Physical Laboratory, New Delhi, India. 18M, 3F

Top Management Programme for Public Enterprise May - June 1994, Faculty of Business Administration, National University of Singapore. 21M, 3F

Workshop on Computer-Aided Design and Computer-Aided Manufacturing (CAD/CAM) June 1994, UWI, St Augustine, Trinidad and Tobago. 18M, 2F

Management of Local Voluntary Organisations August - September 1994, Centre for Management Development, Trivandrum, India (in collaboration with the Institute of Development Studies, Sussex, Britain, and Development and Innovations Networks, Geneva, Switzerland). 11M, 9F

Masters of Public Sector Management (with Focus on Small States) September 1994 - July 1995, Mona Institute of Business, UWI, Jamaica (in collaboration with Monash University, Australia, London School of Economics, Britain, and University of Aston in Birmingham, Britain)

Training Programme on Information Systems Management October 1994, National Institute of Public Administration, (INTAN), Kuala Lumpur, Malaysia. 12M, 6F

Computers in Financial Management October - November 1994, Indian Institute of Financial Management, Madras. 8M, 10F

Executive Development Programme on Strategic Management in Banking November - December 1994, Bankers Staff College, Karachi, Pakistan. 15M, 6F

Economic Analysis for Strategic Planning November - December 1994, Lahore University of Management Sciences (LUMS), Pakistan. 16M, 9F

Quality Management and Productivity Improvement within Government November - December 1994, Civil Service Institute, Singapore. 20M, 4F

Management of Economic Policy Reforms Programme January - February 1995, Indian Institute of Management, Ahmedabad. 21M, 4F

Educational Planning and Management in Small States January - July 1995,

Foundation for International Studies, University of Malta. 8M, 3F

Training Programme on Systems Development February 1995, Institute of Systems Science, National University of Singapore. 16M, 9F

Training Programme in Computer-Aided Design and Computer-Aided Manufacturing (CAD/CAM) February - March 1995, Temasek Polytechnic, Singapore (in collaboration with the Colombo Plan Staff College for Technician Education, Manila, Philippines). 16M, 1F

Advanced Financial Management Programme February - April 1995, Indian Institute of Financial Management, Madras. 10M, 8F

International Management Teacher Trainers Programme March - April 1995, Indian Institute of Management, Ahmedabad. 18M, 3F

Commonwealth Port Operations and Management Programme May 1995, Freeport Training Centre, Malta. 14M, 2F

Top Management Programme for Public Enterprise June - July 1995, Faculty of Business Administration, National University of Singapore. 19M, 5F

Regional Programmes – Africa

Senior University Management Workshop (Suma III) February 1994, Association of Africa University, Accra, Ghana. 10M

Effective Strategic Management Development – Local Government Workshop February - March 1994, Ghana Institute of Management and Public Administration, Accra. 28M, 2F

Regional Workshop on African Privatisation – Capacity-Building March 1994, Zimbabwe Institute of Public Administration, Harare. 16M

Africa Regional Seminar on Environmental Management May - June 1994, SPECISS College, Harare, Zimbabwe. 12M, 6F

Training Programme on Technology, Tools and Process for Women in Agriculture July - August 1994, Institute for Agricultural Research, Ahmadu Bello University, Zaria, Nigeria

Training of Trainers of Information Analysts Programme August 1994, Institute of Computer Science, University of Nairobi, Kenya. 21M, 7F

Computer Training Programme in Economic Reform and Management September - October 1994, University of Nairobi, Kenya. 10M, 8F

Diplomatic Training September - December 1994, Pretoria, South Africa, 15 South African participants and 12 Commonwealth specialists. Programme included study tours to 14 Commonwealth countries

Commonwealth Advanced Management Programme (CAMP III) October 1994,

ESAMI, Harare, Zimbabwe. 10M, 4F

Commonwealth Advanced Management Programme (CAMP IV) October 1994, ESAMI, Mombasa, Kenya. 17M, 4F

International Donor Conference on Human Resource Development in the Reconstruction and Development Programme (RDP) (co-sponsored with the UNDP) October 1994, Cape Town, South Africa

Training Programme on Economic Reforms and Management October - November 1994, Department of Economics, University of Nairobi, Kenya. 10M, 8F

Masters of Science (Computer Science) January 1995 - December 1996, National University of Science and Technology (NUST), Bulawayo, Zimbabwe. 4M

Training Programme in Machine Design and Manufacturing May - August 1995, Africa Regional Centre for Engineering Design and Manufacturing (ARCEDEM), Ibadan, Nigeria. 15M

Regional Training Course in Pollution Control and Environmental Management in Developing Countries June 1995, University of Botswana, Gaborone. 10M, 5F

Government Electronic Networking for Management Development in Africa, Training of Trainers Workshop June 1995, Southern Africa Non-Governmental Organisation Network (SANGONET), Johannesburg, South Africa. 13M, 3F

Regional Programmes – Asia

Regional Workshop on Performance Contracts November 1993, Bangladesh Management Development Centre, Dhaka. 17M, 3F

Women Trainers in Rural Development February 1994, Planning and Management of Training Programmes for Women, GRDAP, Bangladesh. 11F

Broadcasting Management Programme for Women Managers February - March 1994, Asia-Pacific Institute for Broadcasting Development (AIBD), Kuala Lumpur, Malaysia. 9F

AIBD Broadcasting Programme for Education Purposes February - March 1994, India. 5M, 2F

Training Programme on Poverty Focused Rural Development of Economic and Social Infrastructure March - April 1994, Bangladesh Academy for Rural Development (BARD), Kotbari. 14M, 5F

AIBD Regional Training Programme of Health Education (Radio) April - May 1994, Sri Lanka. 4M, 4F

Training Programme in Environmental Concerns in Agricultural and Rural Development June 1994, National Institute of Rural Development, India. 6M, 5F

Training of Trainers in Disaster Management November - December 1994, South Asian Disaster Management Centre (SADMC), International University of Business Agriculture and Technology (IUBAT), Dhaka, Bangladesh

Review, Strategy and Computer Applications Workshop December 1994, Commonwealth Trade Union Council, New Delhi, India. 14M, 4F

Regional Training Programme on Poverty Focused Rural Development April 1995, BARD, Kotbari, Bangladesh. 14M, 9F

Regional Programme in Control and Audit in a Computerised Accounting Environment for Managers April 1995, Institute of Computer Technology, University of Colombo, Sri Lanka. 15M, 8F

Improving Family Planning Programme Effectiveness and Quality of Care Through Operations Research April - May 1995, International Council on Management of Population Programme, Kuala Lumpur, Malaysia. 7M, 5F

Senior Broadcasting Management Programme May - June 1995, AIBD, Kuala Lumpur, Malaysia. 1M, 8F

Women Entrepreneur Trainer - Motivators Programme for New Enterprise Creation June - July 1995, Entrepreneurship Development Institute Campus, Ahmedabad, India. 6M, 13F

Regional Programmes - Caribbean

Improving Management in the Public Sector, February 1994, Caricom, Guyana. 5M, 9F

Regional Entrepreneurial Development Programme May - July 1994, BIMAP, Barbados. 7M, 10F

Workshop on Human Resource Management June 1994, Caricad, Jamaica. 6M, 3F

Human Interaction Skills Workshop July 1994, Caricad, Dominica. 6F

Capacity-Building and Policy Change August 1994, MIND, Jamaica. 5M

Regional Programmes - Pacific

Fisheries Officers Training Course February - July 1994, Nelson Polytechnic, New Zealand. 3M

Training Programme in Strengthening Women's Participation in Income Generation February - October 1994, CETC, Fiji. 14F

Training Programme for Public Sector Managers in Development Planning and Policy April - May 1994, USP, Vanuatu. 12M, 2F

Workshop on Finance, Audit Management for SAls May 1994, INTOSAI, Fiji. 13M, 2F

Women Managers in Higher Education Workshop July 1994, USP, Fiji. 15F

Regional Workshop for Science Tutors and Lecturers July 1994, USP, Suva, Fiji

Training Programme for Public Sector Managers in Strategic National Planning November - December 1994, USP, Tuvalu. 11M, 1F

Experts

Africa

Ghana: Shipping Finance Specialist, Financial Management Specialist, and Management and Accounting Specialist on consulting mission for commercialisation for state enterprises (3 Britain, M)

Lesotho: Expert to review the transfer of responsibility for the management of the bursary fund (Canada, M); Expert to develop and provide a training of trainers programme for government, parastatal and private sector training officers (Kenya, M); Adviser to assist with the planning and marketing of quality management programmes (Swaziland, M); Expert to assist in modernising the financial management and other systems of the National Manpower Development Secretariat (Canada, M)

Mauritius: Expert to design a pilot performance appraisal documentation for the Mauritius Civil Service (Australia, F)

Mozambique: Expert to develop capacity in epidemiology and communicable disease training, including links with the region (Australia, F); Expert to develop capacity in epidemiology in Manica and bordering provinces (Australia, M)

South Africa: Two experts to assist in a joint RSA-DFA/Commonwealth planning exercise to redesign overall training in DFA (Britain, M; Ghana, M); Consultant to develop with South African officials a work plan for expanded advisory team - to examine priority areas within Public Service Restructuring and Training (Ghana, M); Four team members of Public Service Restructuring Roundtable (2 Australia, M; 2 Malaysia, M); Expert on planning and preparatory exercises for Constitutional Development Roundtable (Ghana, M)

Zambia: Expert to develop and implement an annual performance appraisal system within the public service of Zambia (Australia, F)

Caribbean

Guyana: Finance and Accounting Consultant, Privatisation Unit, Ministry of Finance (India, M)

Trinidad and Tobago: Consultant for Petrotrin's management structure (Britain, M)

SCIENCE AND TECHNOLOGY DIVISION

18th Meeting of the Commonwealth Science Council June 1995, Bangalore, India

Biological Diversity and Genetic Resources Programme (BDGR)

Regional training programmes in human resource development subjects covered included mycology, plant tissue culture and herbarium curation. Attended by 56 Commonwealth scientists

Iwokrama International Rainforest Programme Regular advice and scientific input to the Research and Development plan of the project. Particular attention to projects for recording and encouraging ecological prudence of indigenous Amerindian communities and conservation of biological resources

Experts Meeting on Multimedia Training Programme on Management of Biodiversity January 1994, Britain. 15M, 2F

Regional Training Course in Micropropagation and Tissue Culture of Economic Plants November 1994, Biotechnology Centre, UWI, Jamaica. 7M, 8F

Regional Training Course on Herbarium Techniques (organised by the Unesco Regional Office for Science and Technology for South and Central Asia) November - December 1994, National Botanical Research Institute, Lucknow, India. 17M, 8F

Two advisory meetings of the BDGR Advisory Committee British members (with participation of the Convention Secretariat, World Conservation Union, Natural History Museum, Britain, and World Conservation Monitoring Centre at the second meeting) 1994

Regional Training Course on Fungal Identification (organised by the Committee for the Development of Mycology in Africa, the University of Zimbabwe, the International Mycological Institute, Britain, and other mycological institutions) February - March 1995, Harare, Zimbabwe. 8M, 7F

Agriculture

Regional Expert Consultation on Non-Wood Forest Products (in collaboration with FAO) October 1993, Arusha, Tanzania. 25M

Workshop on the design and establishment of a computerised database of legumes of South Asia March 1994, Lucknow, India. 18M, 5F

Underutilised Tropical Fruit Network for Asia (UTFANET) Meeting (organised with the International Centre for Underutilised Crops, ICUC) April 1994

Workshop on Extraction and Potential of

Multiple Use of Forest Reserves in Africa (in collaboration with World Conservation Union) May 1994, Naro Moru, Kenya. 5M, 1F

Training Course on Plant Genetic Resources and their Conservation and Utilisation November - December 1994, Universiti Pertanian, Malaysia

First national co-ordinators meeting of UTFANET (organised with ICUC) December 1994, Bangkok, Thailand

Project to promote the use of cassava as a crop for income generation and food security (ongoing) Zimbabwe

Energy Programme

Meeting of British-based advisory group on renewable energy June 1994

Development of small-scale solar photovoltaic systems for rural areas in Eastern Africa (ongoing project to train technicians): Installation and Training workshops in Tanzania, November 1993 and May 1994; Installation of a demonstration system in shops and villages around the training centre; Installation by workshop trainees of demonstration solar system at offices of Ugandan NGO; Regional solar training facility in Tanzania set up to train solar electricians, marketing agents, system users and development workers

