

COMMONWEALTH SECRETARIAT
ASSISTANCE TO
MEMBER COUNTRIES

2007/08

STRATEGIC PLANNING AND EVALUATION DIVISION
COMMONWEALTH SECRETARIAT
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JANUARY 2009

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ACRONYMS

ACP	Africa, Caribbean and Pacific
AG	Attorney General
AIF	Agence Internationale de la Francophonie
AML	Anti-Money Laundering
APEC	Asia-Pacific Economic Cooperation
AU	African Union
CARICOM	Caribbean Community
CETC	Community Education and Training Centre
CFMM	Commonwealth Finance Ministers Meeting
CFT	Countering Financing of Terrorism
CFTC	Commonwealth Fund for Technical Cooperation
COG	Commonwealth Observer Group
COMESA	Common Market for East and Southern African States
ComSec	Commonwealth Secretariat
CRNM	Caribbean Regional Negotiating Machinery
CS-DRMS	Commonwealth Secretariat Debt Recording and Management System
CYCI	Commonwealth Youth Credit Initiative
DFID	UK Department for International Development
ECCB	Eastern Caribbean Central Bank
EPA	Economic Partnership Agreement
EU	European Union
FATF	Financial Action Task force (on Money Laundering)
FY 2007/08	Financial Year 2007/08 (1 July 2007-30 June 2008)
HIPC	Heavily Indebted Poor Countries
ICT	Information and Communication Technologies
LICs	Low Income Countries
MDGs	Millennium Development Goals
MSME	Medium & Small Manufacturing Enterprises
NEPAD	New Economic Partnership for African Development
OECD	Organisation for Economic Cooperation and Development
OECS	Organisation of Eastern Caribbean States
PIFCs	Pacific Island Forum Countries
PoA	Plan of Action (for Gender Equality)
PPP	Public Private Partnerships
PRSP	Poverty Reduction Strategy Papers
SADC	Southern Africa Development Community
SG	Secretary-General of the Commonwealth Secretariat
SVEs	Small and Vulnerable Economies
UNCTAD	United Nations Conference on Trade and Development
WSSD	World Summit on Sustainable Development
WTO	World Trade Organisation

