

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 Since 1994, Australia has withdrawn its annual contribution of about £30,000 and Britain, which contributes £180,000 through the Overseas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.

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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.