Water and Mineral Resources Programme

Workshop on Groundwater Quality: Problems and Appropriate Solutions July 1993, Malawi. 13M, 2F

Meeting on Science and Technology in the SADC region July 1993, Lusaka, Zambia

Workshop on Methane Emission September 1993, New Delhi, India. 18M, 5F

Workshop on Information Strategies for Scientists in Southern Africa September 1993

Training workshop on climate data development in the Asia-Pacific region (in collaboration with the Climate Impact Assessment and Management Programme in Commonwealth Countries) October 1993, Sri Lanka

Training on Remote Sensing for Developing Countries November 1993, India. 21M, 6F

'Mathematical Modelling Initiative at the Commonwealth Science Council' paper presented at the International Congress on Modelling and Simulation, University of Western Australia, December 1993

Workshop on Information Strategies for Scientists in Seychelles March 1994

Workshop on Groundwater Modelling: A Tool for Water Resources Management and Contamination Assessment

(co-sponsored by the Unesco Regional Office for Science and Technology in Africa) June 1994, Mauritius. 38M, 2F

Workshop on CAD/CAM for the Caribbean region (in collaboration with MTSD) June 1994, UWI, Trinidad and Tobago. 20 participants

Advisory Group Meeting for Water Resources Programme September 1994, London, Britain

Training workshop on Natural Vegetation as a Resource (in collaboration with the Natural Resources Institute and King's College, London) September 1994, Kenya

Training Workshop and Formulation of a Regional Programme on Pesticide Residues October 1994, Industrial Toxicology Research Centre and National Institute of Oceanography, Goa, India. 18M, 8F

Meeting on Extractive Metallurgy for SADC region (jointly with the University of Zimbabwe) November 1994, Harare

Workshop on Geoscience Data Management in SADC countries November 1994, Lusaka, Zambia. 26M, 1F

Provision of funds, training and expertise to help implement a pilot project on Lake Kyoga (in an attempt to help develop a regional approach to the control of exotic waterweeds on Lake Victoria) February 1995, Uganda

Pilot project for the control of severe infestations of water hyacinth on the Kafue River ongoing from February 1995, Zambia

Workshop on Groundwater Quality Management in Developing Countries April 1995, Perth, Australia. 21M, 1F

Curriculum development workshop on remote sensing (in collaboration with the Canada Centre for Remote Sensing and the Institute of Marine Affairs, Trinidad and Tobago) April 1995, Canada

Establishing National Engineering Design Centre (ongoing) Sri Lanka

STRATEGIC PLANNING & EVALUATION UNIT

Meeting of the Steering Committee of Senior Officials April 1994, London, Britain

Working Group on the Rationalisation of the Governance of Commonwealth Funds September 1994, London, Britain

Third Meeting of the Steering Committee of Senior Officials April 1995, London, Britain

Why is Evaluation Necessary? Series of Seminars for Commonwealth Secretariat Staff April - July 1994

The Logical Framework Approach in Project Management: Series of Seminars for Commonwealth Secretariat Staff August - December 1994

Training workshop on Evaluation Studies October 1994, London, Britain

Lecture: Challenges for Monitoring and Evaluation in the 1990s October and November 1994, London, Britain

Experts

Pan-Commonwealth: Expert to assist in the Review of Economic and Social Programmes (Britain, M), 12 weeks

Africa and Pacific: Expert to assist in the review of programmes funded by CFTC (Britain, M), 14 weeks

Britain: Consultant on the seminar, workshop and lecture programme for SPEU (Britain, M), 6 months; Consultant to undertake evaluation study on Commonwealth Roundtable on International Trade Strategies for Developing Countries for the 1990s (Britain, M), 5 weeks

Barbados and Trinidad and Tobago: Consultant to undertake evaluation study of Assistance for Legislative Drafting in the Caribbean (Guyana, M), 6 weeks

Tuvalu, Fiji and the Marshall Islands: Consultant to undertake evaluation study of Assistance for the Development of International Air Services in Tuvalu (India, M), 5 weeks

WOMEN'S AND YOUTH AFFAIRS DIVISION

Women's Affairs Department

Workshops & Meetings

Fourth Meeting of Commonwealth Ministers Responsible for Women's Affairs July 1993, Nicosia, Cyprus

First Meeting of Expert Group on the Commonwealth Plan of Action December 1993, London, Britain

Workshop on Gender Planning and Analysis for Senior Officials July 1994, London, Britain

Gender Training Workshop for Senior Media Officials and Policy Makers in the Bahamas July 1994, Nassau

Caribbean Regional Workshop on Gender in Macro-Economic Policies March 1994, Antigua and Barbuda (for Senior Officials of Ministries of Finance/Economic Planning and Ministries responsible for Women's Affairs)

Women and Sustainable Development in Small Island Developing States Workshop April 1994, Barbados

Workshop on Improving Water Quality for Rural Women in Iwokrama Rainforest June - July 1994, Georgetown, Guyana

West African Workshop on Improving Decision Making Skills for Woman Managers May 1994, Banjul, The Gambia

Women Coping with the AIDS Epidemic in Eastern Africa workshop April 1994, Mombasa, Kenya

Pan-Commonwealth Workshop on Strategies for Strengthening Women's National Machineries June 1995, Malta

Training

Preparation of training materials on international legal instruments relevant to women's rights February - June 1994, London, Britain

Adaptation of Natural Resource Management Manual for the Asia region January - June 1994; **Trainers workshop to review the manual** June 1994, Chandigarh, India

Preparation of training materials for women leaders at senior levels; Covering key issues affecting women; Compilation of a roster of women leaders in the Commonwealth February - June 1994, London, Britain

Production of an inventory and evaluation of existing training materials on HIV/AIDS in the Caribbean Region; Development of a training model for adoption at the national level March - June 1994, Caribbean region

Preparation of training module on Women and the Environment in the Commonwealth October 1994 - April 1995, London, Britain

Adaptation of Manual on Women and Natural Resource Management for the Caribbean August 1994 - April 1995

Development of Training Materials on Violence Against Women 1994/1995, London, Britain

Consultancy

Consultancy on the Commonwealth Plan of Action August - December 1993

Policy Development

Review and Reformulation of the National Policy on Women in Antigua and Barbuda March - April 1994

Video production

Production of a video Women of the Rainforest focusing on **Macusi Amerindian Women in Iwokrama Rainforest** March - June 1994, Iwokrama Rainforest, Guyana and London, Britain

Experts

Africa

The Gambia: Two consultants to conduct workshop on Improving Decision Making Skills for Women Managers in West Africa

(2 Nigeria, 1F, 1M)

Kenya: Consultant to conduct Workshop on Women Coping with The Aids Epidemic in Eastern Africa (Zambia, F)

Seychelles: Consultant to prepare case studies on three successful women politicians (Seychelles, F)

South Africa: Consultant to prepare case studies on three successful women politicians (South Africa, F)

Uganda: Consultant to prepare case studies on three successful women politicians (Uganda, F)

Asia

Bangladesh: Consultant to prepare a case study on the involvement of local women's organisations in natural resource management (Bangladesh, M); Consultant to prepare case studies on three successful women politicians (Bangladesh, F)

India: Consultant to develop a training manual on Women and Natural Resource Management for Commonwealth Countries in Asia (India, F); Consultant to prepare paper describing traditional and currently developed water harvesting systems in Asia (India, F); Consultant to prepare case studies on three successful women politicians (India, F)

Malaysia: Consultant to prepare case studies on three successful women politicians (Malaysia, F)

Maldives: Consultant to prepare a case study on the involvement of local women's organisations in natural resource conservation fisheries (Maldives, F)

Pakistan: Consultant to prepare a case study on the involvement of Pakistan's women's organisations in the Aga Khan Rural Support Programme (Pakistan, F); Consultant to prepare a case study on the involvement of local women's organisations in natural resource management (Pakistan, F)

Sri Lanka: Two consultants to prepare case study on Sri Lankan women's involvement in the management of home garden agro-forestry (2 Sri Lanka, F)

Britain

Consultant to prepare Training Materials on international legal instruments relevant to women's rights (Australia, F)

Consultant on women and sustainable economic development (Canada, F)

Consultant to finalise the Training Manual on Women and Natural Resource Management for the Pacific Region and edit draft manual for the Asia Region (Ghana, F)

Consultant to prepare training materials for Women leaders at Senior Levels on key issues affecting women. Also a compilation of a roster on women leaders in the Commonwealth (Britain, F)

Consultant to analyse the organisation and functioning of National Machineries and develop models of effective National Machineries for Women in the Commonwealth (Britain, F)

Two consultants to work with member Governments, Secretariat Divisions and the Expert Group on the Commonwealth Plan of Action on Women and development. To develop a new plan of action to integrate gender issues effectively into all Commonwealth programmes. (Ghana, F; Britain, F)

Consultant to oversee the work of the two consultants on the Plan of Action. To contribute to their work on producing a new Plan of Action (Britain, F)

Consultant to finalise Divisional Action Plans on the Commonwealth Plan of Action on Women and Development. To finalise the Gender Impact Assessment Manual for use by Secretariat Divisions (Britain, F)

Consultant to prepare Pan-Commonwealth Training Module on Women and the Environment (Ghana, F)

Consultant to provide core material including statistical data on the representation of women in Commonwealth Countries and assist in the analysis of case studies (Ghana, F)

Consultant to prepare an overview on women in politics and analyse case studies, summarise main issues and provide recommendations for action (Nigeria, F)

Consultant to produce a Handbook on Commonwealth Technical Assistance to enable governments to implement the Commonwealth Plan of Action (Sierra Leone, F)

Consultant to develop a programme for the Commonwealth Secretariat to provide technical assistance to Governments to strengthen their National Machineries (Ghana, F)

Consultant to develop resource materials on Violence Against Women (Nigeria, F)

Consultant to prepare an Annotated Bibliography and Overview of existing Training Materials on Violence Against Women in the Commonwealth (Nigeria, F)

Canada

Consultant to prepare case studies on three successful women politicians (Canada, F)

Caribbean

Antigua and Barbuda: Consultant to prepare training modules on gender planning and analysis in macro-economic policies. Attend workshop as trainer (Britain, F); Consultant to provide resource material from the Caribbean region and act as trainer in Workshop on Gender in

Macro-Economic Policies (Trinidad and Tobago, F)

Barbados: Consultant to organise workshop and produce a report on the materials for the case studies and the results of the workshop (Barbados, F); Consultant to write a paper on waste management (Barbados, M)

Belize: Consultant to develop a training manual on Women and Natural Resource Management for Commonwealth Countries in the Caribbean (Belize, F); Consultant to prepare a case study on women and Ecotourism (Belize, F)

Dominica: Consultant to prepare case studies on three successful women politicians (Dominica, F); Consultant to write a case study on women and food security (Dominica, F); Consultant to write a case study on women in agroforestry (Dominica, F)

Guyana: Consultant as Resource person for workshop on Improving Water Quality for Rural Women in Iwokrama Rainforest (Guyana, F); Consultant to prepare case studies on three successful women politicians (Guyana, F)

Jamaica: Consultant to write a case study on fisheries (Jamaica, F)

St Vincent and the Grenadines: Consultant to prepare a case study on women and agriculture (Belize, F)

Trinidad and Tobago: Consultant to write a case study on land use management (Trinidad and Tobago, F)

Pacific

Australia: Consultant to prepare case studies on three successful women politicians (Australia, F)

Papua New Guinea: Consultant to prepare case studies on three successful women politicians. (Papua New Guinea, F)

Youth Affairs Department

Second Meeting of Commonwealth Ministers Responsible for Youth Affairs May 1995, Port of Spain, Trinidad and Tobago

Africa Centre

Training Courses

Diploma in Youth and Development September 1992 - June 1993 at the Africa Centre, Lusaka, Zambia. Attended by 38 participants from 16 member countries of the region

Development of Business Management Skills for Young Women March 1994 Lusaka, Zambia. Attended by 24 young women from 10 member countries of the region

Training Course for Young Women Designers April 1995, Lusaka, Zambia. Attended by 25 young women from 12

member countries

Workshops and Seminars

HIV/AIDS Regional workshop September 1994, Lusaka, Zambia. Attended by 34 participants

Events

Family-based Literacy Project started in July 1994 in three districts of Zambia 300 illiterate adults enrolled and 12 facilitators identified