STRATEGIC PLAN 2004/05-2007/08 PROGRAMMES

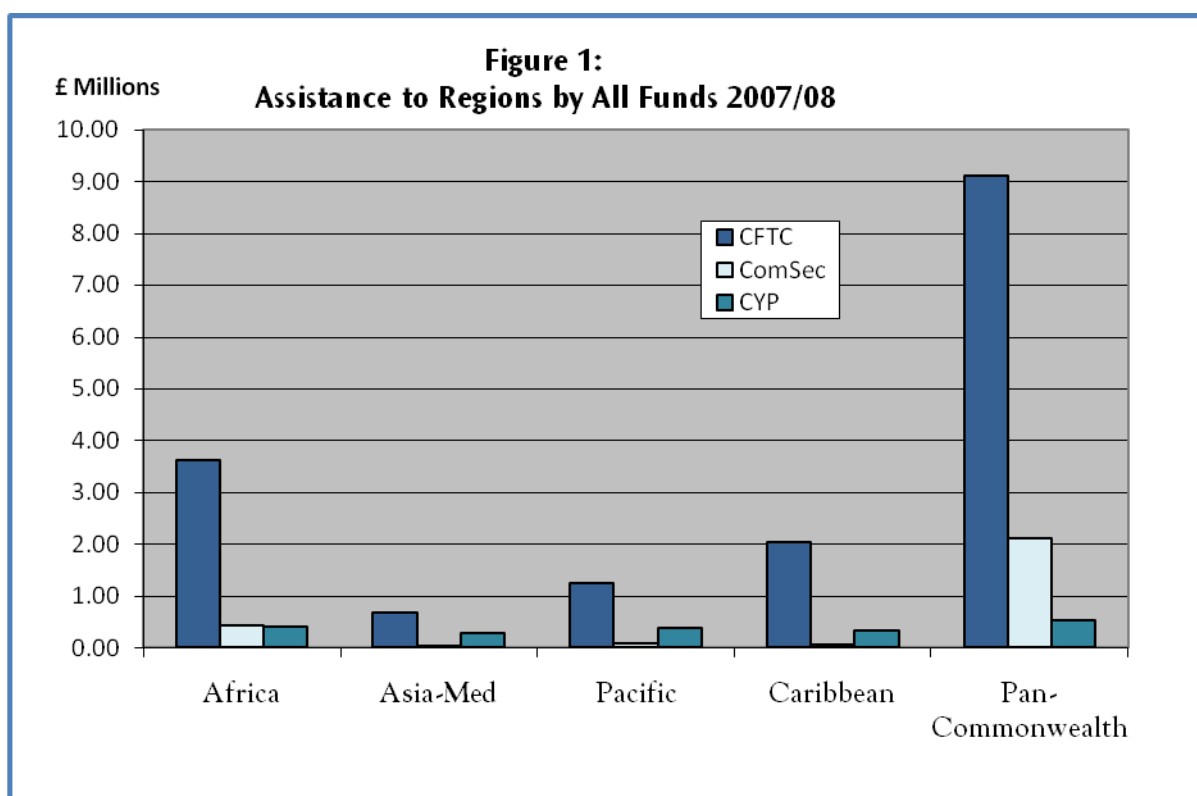
1. GOP: Good Offices for Peace
2. DEM: Democracy and Consensus Building
3. HRI Human rights
4. LAW Law Programme
5. INT International Trade
6. INV Investment Programme
7. FAD Finance and Debt
8. PSD Public Sector Development
9. ESD Environmentally Sustainable Development
10. SST Small States
11. EDU Education Programme
12. HLT Health Programme
13. GEQ Gender Equality
14. CPB Capacity Building and Institutional Development
15. YNG Young People
16. GMC Governance Management and Communication

INTRODUCTION

This report provides a summary of the activities supported by the Commonwealth Secretariat during 2007/08 under the Strategic Plan 2004/05-2007/08. These project descriptions should be read in conjunction with the Annual Performance Report 2007/08 which highlights specific achievements under each of the Secretariat's 16 Programmes. These two documents have been prepared to meet the requirements of the Secretariat to report to member governments on the work of the Commonwealth Secretariat. They also contribute to raising wider awareness of the contribution to development that is made through the Commonwealth.

