

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 (CMDf), 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