Sub-regional Youth Exchange Visits May - June 1994 in Kenya with 18 participants; May 1994 in The Gambia with 15 participants

Street Youth Festival August 1994, Lusaka, Zambia. 200 street children participated

Asia Centre

XIV Diploma Course in Youth Development October 1993 - January 1994 at the Asia Centre, Chandigarh, India. Attended by 29 participants from 7 member countries of the region

XV Diploma Course in Youth Development October - December 1994 at the Asia Centre, Chandigarh, India. Attended by 30 participants from 4 member countries of the region

Distance Training Course October 1993 - June 1994 at the Asia Centre, Chandigarh, India. 265 participants

Regional course on Project Formulation and Implementation July 1994, Bangalore, India

Regional course for trainers in Youth Work January 1995

Workshops and Consultations

Regional workshop on National Unity and Commonwealth Understanding March 1994, Colombo, Sri Lanka

Consultation on Family Life Education April 1994, Dhaka, Bangladesh

Sub-regional Workshop for Promoting Literacy Among Young Women January 1995, Colombo, Sri Lanka

Commonwealth Youth in a Changing World: Future Directions April 1995, Kuala Lumpur, Malaysia. 52 participants from all member countries of the region attended

Events

Youth Exchange Programme on HIV/AIDS Awareness June - July 1994, India

Asian Youth Conference on Caring for Environment June 1995, Singapore. Attended by 136 participants from all member countries and five non-Commonwealth countries of the region

Sub-regional Youth Exchange Programme on Literacy January 1995, Sri Lanka

Caribbean Centre

Training Courses

Diploma Course by Distance Education August 1993 - June 1995. 187 participants

Training of Youth Commissioners June 1995, Barbados

Events

Regional Youth Exchange Programme September - October 1994, Guyana. 106 participants

Youth Policy Development July - September 1994, British Virgin Islands (assistance with development of National Youth Policy)

Pilot Project in Sports for Young Woman November - December 1994, Guyana. 32 young women attended

Family-based Literacy Project June 1994 onwards, Guyana. 23 young people trained as facilitators to develop literacy skills for 250 illiterate people

Commonwealth Day Exhibition March 1995 in Georgetown and Linden, Guyana

South Pacific Centre

Training Courses

Diploma in Youth and Development July 1993 - July 1994. 28 participants

Workshops and Seminars

Regional Workshop on Enterprise Creation for Young Women in Indigenous Communities April 1994, Sydney, Australia. Attended by 35 women entrepreneurs from the Aboriginal and Torres Strait Island communities

Pacific Youth Conference July 1994, Cook Islands (in collaboration with the South Pacific Commission). Attended by 43 young women and men from Commonwealth and non-Commonwealth countries of the region

Regional Workshop on Literacy September 1994, Fiji. Attended by 26 literacy trainers from 15 countries of the region

Environment Comic Production Workshop June 1995. Attended by 18 participants

Family-based Literacy Project April 1994 onwards (in collaboration with the Solomon Islands Literacy Association). 23 participants trained as facilitators for teaching literacy skills

COMMONWEALTH CONSULTATIVE GROUP ON TECHNOLOGY MANAGEMENT SUPPORT UNIT

Networking activity in relation to non-aerospace applications of composites (organised for Solar Power (Botswana) and the Botswana Industrialists Panel) May 1993, Belfast, Britain

- Mobilisation of the National Consultative Group in Canada** June 1993, Ottawa, Canada
- Malaysian Industry-Government Group for High Technology (MIGHT) advisory meeting (preparations for the first national consultation on prospecting for business opportunities for Vision 2020)** June 1993, Kuala Lumpur, Malaysia
- Joint task force working session of the CCGTM/Private Sector Partnership (PSP) and the CCGTM Programme Management Group** June 1993, Bristol, Britain
- MIGHT consultation** June 1993, Kuala Lumpur, Malaysia
- Forestry Research Institute of Malaysia Workshop on the Introduction of Quality Management/ISO 9,000 Series** June 1993, Kuala Lumpur, Malaysia
- Joint session of the CCGTM/PSP/MIGHT** July 1993, Kuala Lumpur, Malaysia
- Meeting on co-operative governance for technology transfer with the MacArthur Foundation, Chicago** (organised by MacArthur Foundation) July 1993, Chicago, USA
- CCGTM Business meetings** (to finalise the CCGTM reports for the Commonwealth Finance Ministers meeting, September 1993, and for the Commonwealth Heads of Government meeting, October 1993) August 1993, London, Britain
- Organisation of American States International Conference on Sustainability and Partnerships** September 1993, Washington DC, USA
- CCGTM/PSP Task Force on CHOGM 1993 proposal** September 1993, London, Britain
- CCGTM IDEA workshop on innovative environmental management – protected landscape concept** (organised by Malta Council for Science and Technology) September 1993, Valletta, Malta
- Development of public/private sector partnership** October 1993, Nicosia, Cyprus
- Development of the Botswana Industrialists Panel** November 1993, Gaborone, Botswana
- Club of Rome Europe 2020 Annual Conference** November 1993, Hanover, Germany
- Participation of Partnership (Zimbabwe Consortium of Industrialists for Technology, ZCIT)** November 1993, Harare, Zimbabwe
- Development of National Information Technology Strategy** (organised by the Information Technology Strategy Unit) November 1993, Valletta, Malta
- Development of prospecting methodology for MIGHT** December 1993, Kuala Lumpur, Malaysia
- First Meeting of the Secretary-General's Working Group on the CCGTM** January 1994, London, Britain
- Familiarisation mission to develop activities** February 1994, Brunei Darussalam
- Workshop on Institutional Reform for Research Institutions** February 1994, Kuala Lumpur, Malaysia
- Business Forum on Prospecting in the Construction Industry** February 1994, Kuala Lumpur, Malaysia
- Advisory Mission on Quality Management and Reform in the Nuclear Research Unit** February 1994, Kuala Lumpur, Malaysia
- Development of National Long-Term Perspective Study on Mauritius 2020** (organised by the Ministry of Economic Planning and Development) February 1994, Port Louis, Mauritius
- Development of National Long-Term Perspective Study on Mauritius 2020 – Inception and Working Visit** February 1994, Port Louis, Mauritius
- First Meeting of the Friends of the Chairman on the CCGTM** March 1994, London, Britain
- Second Meeting of the Secretary-General's Working Group on the CCGTM** March 1994, London, Britain
- Second Meeting of the Friends of the Chairman on the CCGTM** March 1994, London, Britain
- Fourth Annual Meeting of the CCGTM Programme Management Group** (with Industrialists Steering Group participation) March 1994, London, Britain
- Fourth Annual Meeting of the CCGTM Co-ordinating Committee** March 1994, London, Britain
- Contract/module on Business in South-East Asia with reference to Technology Management** (organised for the International MBA programme at University of Bristol) March 1994, Bristol, Britain
- Development of National Long-Term Perspective Study on Mauritius 2020 – Second Working Visit** (organised by the Ministry of Economic Planning and Development) April 1994, Port Louis, Mauritius
- Discussions at the CCGTM Support Unit with the Head of the MIGHT Support Unit** April 1994, London, Britain
- Discussion on the development of Malawi Industrial Research Technology Development Centre** April 1994, London, Britain
- Discussions on public/private sector partnership in Ghana** April 1994, London, Britain
- Participation of CCGTM/PSP members at the Zimbabwe Trade Fair** April 1994, Harare, Zimbabwe
- Discussions on the ZCIT** May 1994, London, Britain
- Working meeting on the development of MIGHT consultation/Institutional Reform Meeting** May 1994, Kuala Lumpur, Malaysia
- CCGTM input to the EC Joint Research Centre on CCGTM/PSP and New Indicators for Social Impact Assessment of S&T** May 1994, Ispra, Italy
- Co-operative network development activity** May 1994, Valletta, Malta
- Conference on Integrated Resource Management (IRM)** May 1994, Valletta, Malta
- Development of Composites Manufacturing Zone (Malacca)** May 1994, Toulouse, France
- Launch of the CCGTM/PSP's Caribbean Quality Management Network** June 1994, Bridgetown, Barbados
- Caribbean Private Sector Session in conjunction with the Second Annual Rotary Caribbean Conference on 'The Principles of Enterprise'** June 1994, Sam Lord's, Barbados
- Development of a Technology Innovation Centre in the Barbados Investment and Development Corp** (organised for the Barbados Investment and Development Corp) June 1994, Bridgetown, Barbados
- Launch of the Composites Manufacturing Zone in Malacca** June 1994, Kuala Lumpur, Malaysia
- Review of Science and Technology Policy** (organised for NIHERST) June 1994, Port of Spain, Trinidad and Tobago
- CCGTM/PSP mission** June 1994, Paris, France
- Third Meeting of the Secretary-General's Working Group on the CCGTM** June 1994, London, Britain
- Joint Session of MIGHT/CCGTM/PSP to review one year of partnership** July 1994, Kuala Lumpur, Malaysia
- National consultation on the institutional reform of Malaysia's research institutes (in conjunction with MIGHT Consultation 1994, and including advisory session on Malawi Industrial Research Technology Development Centre)** July 1994, Kuala Lumpur, Malaysia
- Development of National Long-Term Perspective Study on Mauritius 2020 – Third Working Visit** (organised by the Ministry of Economic Planning and Development) July 1994, Port Louis, Mauritius
- Annual Meeting of the CCGTM/PSP's Industrialists Steering Group** July 1994, Kuala Lumpur, Malaysia
- MIGHT Consultation 1994 (including CCGTM/PSP and MIGHT Round Table on Smart Partnership for Global Business; MIGHT Annual Prospecting Update; and MIGHT Business Fora on Advanced Composites in Non-Aerospace**

Applications, and Affordable Quality Housing July 1994, Kuala Lumpur, Malaysia

National Consultation on the Development of National Long-Term Perspective Study on Mauritius 2020 (organised by the Ministry of Economic Planning and Development) August 1994, Port Louis, Mauritius

CCGTM/PSP advisory mission to assist with the formulation of science and technology guidelines for Seychelles (organised for the Government of Seychelles) August - September 1994, Victoria, Seychelles

CCGTM/PSP advisory mission to identify the Private Sector's needs and management reform of commercialisation of research in Ghana (organised for the Council for Scientific and Industrial Research) September 1994, Accra, Ghana

CCGTM IDEA meeting on watershed management in the Densu River Basin and future IDEA projects in Ghana (organised for the Institute of Aquatic Biology, Accra) September 1994, Accra, Ghana

Third CCGTM input to the Commonwealth Finance Ministers Meeting on managing the transition towards a market-oriented economy September 1994, Nassau, Bahamas

Third Meeting of the Friends of the Chairman on the CCGTM September 1994, London, Britain

Mobilisation of new private sector partners for the CCGTM/PSP October 1994, Toronto and Ottawa, Canada

First Annual Workshop of the African Technology Policy Studies Network October 1994, Naro Moru, Kenya

Meeting with CCGTM members of the National Council for Science and Technology to review the country task submitted by NCST in 1993 and meetings with individuals to promote the CCGTM/PSP October 1994, Nairobi, Kenya

CCGTM/PSP Quality Management Network Workshop on Competitiveness through Technology and Quality Management November 1994, St John's, Antigua and Barbuda

Meeting with the CCGTM/PSP Malaysian Node on Technology Ventures November 1994, Kuala Lumpur, Malaysia

First Meeting of the Transitional Task Force (TTF - sub-set of the Working Group on the CCGTM) November 1994, London, Britain

CCGTM/PSP input to the annual Club of Rome conference, 'Fight against Poverty' November - December 1994, Buenos Aires, Argentina

CCGTM input to Institutional Reform preparation for the final presentation in January 1995; Development of Technology Venture Node with the Malaysian Technology Development Corp December 1994, Kuala Lumpur, Malaysia

Discussions with MIGHT; Presentation on Institutional Reform; Preparation for Langkawi International Dialogue on Smart Partnerships January 1995, Kuala Lumpur, Malaysia

Fourth Meeting of the Secretary-General's Working Group on the CCGTM January 1995, London, Britain

Review of Botswana Country Task on Quality Management; Development of Caribbean three-year Quality Management Project January 1995, London, Britain

Mobilisation of new private sector partners for the CCGTM/PSP February 1995, South Africa

Development of Research priorities for the Mauritius Research Council March 1995, Port Louis, Mauritius