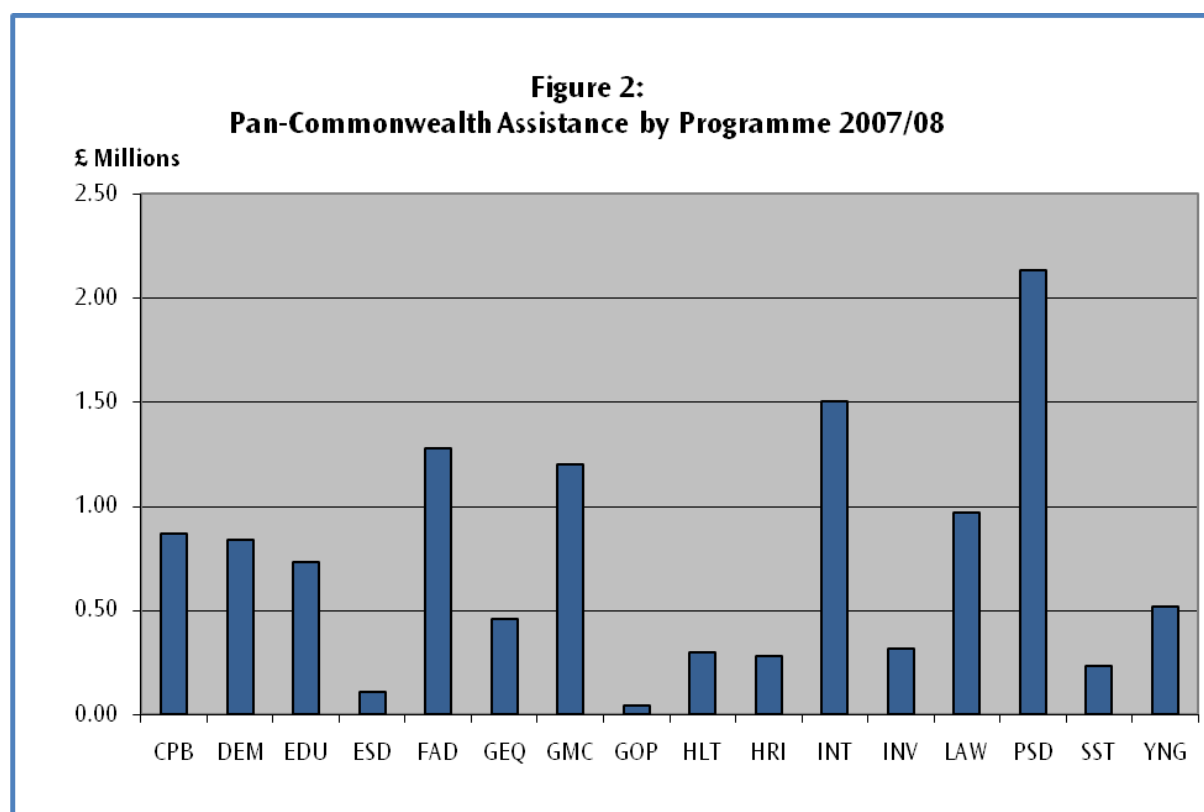
The report lists the projects and other work delivered in countries, regions and those which were pan-Commonwealth in reach. Approximately four hundred and twenty activities were implemented during the year, drawing mainly on the CFTC and the Commonwealth Secretariat regular budgets.

The scope and diversity of activities is apparent. Assistance to individual countries is largely driven by requests from member governments but it is evident that some Programmes are more country focussed than others. For example, all work implemented under the Education and Health Programmes is pan-Commonwealth in scope. Therefore, though country requests play a strong part in defining the form and character of the portfolio, regional and pan-Commonwealth projects tend to be guided by priorities outlined in the Strategic Plan and by CHOGM mandates. These differences can be noted from Figures 1 illustrating the distribution of expenditure across various programmes in each region.



1. PAN-COMMONWEALTH ASSISTANCE

Pan-Commonwealth projects accounted for the largest number of activities in 2007/08 with close to 200 such projects and other activities being implemented, drawing on ComSec, CYP and CFTC funds. A number of Programmes are delivered entirely through these global projects – Health, Education, Small States, Human Rights, Young People, and Environmentally Sustainable Development are all composed of pan-Commonwealth projects. Figure 2 shows the distribution of the pan-Commonwealth portfolio across all Programmes. In the following section additional details are provided on operational projects under these Programmes (Projects implemented under the GMC Programme are not included in this report).



CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Supporting Capacity Building & Institutional Development: GCWG553

This pan-Commonwealth programme is ongoing and provides technical expertise for capacity building and institutional strengthening across priority areas and in line with requests from member countries. The focus is on promoting efficiency and effectiveness in national and regional public sector institutions.

Africa Recruit Initiative: GCWG008V

NEPAD endorsed the Africa Recruit Initiative as a programme plan of action to build robust and enduring productive capacity throughout the Africa continent. It is an innovative service delivery vehicle with its focus on capacity building through human resources using its various networks within and outside Africa. Three volunteer experts were recruited to assist in developing the human resources capacity from within Africa using a data base and e-tools. The project is creating

partnerships across the Africa continent and diaspora organizations in the UK, Europe and Northern America.