Preparation for the Langkawi International Dialogue; MIGHT review of operations March 1995, Kuala Lumpur, Malaysia

Fifth Annual Meeting of the CCGTM Programme Management Group (with Industrialists Steering Group participation); Meeting of the Transitional Task Force; and Fifth Annual Meeting of the CCGTM Co-ordinating Committee April 1995, London, Britain

Informal Briefing for Commonwealth High Commissioners on CCGTM April 1995, London, Britain

Preparation for Langkawi International Dialogue May 1995, Kuala Lumpur, Malaysia

Incorporation of the Commonwealth Consultative Partnership on Technology Management (CPTM), a company limited by guarantee, non-profit making, with no shareholders June 1995, London, Britain

First CPTM Interim Board Meeting June 1995, London, Britain

APPENDIX III

Commonwealth Secretariat Publications

July 1993 to June 1995

ADMINISTRATION LIBRARY

A Bibliography of Commonwealth Secretariat Publications, 1993 and 1994

A Bibliography of Commonwealth Secretariat Publications on Women, 1975 to 1994, 17pp, 1994

Index to Speeches by His Excellency Mr Arnold Smith, Secretary-General of the Commonwealth, 1965 to 1975, 23pp, 1994

ECONOMIC AFFAIRS DIVISION (EAD)

Water: Some Major Issues and Policy Options, a discussion paper, 24pp, 1994

Women, Agro-Processing and Food Security in SADC, consultant's report by John Wilding, 49pp, 1994

Environmentally Sustainable Development, background paper on the Commonwealth Secretariat's work on environmentally sustainable development, 1995

Impact of Uruguay Round and NAFTA on Commonwealth Caribbean Countries with Special Reference to Jamaica, report by Michael Davenport, 103pp, 1995

Making the Transition to Sustainable Forest Management: Policy Challenges, background paper, 1995

The Bretton Woods Institutions: A Commonwealth Perspective, by Graham Bird and Tony Killick, Commonwealth Economic Papers No. 24, 46pp, 1995, ISBN 0-85092-443-X, £5.50

The Uruguay Round and Commonwealth Developing Countries: An Assessment, by David Greenaway and Chris Milner, 67pp, 1995

Periodicals

Basic Statistical Data On Selected Countries (with populations of less than 5 million), annual, 1993 and 1994

International Capital Markets: A

Confidential Review, five issues per annum

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. I, April 1995, annual, 97pp, 1995

ECONOMIC AND LEGAL ADVISORY SERVICES DIVISION (ELAS)

CS-DRMS

SQL for CS-DRMS, 145pp, 1993

ACE Report Writer for CS-DRMS, 155pp, 1994

CS-DRMS Administration and Maintenance Manual, 124pp, 1994

CS-DRMS Database Description, 88pp, 1994

CS-DRMS Forecasting Rules Exercises Model Answers, 41pp, 1994

CS-DRMS User Reference Manual, 199pp, 1994

Data Entry Sheets, 66pp, 1994

Instructions for Filling In Data Entry Sheets, 91pp, 1994

Management Tools in CS-DRMS, 62pp, 1994

Reports in CS-DRMS, 156pp, 1994

Electoral Work

Organising Free and Fair Elections at Cost-Effective Levels, by Carl W Dundas, 183pp, 1993, £25.00

Dimensions of Free and Fair Elections: Frameworks, Integrity, Transparency, Attributes, Monitoring, by Carl W Dundas, 124pp, 1994, £25.00

Periodicals

CS-DRMS, The Commonwealth Secretariat Debt Recording Management System Newsletter, 8pp, No. 2, July 1993; No. 3, February 1994

EXPORT AND INDUSTRIAL DEVELOPMENT DIVISION (EIDD)

Commonwealth Roundtable of Business Organisations, Report of a Meeting at Lancaster House, London, 13-14 September 1993, 1993

EIDD, The Work of the Export and Industrial Development Division, 8pp, 1994

Agriculture

Harmonization of Seed Laws in the SADC Region, Report of a Regional Workshop to Discuss Study on Harmonisation of Seed Laws, Harare, Zimbabwe, 4-6 October 1994, 44pp, 1994

Living with Uncertainty: New Directions for Pastoral Development in Africa, by Ian Scoones, 45pp, 1994

Natural Resource Management in Pastoral Africa, by Roy Behnke, 20pp, 1994

Conservation Policy

Range Ecology at Disequilibrium: New Models of Natural Variability and Pastoral Adaptation in African Savannas, edited by Roy H Behnke, Ian Scoones and Carol Kerven, 248pp, 1993, ISBN 0-85003-195-8, £19.95

Farmers and Soil Conservation in the Caribbean, by F A Gumbs, 135pp, 1994

Fisheries

Training and Education in Fisheries in the SADC Region Developing Institutional Capacity, 65pp, 1994

Forestry

Commonwealth Forestry Initiative: Summary Progress Report, by R H Kemp, 1993

The Forests of the Western Ghats, Kamataka, India, by S Shyam Sunder, 60pp, 1993

Sustainable Management of the Tropical High Forest of Ghana, by Edward A Prah, 73pp, 1994

Sustainable Management of Tropical Rain Forest in Uganda, by P K Karani, 38pp, 1994

Iwokrama International Rain Forest Programme

The Commonwealth and Government of Guyana Iwokrama Rain Forest Programme: Botanical Studies, Phase 1, Site Resource Survey, 40pp, 1993

Commonwealth and Government of Guyana Iwokrama Rain Forest Programme: Executive Summary, Phase 1, Site Resource Survey, 17pp, 1993

Commonwealth and Government of Guyana Iwokrama Rain Forest Programme: Main Report, Phase 1, Site Resource Survey, by M D Hawkes and J R D Wall, 181pp, 1993

Iwokrama: The Commonwealth Rain Forest Programme in Guyana, by Brian Kerr, 11pp, 1993

Report on an Advisory Visit on Boundary Surveying to the Iwokrama Commonwealth Rainforest Programme, Guyana, 24 May - 4 June 1993, by R B Ridgway, 20pp, 1993

Iwokrama Rain Forest Programme: Report on a Study of Governance, Management and Financial Aspects, 60pp, 1994

Livestock Development

Credit Support for Smallholder Livestock Development in Asia and the Pacific: Report of a Training Course, Dhaka, Bangladesh, 19 January - 1 February 1992, 25pp, 1993

Review of Dairy Development Initiatives in Africa: Proceedings of a Policy Workshop, Arusha, Tanzania, 29 July - 1 August 1991, 41pp, 1993

Project Planning and Management

Training Course on Methodologies of Agricultural Sample Surveys, Crop Yield Modelling and Computer Programming, Makerere University, Kampala, Uganda, 28 June - 23 July 1993, 1993

Restricted Publications

Assessment of the Potential Uses of Banana and Pineapple Waste, Restricted to the Government of Sri Lanka, 150pp, 1993

Development of Expertise and Infrastructure in Plastics Composite Technology, Restricted to the Government of Singapore, 1993

Development of the Quality and Reliability Centre of the Hong Kong Polytechnic, Restricted to the Government of Hong Kong, 1993

Export Development Policies and Strategies for Zambia, Restricted to the Government of Zambia, 150pp, 1993

Feasibility Study for the Establishment of Small Scale Pashmina Wool (Cashmere) Industry, Restricted to the Government of India, 1993

Feasibility Study for the Manufacture of Yeast, Restricted to the Government of Mauritius, 1993

Granite Processing, Restricted to the Government of Zimbabwe, 1993

Production and Management Assistance for the Poultry Feed Industry, Restricted to the Government of The Gambia, 1993

The Creation of a Pharmaceutical Production Inspectorate for the PTA, Restricted to the PTA Secretariat, 1993

The Manufacture of LPG Cylinders, Restricted to the Government of Jamaica, 1993

A Study on Women in Export Development in Sri Lanka, Restricted to the Government of Sri Lanka, 64pp, 1994

A Study on Women in Export Development in Zambia, Restricted to the Government of Zambia, 71pp, 1994

Development of Agro-Industries, Restricted to the Government of Belize, 1994

Development of the Ceramic Industry, Restricted to the Government of Swaziland, 1994

Development of Coconut Processing Industries, Restricted to the Government of The Cook Islands, 1994

Development of the Construction Aggregates Industry, Restricted to the Government of St Lucia, 1994

Development of Small Scale and Informal Industries, Restricted to the Government of Namibia, 1994

Downstream Palm Oil Processing, Restricted to the Government of Papua New Guinea, 115pp, 1994

Entrepreneurship Development Programme, Vol. I, Workshop Report and Action Plan for National Entrepreneurship Development, Restricted to the Government of Brunei Darussalam, 216pp, 1994

Entrepreneurship Development Programme in Papua New Guinea, Restricted to the Government of Papua New Guinea, 1994

Establishment of a Small Scale Fish Cannery Facility, Restricted to the Government of Kiribati, 1994

Feasibility Study to Establish a Shea Butter Extraction Facility, Restricted to the Government of Ghana, 1994

Feasibility Study to Improve the Supply and Storage of Liquefied Petroleum Gas, Restricted to the Government of The

Gambia, 1994

Medium-Term Development Plan for the National Fishing Corporation of Tuvalu (NAFICOT), Restricted to the Government of Tuvalu, 180pp, 1994

Pre-Investment Profiles: Rubber Based products for Automotive Components, Restricted to the Government of Malaysia, 26pp, 1994

Production of Mosquito Coils, Restricted to the Government of Malawi, 1994

Production of Soya Milk, Restricted to the Government of Nigeria, 1994

Reactivation of the Emerald Isle Tannery, Restricted to the Government of Montserrat, 1994

Rehabilitation of a Soap Making Unit, Restricted to the Government of Tonga, 1994

Strategic Action Plan for Development of Gypsum Production in the SADC Region, Restricted to the SADC Mining Sector Co-ordinating Unit, 1994

Technical Assistance to a Furniture Manufacturer, Restricted to the Government of Jamaica, 1994

Technical Assistance to the Foundry Sector, Restricted to the Government of Cyprus, 1994

The Development of Coconut-based Industries, Restricted to the Government of Kiribati, 1994

Entrepreneurship Development Programme, Workshop Report and Action Plan, Restricted to the Government of Kiribati, 1995

Establishment of Computer-Aided Design Centre for Small and Medium Scale Industries in Goa, Restricted to the Government of India, 1995

Export and Industrial Development Strategies and Relevant Institutional Arrangements for Kenya, Restricted to the Government of Kenya, 322pp, 1995

Trade and Tourism

Guidelines for Exporters of Bananas to Selected EC Markets, 78pp, 1994, ISBN 0-85092-412-X, £30.00

Commonwealth Guide to Trading with NAFTA Countries: Practical Information for Business, 359pp, 1995

Periodicals

NAMA (Network for Agricultural Mechanization in Africa) Newsletter, Vol. I No. 2, May 1993; Vol. I No. 3, December 1993; Vol. II, Nos. 1 and 2, October 1994

Titles in Print, 6pp, June 1994 and February 1995

HUMAN RESOURCE DEVELOPMENT DIVISION (HRDD)

Foundation for the Future, 72pp, 1993, ISBN 0-85092-397-2, £7.00

Twelfth Conference of Commonwealth Education Ministers, Report, Islamabad, Pakistan, 27 November - 1 December 1994, 73pp, 1995

Commonwealth Scholarships

Commonwealth Scholarship and Fellowship Plan: Report of the Third Ten-year Review Committee, London, 18-21 May 1993, 39pp, 1993

Commonwealth Scholarship and Fellowship Plan: Thirty-second Annual Report for the Period Ending 31 March 1992, 102pp; *Thirty-third Annual Report for the Period Ending 31 March 1993*, 93pp, 1993

Education in Small States

Education in Small States: Concepts, Challenges and Strategies, by Mark Bray and Steve Packer, Oxford, Pergamon Comparative and International Education Series, 295pp, 1993, £42.00

Educational Consultancy in Small States, by Marie-Pierre Lloyd and Steve Packer, 1994, 80pp, ISBN 0-85092-398-0, £5.00

Lifelines for the Isolated, by John Weeks, 44pp, 1994, £3.00, ISBN 0-85092-400-6

Post-Secondary Education in the South Pacific, by Ron Crocombe and Marjorie Tuainekore Crocombe, 170pp, 1994, ISBN 0-85092-399-9, £5.00

Health

Infrastructure and Training Needs for Sustainable Urban Sanitation in Africa, by Guy Howard and Jamie Bartram, 1993

Infrastructure and Training Needs for Sustainable Urban Sanitation in Africa: Appendix: recommendations for action, by Guy Howard and Jamie Bartram, 1993

Child Survival and Development, Pacific Regional Expert Group Meeting, 21-23 February 1994, 44pp, 1994

Record of Meeting of Commonwealth Health Ministers prior to the Forty-Seventh World Health Assembly, Geneva, 91pp, 1994

Primary Health Care and Immunisation in Africa: Report of a Regional Expert Group Meeting, Entebbe, Uganda, 11-15 April 1994, 36pp, 1995

Record of Meeting of Commonwealth Health Ministers prior to the Forty-Eight World Health Assembly, Geneva, 1995

Higher Education

Staff Development Approaches in Higher Education: Learning from Experience, by Hena Mukherjee and Jasbir Singh, 82pp, 1993

Women in Higher Education Management, 202pp, 1993

Commonwealth Higher Education Support Scheme (CHESS): Training Technicians, The Case of Nigerian Universities, by O A Bamiro, 35pp, 1994

Commonwealth Higher Education Support Scheme: Directory of Available Resources from Organisations Supporting Books, Journals and Library Development, 72pp, 1994

Commonwealth Higher Education Support Scheme: Training Technicians: Setting up an Instrumentation Centre in Africa, by Johan A Mando, 18pp, 1994

Commonwealth Universities Study Abroad Consortium: CUSAC Handbook, 53pp, 1994

Women Managers in Higher Education: Summary Report of the ACU-CHESS Steering Committee Meeting, London, 25 - 27 May 1993, 41pp, 1994

Commonwealth Universities Study Abroad Consortium, Report of the Second Steering Meeting 30 May - 1 June 1995, 30pp, 1995

Management and Administration

Dar es Salaam Colloquium, Kunduchi Beach Hotel, 3 - 9 October 1993, 74pp, 1993

Handbook for Country Working Groups: Donors to African Education Working Group on the Teaching Profession, 44pp, 1993

Improving Teacher Morale and Motivation in Sub-Saharan Africa, 20pp, 1993

National Colloquium on Teacher Management and Support, Mantep

Institute, Bagamoyo, Tanzania, 11-13 October 1993, 59pp, 1993

Personnel Information Records and Management Procedures in the National Education System: Issues in Teacher Management, Report of the Sixth Meeting, Banjul, The Gambia, January 1993, 62pp, 1993

Preliminary View from IIEP, 5pp, 1993

Summary of TMS Issues, Constraints and Strategies, 17pp, 1993

Synopsis of Some Issues: a checklist for country action groups, by Ian G Halliday, 16pp, 1993

Briefing Notes on Teacher Management, by Ian Halliday, 24pp, 1994

Harare Review: Teacher Management and Professional Support: Report of a Review on the Country Action Plan Programme, Harare, 2-7 July 1994, 137pp, 1994

Non-Formal Education

Education of Out of School Children: Case Studies from Bangladesh, 87pp, 1994

Education of Out of School Children: Case Studies from India, 122pp, 1994

Education of Out of School Children: Case Studies from Pakistan, 33pp, 1994

Science, Technology and Mathematics Education

Shortage of Science and Mathematics Teachers: a Nigerian Case Study, 53pp, 1993

Implementing Science and Technology Education for All: Guide to Better Policy and Practice for Teachers, by Ben B Akpan, 76pp, 1994

Training of Trainers in Science, Technology and Mathematics Education: draft monographs, by P N Lassa and S T Bajah, 97pp, 1994

Training of Trainers in Science, Technology and Mathematics, Education Regional Workshop Report, Kaduna, Nigeria, 30 May - 11 June 1993, 87pp, 1994

Student Mobility

Towards a Commonwealth of Scholars, A New Vision for the Nineties, edited by Lalage Bown, 245pp, 1994, ISBN 0-85092-402-2, £8.00

Periodicals

Annual Report 1992-93, 1993

INFORMATION AND PUBLIC AFFAIRS DIVISION (IPAD)

Commonwealth Declarations, Declarations and Statements Issued by Commonwealth Heads of Government 1971-1991, 71pp, 1993

Commonwealth Skills for the 1990s, 28pp, 1993

Report of the Commonwealth Secretary-General 1993, 148pp, 1993

The Commonwealth - A Growing Force for Good, Introduction to the Report of the Commonwealth Secretary-General 1993, 1993

The Cyprus Communiqué, issued by Commonwealth Heads of Government at their meeting in Cyprus, 48pp, 1993

The Commonwealth Today, 16pp, 1995

The 51 Members of the Commonwealth, 1995 (Map)

Leaflets

Political Facts, Commonwealth Notes Series, 1993, 1994 and 1995

Commonwealth Youth Service Awards, 1994 (in conjunction with WYAD)

The Declaration of Commonwealth Principles, Commonwealth Notes Series, 1995

The Iwokrama Rain Forest Project, 1995 (in conjunction with EAD)

News Releases

In the period June 1993 to July 1995, 116 news releases were issued by the Information and Public Affairs Division, including communiqués of ministerial meetings

Posters

"Sport Makes Good Friends", the 1994 Commonwealth Day poster

"Working Together for Tolerance and Understanding", the 1995 Commonwealth Day poster

Press Features

Sixty-one newspaper feature articles issued, some with artwork, maps or photographs

Radio and Video Programmes

The Secretariat's radio service has distributed over 120 voice reports for broadcast on 75 stations in almost every member country, as well as a number of 15-minute and half-hour programmes on priority topics. One broadcast video, *The Commonwealth in Action: Meeting Changing Needs*, was also produced and distributed to Commonwealth television stations

Speeches by the Secretary-General

The texts of 27 speeches by the Commonwealth Secretary-General were issued to the media and government information offices. In addition, speeches by Deputy Secretaries-General were also issued

Periodicals

Commonwealth Currents: December 1993/January 1994; February/March 1994; April/May 1994; June/July 1994; November/December 1994; March/April 1995; May/June 1995, ISSN: 0141-8513

The Commonwealth Yearbook 1993-1994, HMSO, London, 534pp, 1995, ISBN 0-11591-711-X, £25

LEGAL AND CONSTITUTIONAL AFFAIRS DIVISION (LCAD)

Fourth Meeting of Law Officers of Small Commonwealth Jurisdictions, Nicosia, Cyprus, 19 - 23 August 1991, 319pp, 1993, £10.00

Meeting of Commonwealth Law Ministers, Grand Baie, Mauritius, 15 - 19 November 1993: *Communiqué*, 17pp, 1993

Protection of Cultural Heritage within the Commonwealth: Meeting of the Working Group to Consider the Proposed Draft Scheme, Rome, Italy, 27 February 1993, further report, 1993

Third Conference of Commonwealth Correctional Administrators: Report of the Third Conference, 11-15 May 1992, Harare, Zimbabwe, 266pp, 1993, £10.00

1993 Meeting of Commonwealth Law Ministers: Minutes, 93pp, 1994

The UN Convention on Chemical Weapons: The Prohibition of Development, Production, Stockpiling and Use and their Destruction, illustrative model legislation and explanatory memoranda on the incorporation of the convention into domestic law, 116pp, 1994, ISBN 0-85092-408-1, £12.00

1993 Meeting of Commonwealth Law Ministers: Memoranda, Parts 1 & 2, 770pp, 1995, ISBN 0-85092-423-5, £30.00

Workshop reports

Workshop on Administrative Law, Malawi, *The Record*, by R C Nzerem, 450 pp, 1995

Workshop on Administrative Law, Seychelles, *The Record*, by R C Nzerem, 432 pp, 1995

Workshop on Administrative Law, Lesotho, *The Record*, 438 pp, 1995

Workshop on Administrative Law, Botswana, *The Record*, 438 pp, 1995

Periodicals

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

Commonwealth Legal Education Association Newsletter, two per annum, 75pp, members: free; non-members: £5.00

The Key To Commonwealth Corrections, quarterly

Commercial Crime

Action Against Transnational Criminality: Vol. III: Papers from the 1993 Oxford Conference on International and White Collar Crime, 202pp, 1994, £15.00

Money Laundering Workshop, Part of Spain, 3 - 5 May 1994, 149pp, 1994

Report of the Oxford Conference on Mutual Legal Assistance, 5-9 September

1994, Christ Church, Oxford, 55pp, 1994

Commercial Crime Periodicals

Commonwealth Commercial Crimewatch, periodic newsletter, 8pp

Commonwealth Legal Assistance News, periodic newsletter, 8pp

Human Rights

Establishing a National Human Rights Institution in The Gambia, Consultant's Report, 1993

National Human Rights Institutions: Manual, by John Hatchard, 48pp, 1993

Zambian National Human Rights Strategies, Zambian Workshop on Setting Zambian National Human Rights Strategies, Livingstone, 25th June 1992, 27pp, 1993

Developing Human Rights Jurisprudence, Vol. 6: The Sixth Judicial Colloquium on the Domestic Application of International Human Rights Norms, Bloemfontein, South Africa, 216pp, 1995, ISBN 0-85092-419-7, £15.00

Manual for Foreign Service Officials, by Patricia Hyndman, 150 pp, 1995

Manual on Human Rights Training for Public Officials, Special Volume for Foreign Service Officials, 225pp, 1995

Manual for Prison Officials, by Vivien Stern, 150pp, 1995

The Commonwealth Approach to Human Dignity, 16pp, 1995

Human Rights Periodicals

Update, Bulletin of the Human Rights Unit, three per annum

MANAGEMENT AND TRAINING SERVICES DIVISION (MTSD)

Administrative and Managerial Reform in Government: A Commonwealth Portfolio of Current Good Practice, Proceedings of a Pan-Commonwealth Working Group Meeting held in Kuala Lumpur, Malaysia, 19-22 April 1993, 411pp, 1993

Choices in the Design of Decentralisation: An Overview and Curriculum for Central Government Officials Responsible for the Reorganisation of Administration at the Local Level, by Brian C Smith, 98pp, 1993

Government Information Technology Policies and Systems: Success Strategies in Developed and Developing Countries, by Chun Kwong Han and Geoff Walsham, 157pp, 1993

Information Technology Policies and Applications in the Commonwealth

Developing Countries, by Mayuri Odedra and Shirin Madon, 203pp, 1993, ISBN 0-85092-401-4, £8.00

Partial List of Activities, July 1993-June 1994, 74pp, 1993

Small Business Management Programme for a New South Africa: Summary Report for the Period 1992-1993, by Esau M Chiviya, 15pp, 1993

Successful Decentralisation: Proceedings of a Commonwealth Roundtable held in Malé, Republic of Maldives, 1-5 December 1992, by Brian C Smith, 172pp, 1993

Accessing and Using the COMNET-IT Notice Board, by Rogers W'O Okot-Uma and Sajda Qureshi, 15pp, 1994, ISBN 0-85092-414-6, £2.95

Capacity Building for Management of Privatization, Report of the Regional Consultation Workshop held at ZIPAM Centre, Darwendale, Zimbabwe, 27-31 March 1994, 41pp, 1994

Current Good Practices and New Developments in Public Service Management, A Profile of the Public Service of Canada, Public Service Country Profile Series No.1, 169pp, 1994, ISBN 0-85092-411-1, £8.95

Economic Management and Planning: Case Studies of Selected Commonwealth Countries, by Bakul H Dholakia and Ravindra H Dholakia, 234pp, 1994, ISBN 0-85092-407-3, £7.95

Governance of Public Enterprise: An African Spotlight on the Role of the Board, Policy Management Report No. 1, by Joan Corkery, Colm O Nuallain and Roger Wettenhall, 92pp, 1994

Management of the Privatisation Process, A Guide to Policy Making and Implementation, 73pp, 1994

Partial List of Activities, July 1994-June 1995, 26pp, 1994

Current Good Practices and New Developments in Public Service Management, A Profile of the Public Service of Malaysia, Public Service Country Profile Series, No. 3, 178pp, 1995, ISBN 0-85092-415-4, £8.95

Current Good Practices and New Developments in Public Service Management, A Profile of the Public Service of New Zealand, Public Service Country Profile Series, No. 5, 178pp, 1995, ISBN 0-85092-420-0, £8.95