Commonwealth Programme for Natural Disaster Management: GCWG009V

The objective of this project is to build capacity and promote best practice and networking in disaster risk reduction and disaster management within the Commonwealth.

Anti-Doping Development Project: GCWG040

The project is developed in response to a mandate of Commonwealth Sports Ministers to provide technical expertise to Commonwealth member countries to assist them in implementing the World Anti-Doping Code. The objective is to ensure that all athletes throughout the Commonwealth are subject to the same anti-doping procedures. The experts train Doping Control Officers and educate governments, National Olympic Committees and other stakeholders on anti-doping issues. It is a partnership approach with the World Anti-Doping Agency (WADA) and established national anti-doping agencies in the regions.

Technical Support for Youth Enterprise: GCWG010V

This project provides technical support for the establishment of micro credit schemes for young people under the Commonwealth Youth Credit Initiative (CYCI). It aims to build the capacity of national youth organizations in strategic management of youth programmes, including youth enterprise development.

CS-DRMS Regional Advisers: GCWG036

This project involves placing a regional CS-DRMS Adviser in partner institutions in regions, and in countries in West Africa, Eastern and Southern Africa, the Caribbean and the South Pacific. The project is for a three year duration and will support the delivery of the Commonwealth Secretariat's advisory services and Capacity Building and Institutional Development Programme in debt management, including the delivery of CS-DRMS 2000+.

Capacity Building and Technical Assistance for Small States on Climate Change: GCWG590

This project is part of the Lake Victoria Climate Change Action Plan, agreed by Commonwealth Heads of Government, and is designed to build capacity in targeted areas in Small States.

Institutional Strengthening of the Iwokrama International Centre: GIWO018

The financial support provided will assist the Iwokrama Centre revenue generating plans. This support will enable the Iwokrama Centre to consolidate its new business plan and move forward towards sustainability.

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Liaison with International Organisations: PCWG119

The Secretariat has an ongoing programme of liaison with international and regional organisations to discuss matters of common interest and concern and to develop mutually acceptable positions on these issues. The activities include attendance at meetings of international and regional organisations such as UN, CARICOM, AU, ASEAN and La Francophonie.

Cooperation with CLGF on the implementation of the Aberdeen Agenda: PCWG171

The aim of this project is to advance local democracy in Commonwealth member states. The Commonwealth Local Government Forum and the Commonwealth Secretariat are collaborating with provision of technical assistance. The cooperation focuses on ensuring implementation of the CLGF *Aberdeen Agenda: Commonwealth Principles on Good Practice for Local Democracy and Good Governance*, which was accepted as part of the Commonwealth's fundamental political values at the 2005 CHOGM

Malaysian Commonwealth Studies Centre: PCWG103

Delegates attending this conference participated in a series of discussions on important questions in Electoral Democracy. The discussion groups focused on the administering of elections and solutions to problems experienced in coordinating elections, particularly dealing with the environments in which they take place in.

Abuja Workshop on Government and Opposition - Roles and Responsibilities: PCWG173

The purpose of organising this workshop was to bring together representatives of governing parties, opposition and civil society from Commonwealth countries in the West African region to discuss their relationship with each other and their contribution to democratic process. Through the exchange of information, views and expert knowledge, participants were able to distil current thinking, highlight examples of good practice and, after consideration of past and present experience, make practical proposals for future action.

Commonwealth Magistrates and Judges Association Colloquium on Latimer House Principles: PCWG174

This activity reviews and assesses the impact of the Latimer Hose Principles to date and seeks to draft and approve the +5 Action Plan on implementation of the Principles for the Commonwealth. The project also generates an increased awareness, action and accountability of government and citizens.

Respect & Understanding: UCWG064

The discussion on 'Respect and Understanding' was a notable feature of the Commonwealth Heads of Government in Malta in November 2005. It was also high on the agenda of the Commonwealth Peoples Forum (CPF), held in the wings of the CHOGM. The Secretariat is developing practical recommendations for governments to reduce social conflict at community, national and global levels and promote harmonious relations among disparate community groups.