Current Good Practices and New Developments in Public Service Management, A Profile of the Public Service of Trinidad and Tobago, Public Service Country Profile Series, No. 4, 108pp, 1995, ISBN 0-85092-420-0, £8.95

Current Good Practices and New Developments in Public Service Management, A Profile of the Public Service of the United Kingdom, Public Service Country Profile, Series No. 2,

178pp, 1995, ISBN 0-85092-413-8, £8.95

Government in Transition: The Inaugural Conference of the Commonwealth Association for Public Administration and Management, Charlottetown, Prince Edward Island, Canada, 28-31 August 1994, 307pp, 1995, ISBN 0-85092-422-7, US\$17.50

Performance Contracts: A Handbook for Managers, 163pp, 1995, ISBN 0-85092-438-3, £10.00

POLITICAL AFFAIRS DIVISION (PAD)

Report on the Commonwealth Workshop for Electoral Officers, St Catherine's College, Oxford, Britain, 4-7 July 1993, 242pp, 1993

Observer Group Reports

The National Assembly Election in Pakistan, 6 October 1993: Report of the Commonwealth Observer Group, 72pp, 1993

The Presidential and National Assembly Elections in Seychelles, 20-23 July 1993: Report of the Commonwealth Observer Group, 58pp, 1993

The End of Apartheid: The Report of the Commonwealth Observer Group to the South Africa Elections, 26-29 April 1994, 138pp, 1994 ISBN 0-85092-410-3, £9.95

The Parliamentary and Presidential Elections in Malawi, 17 May 1994: Report of the Commonwealth Observer Group, 74pp, 1994, ISBN 0-85092-409-X, £6.95

The Presidential and National Assembly Elections in Namibia, 7-8 December 1994: Report of the Commonwealth Observer Group, 65pp, 1995, ISBN 0-85092-417-0, £5.95

SCIENCE AND TECHNOLOGY DIVISION (STD)

Agriculture

Control of Africa's Floating Water Weeds: Proceedings of a Workshop held in Zimbabwe, June 1991, by Annette Greathead and Peter de Groot, 187pp, 1993

Underutilised Fruits and Nuts in Asia, edited by Ken Anthony, Peter De Groot and Nazmul Haq, 216pp, 1993

Preparing to Plant Tropical Trees, Tropical Trees: Propagation and Planting Manuals, Vol. 4, by K A Longman, 238pp, 1995, ISBN 0-85092-418-9, £30.00, £24.00 for students and developing countries

Biological Resources

Techniques and Methods of Ethnobotany as an Aid to Study, Evaluation,

Conservation and Sustainable Use of Biodiversity, by David R Given and Warwick Harris, 148pp, 1995, ISBN 0-85092-405-7, £9.50

CCGTM (now the Commonwealth Partnership for Technology Management, CPTM)

Inception Meeting of the Industrialists Steering Group and Launch of the CCGTM-Private Sector Partnership, 22 February 1993, Kuala Lumpur, Malaysia and CCGTM Business Forum: "Industrial Opportunities in Advanced Composite Materials" 23 February 1993, Kuala Lumpur, Malaysia: C.P.S.P. Working Document and Agendas, 1993

Joint CCGTM and Partnership Activities 19-23 July 1993, Kuala Lumpur, Malaysia: A Workshop on "Competitiveness through Technology and Quality Management", 19-20 July 1993, Kuala Lumpur, Malaysia; B Malaysia Industry-Government Group for High Technology (MIGHT) Consultation, 21-22 July 1993, Kuala Lumpur, Malaysia; C Industrialists Steering Group Meeting, 23 July 1993, Kuala Lumpur, Malaysia, 1993

Strategy to the Millennium: 1993-2000, 1993

Summary Record of the Third Meeting of the CCGTM Co-ordinating Committee, 17 March 1993, London, 1993

MBA in International Business, 24pp, 1994

The Fourth Annual Meeting of the CCGTM Co-ordinating Committee, 28 March 1994, London: Report, 83pp, 1994

CSC Information

Commonwealth Science Council Information Sheet, 1994

Commonwealth Science Council Report 1992-95, 20pp, 1995

Directory of Members, Correspondents and London Contacts 1995-97, 13pp, 1995

Environment

Time, Food and Money in the Marovo Lagoon, Solomon Islands: Village Surveys in a Proposed World Heritage Site, by Tim Bayliss-Smith, 25pp, 1993

Malawi Earthquake of March 9 and 10, 1989 and Related Problems, by Harsh K Gupta and Siyan Malomo, 45pp, 1994

Marine Ecological Survey of Pakapuka Atoll, by Greg Andrews, 1994.

Industrial Support

First Regional Training Workshop in Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM), University of the West Indies,

St Augustine, 6 - 17 June 1994,
50pp, 1994

Science Information

Identification of Key Species for Conservation and Socio-Economic Development, proceedings of a workshop, edited by Promila Kapoor-Vijay and Michael B Usher, 198pp, 1993, ISBN 0-85092-403-0, £8.50

Engineering Design Centres for Developing Commonwealth Countries: Report of the expert group, 30pp, 1994

Information Strategies for Scientists in Southern Africa, Report of a CSC/BTC Workshop held in Botswana, September 1993, edited by J R Strachan, 159pp, 1994

Information Strategies for Scientists in the Seychelles, proceedings of a National Training Workshop hosted by the Seychelles Ministry of Agriculture and Marine Resources, Mahé, 29 - 31 March 1994, edited by J R Strachan, 105pp, 1994

Practical Servicing of Laboratory Instruments: Infrared Spectrophotometers, by David G Andrews, 258pp, 1994, ISBN 0-85092-406-5, £14.00

Periodicals

Newsletter, Vol.1 No.1,
October 1993, 1993

Commonwealth Scientist, No.1, October 1994; No. 2, January 1995; No. 3, April 1995

Earth Sciences Programme Newsletter, January December 1993; January February 1994; March April 1994; May June 1994; September October 1994; November December 1994; January February 1995

Utfanet Newsletter, Vol. 1 No. 2, November 1994, 12pp, 1994

STRATEGIC PLANNING AND EVALUATION UNIT (SPEU)

"Do Different": Report on the Review of the 'C' Programmes, by Prof M Faber, 73pp, 1994

Assistance for Legislative Drafting in the Caribbean, Evaluation Study No. 48, by Brynmor Pollard and Makbul Rahim, 59pp, 1995

Assistance for the Development of International Air Services in Tuvalu, Evaluation Study No. 47, by Dr S S Sidhu and Nick Manning, 51pp, 1995

Commonwealth Roundtable on International Trade Strategies for Developing Countries for the 1990s, Evaluation Study No.49, by Dr John Wells, 68pp, 1995

WOMEN'S AND YOUTH AFFAIRS DIVISION (WYAD)

Women's Affairs

Beyond Planning to Implementation, Report of the Fourth Meeting of Commonwealth Ministers Responsible for Women's Affairs, Nicosia, Cyprus, 5 - 9 July 1993, 81pp, 1993

Report on Programmes and Projects for the Period 1992-1993, 1993

Women in Business, Training Materials for the Promotion of Self-Employment Among Women, 76pp, 1994, ISBN 0-85092-404-9, £7.50

Working Towards Gender Equality, Programme July 1993 - June 1994, 16pp, 1995

Youth Affairs

Young People in Action: The Commonwealth Youth Programme in the Nineties, 8pp, 1993

Act on Health: A Youth Handbook, 34pp, 1995, ISBN 0-85092-421-9, £4.00

Commonwealth Youth: Building our Future, 20pp, 1995

Commonwealth Youth Publications, 8pp, 1995

Reviewing and Analysing Youth Health, a summary of Youth Health, Analysis and Action, by Philip Hope, 8pp, 1995

Try It!, The Youth Enterprise Workbook, by Kevin Ford and Yvonne Quinn, 90pp, 1995, ISBN 0-85092-416-2, £7.50

Voices of the Rainbow, Young People Speak Out on the Earth Summit, produced in conjunction with the International Youth Development Environment Network, 110pp, 1995 ISBN 9966-9924-0-5

Youth Health, Analysis and Action, by Philip Hope, 96pp, 1995, ISBN 0-85092-439-1, £10.00

Youth Leaflets

Geoyolecs: Catering to everyone's tastes in Guyana, In Practice Series, 6pp, 1993

Hairoun Co-op Society: Chalk Makers in St Vincent and the Grenadines, In Practice Series, 6pp, 1993

3 Generations, 2 Genders, 1 World, A CYP Programme, 1994

Diploma by Distance Learning, The CYP Caribbean Centre's Experience, 1994

Young People and HIV/AIDS, CYP Programmes, 1994

Women and Sport: Opportunities and Barriers, A Research Project, 1995

Africa Centre Publications

Street Children and Substance Abuse in Zambia, by Rose Mtonga, Richard M Mkandawire and Magna Aidoo, 48pp, 1993

Coping Sexually Among Youth in Africa, by Freda S Kazembe, 52pp, 1994, ISBN 9-98222-001-2

Establishing HIV/AIDS Networks for Youth in Africa, by Regina Shakakata, 66pp, 1994, ISBN 9-98222-002-0

Youth Policy Formulation: A Guide, 23pp, 1994

Youth to Youth Model in HIV/AIDS Prevention Programmes in Africa, by D K Obbo, 73pp, 1994, ISBN 9-98222-004-7

Asia Centre Publications

Studies on Career Expectation for Youth in Malaysia and Singapore, 56pp, 1994

Studies on Career Expectation for Youth in the Maldives, 60pp, 1994

Studies on Career Expectation for Youth in Singapore, 62pp, 1994

Youth and AIDS, 45pp, 1994

Caribbean Centre Publications

Report of a Sub-Regional Workshop on Unattached Youth, 27-28 February 1992, Inter-Island Hotel, Anguilla, 62pp, 1993

Handbook on the Diploma in Youth and Development, 68pp, 1994

South Pacific Centre Publications

Handbook for the Certificate in Youth Work, Course 1: Preparatory Programme, 126pp, 1994; Course 2: Communication and Leadership, 61pp, 1994; Course 3: Programme Development in Youth Work, 111pp, 1994; Course 4: Management in Youth Work, 61pp, 1994

Videos

Risk it! - the movie, 1994, £8.00

Speaking Out: Young People and HIV, Young Men and Women from Five African Countries Talk about Living with HIV, 1994, £5.00

Women of the Rainforest - a Study in Sustainable Development, 1994, £12.00

Youth Periodicals

In Common, quarterly

APPENDIX IV

Secretariat Senior Staff, Structure and Governance Matrix

Senior Staff

As at 1 August 1995

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 Krishnan Srinivasan
Deputy Secretary-General (Political)
India

Mr Stuart Mole
Director and Head of the Private Office
Britain

Dr Indrajit Coomaraswamy
Assistant Director
Sri Lanka

STRATEGIC PLANNING AND
EVALUATION UNIT

Dr Siripurapu K Rao
Director
India

Prof A I (Ade) Adefuye
Assistant Director (Planning)
Nigeria

ADMINISTRATION DIVISION

Dr Gelase Mutahaba
Director
Tanzania

Mr R Rickie Sankar
Head of Finance and Management
Information Department
Guyana

Mr John Barber
Head of Personnel and Staff
Development Department
Britain

Mr Peter Dunne
Head of Conference Unit
Britain

ECONOMIC AFFAIRS DIVISION

Mr R A Faruqi
Director
Pakistan

Mr Ian Thomas
Assistant Director (International
Trade and Regional Co-operation)
Britain

Dr Chris Easter
Assistant Director (Agricultural
and Rural Development)
Australia

ECONOMIC AND LEGAL
ADVISORY SERVICES DIVISION

Dr James S A Funna
Director and Head
Sierra Leone

Mr Carl Dundas
Special Adviser (Legal)
Jamaica

Ms Kamala Bhoelai
Special Adviser (Legal)
Trinidad & Tobago

Dr Raj Kumar
Special Adviser (Economic)
Malaysia

Dr S Kofi Date-Bah
Adviser (Legal)
Ghana

Mr Roger Nellist
Adviser (Economic)
Britain

Dr Raneer Jayamaha
Adviser (Economic)
Sri Lanka

EXPORT AND INDUSTRIAL
DEVELOPMENT DIVISION

Mr Richard Gold
Director
Canada

Dr Olugbenro Ajayi
Special Adviser
Nigeria

Mr P Sinha
Assistant Director
India

Mr Anthony Polatajko
Assistant Director
Britain

Mr Anant Vijay
Assistant Director
India

GENERAL TECHNICAL
ASSISTANCE SERVICES DIVISION

Mr Seth O Barnor
Director
Ghana

Mr Chris Bowman
Assistant Director
Australia

Mr James Allie
Assistant Director
Sierra Leone

HUMAN RESOURCE
DEVELOPMENT DIVISION

Professor Stephen A Matlin
Director
Britain

Dr Helen Bichan
Assistant Director
New Zealand

Mr P Hema Weerasinghe
Assistant Director (Drugs
and Substance Abuse)
Sri Lanka

INFORMATION AND PUBLIC
AFFAIRS DIVISION

Mr Michael Fathers
Director
New Zealand

Ms Cheryl Dorall
Assistant Director
Malaysia

LEGAL AND CONSTITUTIONAL AFFAIRS DIVISION

Professor Reg Austin

Director
Zimbabwe

Mr Richard Nzerem

Assistant Director
(General Legal Services)
Britain

Miss Dianne Stafford

Assistant Director (Mutual Assistance)
Australia

Mrs Christine Mulindwa-Matovu

Assistant Director and Head of
Human Rights Unit
Uganda

MANAGEMENT AND TRAINING SERVICES DIVISION

Dr Mohan Kaul

Director
India

Dr Olu Fadahunsi

Adviser (Management Development)
Nigeria

Dr Anita Nazareth

Assistant Director (Institutional
Development and Training)
Singapore

Mr Michael Gillibrand

Adviser (Commercialisation)
Britain

Mr Nick Manning

Adviser (Organisation Structure
and Design)
Britain

POLITICAL AFFAIRS DIVISION

Mr Max Gaylard

Director
Australia

Mr John Syson

Special Adviser
Britain

Mr Amitav Banerji

Assistant Director
India

Dr Moses Anafu

Assistant Director
Ghana

Mrs Missouri Sherman-Peter

Assistant Director
Bahamas

SCIENCE AND TECHNOLOGY DIVISION

Dr Neville Trotz

Director
Guyana

Ms Judith Johnson

Assistant Director
Australia

WOMEN'S AND YOUTH AFFAIRS DIVISION

Ms Eleni Stamiris

Director
Canada

Dr Judith May-Parker

Assistant Director (Women's Affairs)
Sierra Leone

Dr Devendra Agochiya

Assistant Director (Youth Affairs)
India

Regional Staff Youth Affairs

Africa Centre (Zambia)

Dr Richard Mkandawire
Regional Director
Zambia

Caribbean Centre (Guyana)

Dr B Ivan Henry
Regional Director
Britain

South Pacific Centre (Solomon Islands)

Mr Tangata Vainerere
Regional Director
Cook Islands

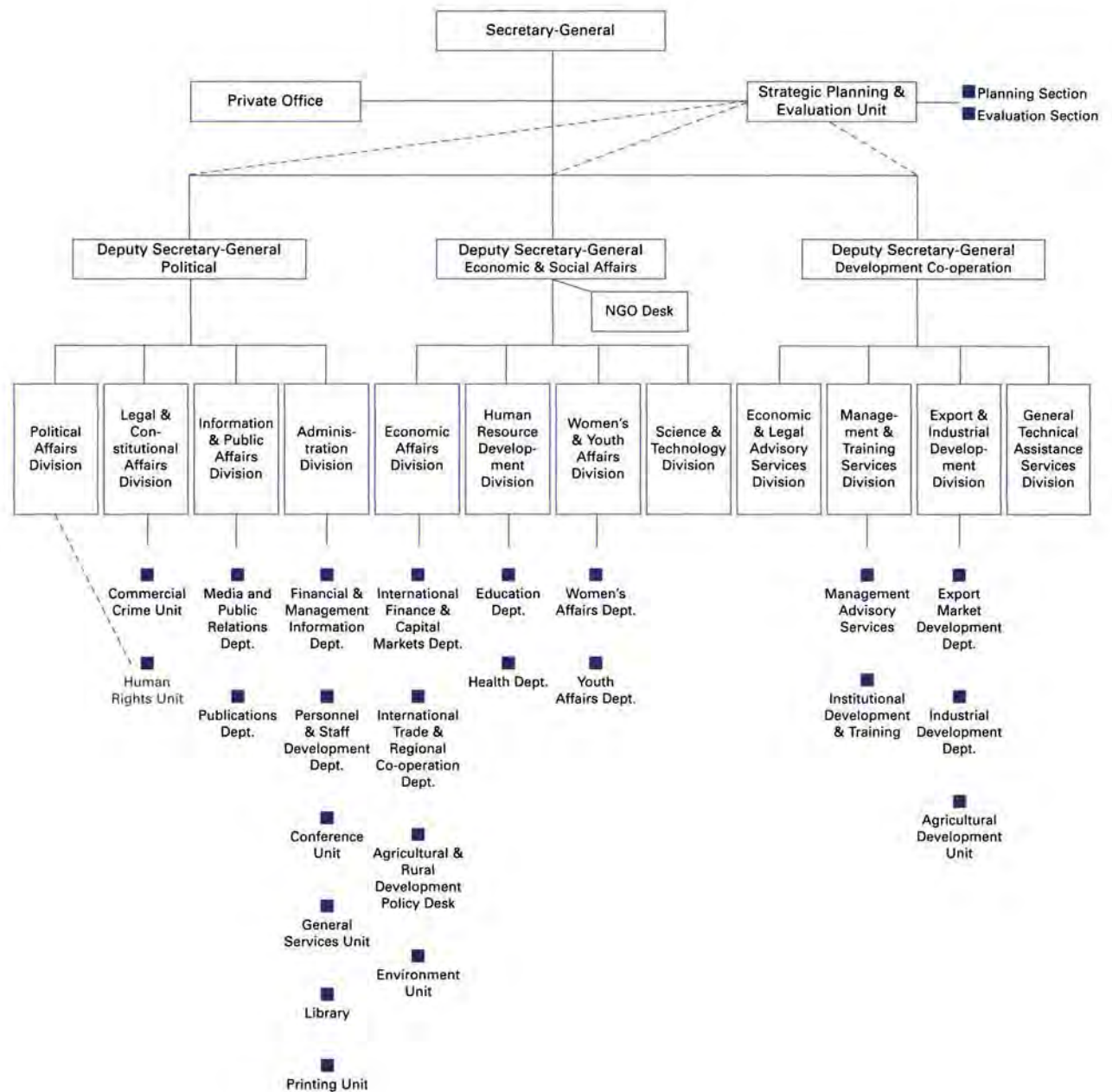
Asia Centre (India)

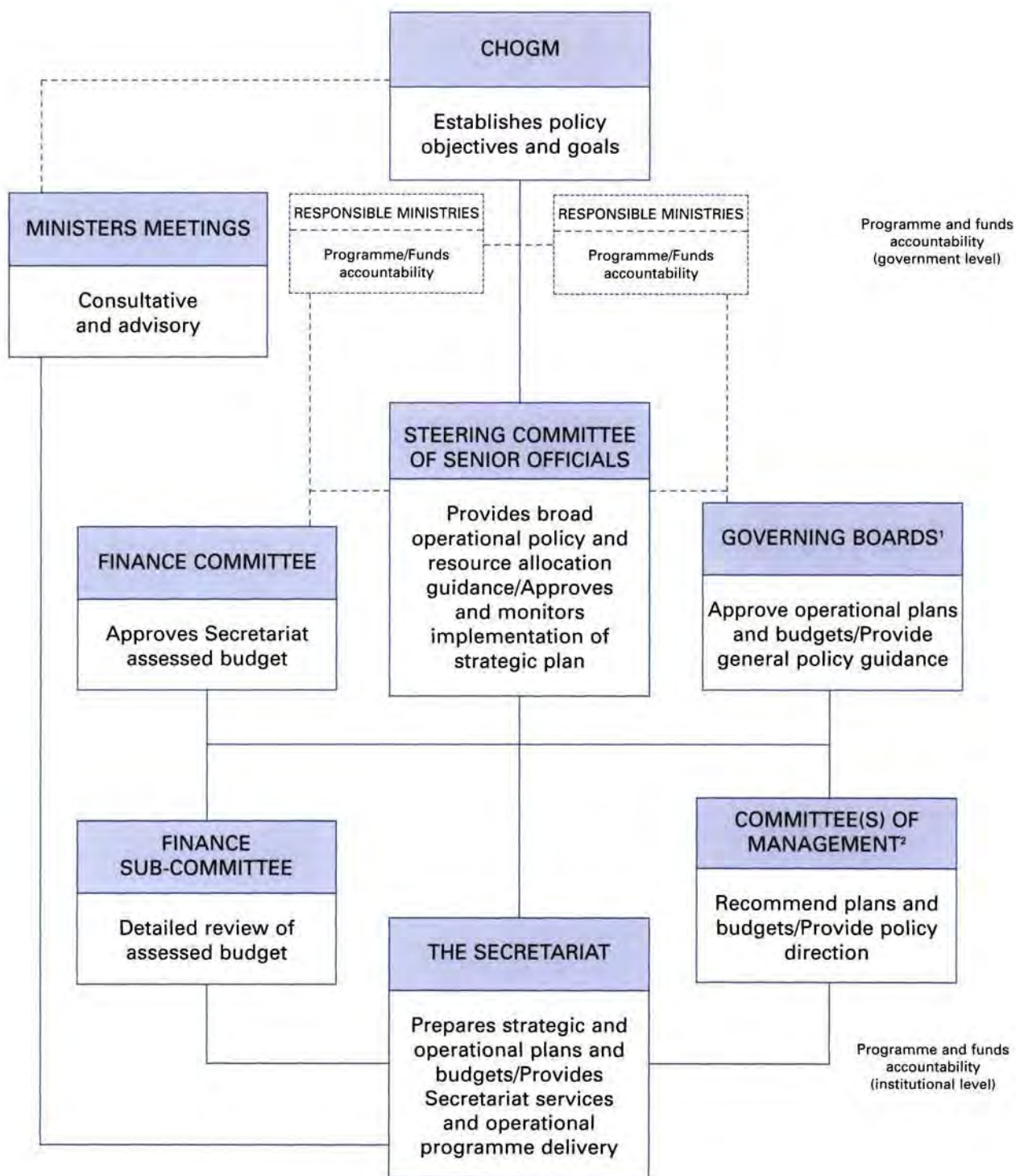
Mrs Seelawathwie Ebert
Regional Director
Sri Lanka



Secretary-General Chief Emeka Anyaoku (second from right) with, from left, Mr Krishnan Srinivasan (Deputy Secretary-General, Political), Sir Humphrey Maud (Deputy Secretary-General, Economic and Social) and Mr Nick Hare (Deputy Secretary-General, Development Co-operation)

Secretariat Structure





Secretariat functions (assessed budget)

Operational programme functions (voluntary funding)

¹ CFTC Board of Representatives, Commonwealth Science Council and Commonwealth Youth Affairs Council.
² Committee(s) of Management of Co-ordinating Committees.

APPENDIX V

Rates of Contribution to the Secretariat and Programme Budgets

The Secretariat's activities are supported by four different budgets/funds in financial year 1995/96. First there is the Assessed Budget of the Commonwealth Secretariat, which Commonwealth governments contribute to on an agreed scale based on population and national income. UN scales are used as a broad guide. Contributions to the Commonwealth Science Council (CSC) are on a similar basis. The Commonwealth Fund for Technical Co-operation (CFTC) and Commonwealth Youth Programme (CYP) are financed by voluntary contributions.

Each of these funds has a distinct governance process, with the Secretary-General as the custodian and Chief Accounting Officer to governments of all the budgets and funds. 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, which is established by it. The CFTC is governed by a Board of Representatives, which includes all Commonwealth governments. The Board, which meets twice a year, elects a Committee of Management which considers in more detail proposals with regard to income, projects and expenditure. With effect from financial year 1995/96, the governing bodies of the Secretariat and CFTC held their meetings for approval of the budget and plan of

expenditure in a single Resource Week.

The CSC, which operates as part of the Science and Technology Division of the Secretariat, is managed by a Council of members, which meets every two years, and an Executive Committee elected at the full council meetings.

The CYP is directed by the Commonwealth Youth Affairs Council, representing all member governments, which assembles as part of the three-yearly meeting of Commonwealth Youth Ministers. Representatives of the governing bodies of these two funds participated in a joint meeting of the governing bodies of all the Secretariat funds which was held at the end of Resource Week in 1995.

With effect from 1 July 1995, a fifth fund, The Commonwealth Consultative Group on Technology Management (CCGTM), has been devolved from the Secretariat and set up as the Commonwealth Partnership for Technology Management, a company limited by guarantee.

The Secretariat's budget was £9,141,160 in 1993/94 and £9,360,550 in 1994/95. A budget of £9,678,810 has been approved for 1995/96. The CFTC spent £20.75 million in 1993/94 and planned expenditure for 1994/95 was £23.63 million. A plan for £23.34 million has been approved for 1995/96. The CSC's expenditure was £641,219 in 1993/94. It had a budget of £803,140 in 1994/95, and expenditure of

£827,302 has been approved for 1995/96. The CYP spent £1,629,298 in 1993/94. Its budget for 1994/95 was £1,900,558 and £1,957,580 has been approved for 1995/96. The CCGTM's expenditure in 1993/94 was £132,793 and expenditure of £230,000 was planned for 1994/95.

Details of contributions and pledges for 1994/95 are shown on the accompanying Table 1. With effect from financial year 1993/94, budgets and plans of expenditure were prepared on a programme basis. Resource allocations by programme in 1994/95 for all funds 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 enable the Secretariat to retain its capacity for assisting Mozambique following the winding up of the Special Commonwealth Fund for Mozambique, and the Commonwealth Scholarship and Fellowship Plan, which works through bilateral arrangements between member governments, with the Secretariat providing overall administration.

TABLE 1

Rates of Contribution to the Secretariat, 1994/95

	Contributions to				Pledges to		
	the Secretariat		CSC		CYP	CCGTM	CFTC
	%	£	%	£	£	£	£
Antigua & Barbuda	0.35	32,762			6,650		
Australia	9.69	907,037	17.8	142,959	250,870		3,672,916
Bahamas	0.59	55,227	0.5	4,016	10,479		50,000
Bangladesh	1.04	97,350	1.1	8,835	6,650		81,365
Barbados	0.59	55,227	0.5	4,016	6,650		50,000
Belize	0.35	32,762	-	-	6,650		
Botswana	1.04	97,350	1.1	8,835	8,050	10,000	175,000
Britain	30.00	2,808,165	29.0	232,911	635,263		6,505,606
Brunei Darussalam	1.04	97,350	0.5	4,016	11,200	50,000	300,000
Canada	19.07	1,785,056	17.8	142,959	570,300	45,445	6,904,092
Cyprus	1.04	97,350	0.5	4,016	6,650	3,000	34,787
Dominica	0.35	32,762	-	25	6,650		15,000
The Gambia	0.35	32,762	-	-	6,650		
Ghana	1.04	97,350	1.1	8,835	13,300		100,000
Grenada	0.35	32,762	0.5	4,016	6,650		15,000
Guyana	0.59	55,227	0.5	4,016	6,650		20,000
India	3.34	312,642	8.9	71,479	72,500		400,000
Jamaica	1.04	97,350	1.1	8,835	13,300		50,000
Kenya	1.04	97,350	1.1	8,835	14,300		200,000
Kiribati	0.35	32,762	-	-	470		
Lesotho	0.59	55,227	1.1	8,835	6,650		73,501
Malawi	0.59	55,227	1.1	8,835	6,650		19,500
Malaysia	1.42	132,920	1.1	8,835	22,300	32,103	100,000
Maldives	0.35	32,762	-	-	1,000		11,000
Malta	0.59	55,227	0.5	4,016	6,650		67,100
Mauritius	1.04	97,350	0.5	4,016	6,650	4,786	50,400
Namibia	0.59	55,227	1.1	8,835	11,000	10,000	100,000
Nauru		1,000	-	-			
New Zealand	2.16	202,187	8.9	71,479	35,940	9,828	523,383
Nigeria	1.42	132,920	1.1	8,835	16,500	50,000	300,000
Pakistan	1.42	132,920	1.1	8,835	13,300		165,000
Papua New Guinea	1.04	97,350	1.1	8,835	13,300		100,000
St Kitts & Nevis	0.35	32,762	-	-	6,650		12,000
St Lucia	0.35	32,762	0.5	4,016	6,650		12,000
St Vincent & the Grenadines	0.35	32,762	-	-	6,650		7,000
Seychelles	0.35	32,762	0.5	4,016	6,650		
Sierra Leone	0.59	55,227	1.1	8,835	5,000		
Singapore	1.42	132,920	-	-	2,700		128,661
Solomon Islands	0.35	32,762	-	-	6,650		29,100
South Africa	3.90	365,060	12.4	100,000	60,000		500,000
Sri Lanka	1.04	97,350	1.1	8,835	13,300	3,000	40,000
Swaziland	0.59	55,227	0.5	4,016	6,650		33,548
Tanzania	1.04	97,350	1.1	8,835	13,300		100,000
Tonga	0.35	32,762	-	-	669		
Trinidad & Tobago	1.04	97,350	1.1	8,835	16,300		43,500
Tuvalu		1,000	-	-			7,085
Uganda	1.04	97,350	1.1	8,835	13,300		100,000
Vanuatu	0.35	32,762	-	-	6,650		18,000
Western Samoa	0.35	32,762	-	-	6,650		25,000
Zambia	1.04	97,350	1.1	8,835	22,300		48,000
Zimbabwe	1.04	97,350	1.1	8,835	13,300	10,000	200,000
<i>Special Members</i>							
Anguilla							1,500
Bermuda							16,000
Cayman Islands							10,053
Gibraltar							6,000
Hong Kong					6,350		
Niue							4,900
St Helena							500
Total	100	9,362,550	121.2	973,853	2,019,541	228,162	21,426,497

TABLE 2

Resource Allocations by Programme, 1994/95: All Funds

(as initially approved by governing bodies of funds)

	Programmes	Total	Secretariat's Assessed Budget	CFTC	CYP	CSC	CCGTM
		£	£	£	£	£	£
A1	Consultation & Governance, Executive Direction and Good Offices Role	1,974,369	1,309,071	525,510	42,672	45,615	51,501
A2	Strategic Planning and Evaluation	578,566	235,201	326,267	8,549	6,412	2,137
A3	Projecting the Commonwealth: Information, Public Affairs and Publications	786,256	596,223	155,268	7,917	25,299	1,549
A4	Administration, General Services and Systems Development	3,004,997	1,496,890	1,276,025	88,031	96,034	48,017
Total A		6,344,188	3,637,385	2,283,070	147,169	173,360	103,204
B5	Consensus-Building and Policy Development on International Political Issues	223,277	223,277				
B6	Consensus-Building and Policy Development on National and International Economic Issues	730,884	730,884				
B7	Gender Equality	789,685	287,642	502,043			
B8	Promotion of Fundamental Political Values of the Commonwealth: Democracy, Human Rights, Rule of Law and Just and Honest Government	3,164,087	1,428,459	1,735,628			
B9	Helping to Consolidate the Transition in South Africa	1,487,356	368,087	1,119,269			
Total B		6,395,289	3,038,349	3,356,940			
C10	Economic Management Including Economic Policy Advice	2,994,211	448,173	2,546,038			
C11	Economic and Social Development: Sectoral Policy and Assistance	6,960,422	7,719	6,952,703			
C12	Administrative and Managerial Reform	2,586,367		2,586,367			
C13	Human Resource Development	7,886,908	1,275,494	4,858,025	1,753,389		
C14	Environment	1,245,751	273,448	540,679		431,624	
C15	Science and Technology	1,125,512	386,082	414,478		198,156	126,796
Total C		22,799,171	2,390,916	17,898,290	1,753,389	629,780	126,796
	Contingency	334,520	238,900	95,620			
	Former Secretary-General's pension and enhancement of pensions to other staff	130,000	130,000				
	LESS Other Income	(75,000)	(75,000)				
TOTAL BUDGET		35,928,168	9,360,550	23,633,920	1,900,558	803,140	230,000

ABBREVIATIONS

ACU	Association of Commonwealth Universities
ANC	African National Congress
CAD/CAM	Computer-aided design/computer-aided manufacturing
CAPAM	Commonwealth Association for Public Administration and Management
CARICAD	Caribbean Centre for Development Administration
CARICOM	Caribbean Community
CCGTM	Commonwealth Consultative Group on Technology Management
CCGTM/PSP	CCGTM/Private Sector Partnership
CDC	Commonwealth Development Corporation
CEF	Commonwealth Equity Fund
CFTC	Commonwealth Fund for Technical Co-operation
CHDP	Commonwealth Health Development Programme
CHEMS	Commonwealth Higher Education Management Scheme
CHES	Commonwealth Higher Education Support Scheme
CHOGM	Commonwealth Heads of Government Meeting
CIDA	Canadian International Development Agency
CITEP	Commonwealth Industrial Training and Experience Programme
CMDF	Commonwealth Media Development Fund
CODESA	Convention for a Democratic South Africa
COGSA	Commonwealth Observer Group to South Africa
COL	Commonwealth of Learning
COMESA	Common Market for Eastern and Southern African States
COMNET-IT	Commonwealth Network of Information Technology for Development
COMSA	Commonwealth Observer Mission to South Africa
CPAG	Commonwealth Peace-keeping Assistance Group (in South Africa)
CPHA	Canadian Public Health Association
CPII	Commonwealth Private Investment Initiative
CPTM	Commonwealth Partnership for Technology Management Ltd
CREN	Chemical Research and Environmental Needs project
CSC	Commonwealth Science Council
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CSFP	Commonwealth Scholarship and Fellowship Plan
CUSAC	Commonwealth Universities Study Abroad Consortium
ECOWAS	Economic Community of West African States
ECPF	Emerging Commonwealth Privatisation Fund
EPI	Expanded Programme on Immunisation
ESAIARM	Eastern and Southern African Initiative in Debt and Reserves Management
ESAMI	Eastern and Southern African Management Institute
EU	European Union
G-7	Group of 7 Industrialised Countries
GATT	General Agreement on Tariffs and Trade
GIS	Geographical Information System
IDEA	International Institute for Democracy and Electoral Assistance, Stockholm
IDRC	International Development Research Centre, Canada
IEC	Independent Electoral Commission, South Africa
IMA	Institute of Marine Affairs, Trinidad and Tobago
IMC	Independent Media Commission, South Africa
IMF	International Monetary Fund
NAFTA	North American Free Trade Agreement
NGO	Non-governmental organisation
OAU	Organisation of African Unity
ODA	Overseas Development Administration (Britain)
PV	Photovoltaic System
RDP	Reconstruction and Development Programme (of South Africa)
SADC	Southern African Development Community
SANDF	South African National Defence Force
SAPS	South African Police Service
SCFM	Special Commonwealth Fund for Mozambique
SCOSO	Steering Committee of Senior Officials
TEC	Transitional Executive Council (of South Africa)
TMS	Teacher Management Support
UN	United Nations
UNAFRI	UN African Regional Institute on the Prevention of Crime and Treatment of Offenders
UNCED	UN Conference on Environment and Development
UNCTAD	UN Conference on Trade and Development
UNDP	UN Development Programme
UNESCO	UN Educational, Scientific and Cultural Organisation
UNOMSA	UN Observer Mission in South Africa
USP	University of the South Pacific
UTFANET	Underutilised Tropical Fruit Network for Asia
UWI	University of the West Indies
WHO	World Health Organisation
WTO	World Trade Organisation

The Commonwealth Community



Antigua & Barbuda



Australia



Bahamas



Bangladesh



Barbados



Belize



Botswana



Britain



Brunei Darussalam



Canada



Cyprus



Dominica



The Gambia



Ghana



Grenada



Guyana



India



Jamaica



Kenya



Kiribati



Lesotho



Malawi



Malaysia



Maldives



Malta

	Mauritius		Solomon Islands
	Namibia		South Africa
	Nauru		Sri Lanka
	New Zealand		Swaziland
	Nigeria		Tanzania
	Pakistan		Tonga
	Papua New Guinea		Trinidad & Tobago
	St Kitts & Nevis		Tuvalu
	St Lucia		Uganda
	St Vincent & the Grenadines		Vanuatu
	Seychelles		Western Samoa
	Sierra Leone		Zambia
	Singapore		Zimbabwe

The flags illustrated here are stylised representations and neither proportions nor the colourings are guaranteed true.



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