EDUCATION PROGRAMME

Communication and Collaboration for 16 Commonwealth Collaborative Partnership in Education: HCWG177

To prepare for 16CCEM this project involved working with Commonwealth education ministers, partners' organisations and the wider community in order to keep member countries informed and advised regularly on best practices and lessons. Newsletters, a website and other communication channels were used to disseminate the information, including monitoring progress on implementing agreements under the Action Plan.

Virtual University for Small States of the Commonwealth (VUSSC): HCWG190

The aim of this project is to provide points of contact in small states with the ability to develop and create courses in distance learning using Reusable Learning Objects. The VUSSC is focussed on empowering professionals to enable them to create, use and customise Open Education Resources (OER). Through a series of activities the VUSSC focuses on advancing the education capacity of Small States to develop, create and access information, skills and knowledge

Achieving Quality Universal Primary Education: HCWG176

This project will document best practice approaches across the Commonwealth in early childhood education, education in difficult/conflict circumstances and HIV/AIDS. The study will incorporate issues such as multi-grade teaching, double shift systems, social inclusion, language/dialect issues and innovative teacher training programmes. It will also provide technical support for the development of a Commonwealth Teacher Recruitment initiative.

Mainstreaming Gender Equality in Primary and Secondary Education: HCWG183

The primary aim of the project is to eliminate gender disparities in educational participation and performance in both primary and secondary education. Capacity is built in Ministries of Education to achieve gender parity and equality in primary and secondary education and address boys' underachievement in education through sensitisation of Women Affairs Ministers.

Teacher Resource Management for Achieving UPE: HCWG193

This project is intended to expand the work with member governments, relevant Commonwealth teacher organizations and international partner agencies to ensure that issues around teachers' status, mobility, recruitment and migration are kept high on the commonwealth and global agendas. Teacher resources in terms of status, availability, quality and efficacy will also be a focus of the project to advance the achievements of Commonwealth countries. During the 2007-09 period the objective is to (i) support commonwealth member countries in respect of managing their teacher resource; (ii) seek solutions to the challenges which recruited teachers encounter in the country which recruited them; (iii) conduct research on teachers, their mobility, recruitment and retention; (iv) carry out the review of implementation of the protocol for 17 CCEM; and, (vi) liaise and collaborate with the health and gender sections and economic affairs division of the Commonwealth on matters of the migration of the highly skilled within the Commonwealth.

Achieving Universal Primary Education (UPE): HCWG194

This project aims to address the UPE challenge through interventions focusing on the following: (a) teaching professional development, supply, deployment, management, and retention issues; (b) Access, retention and completion issues – policies, strategies, practices and innovations; (c) HIV/AIDS impact on teachers; and (d) ensuring that the Secretariat continues to play a string advocacy, brokerage and catalytic role in advancing the Commonwealth MDGs in education.

ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT PROGRAMME

Supporting Implementation of the WSSD Habitat Agenda: BCWG197

Policy and technical advice is given to countries (particularly small states) to assist in the implementing the WSSD and related agreements (the Habitat Agenda and the Mauritius International Meeting) in order to meet sustainable development and poverty reduction targets. The project is also developing responses to recent CHOGM mandates on adaptation to climate change.

FINANCE AND DEBT PROGRAMME

HIPC Ministerial Forums (2004 onwards): BCWG153

The Ninth Commonwealth HIPC Ministerial Forum was held in Livingstone, Zambia. It enabled Ministers to exchange views on the HIPC Initiative. Ministers had an opportunity to review the current world economic situation and the implications for their country, discuss issues relating to enhancing infrastructure investment in LICs and capacity building in dealing with the private sector. The Forum produced concrete proposals for improving the HIPC framework and other international debt initiatives and for strengthening debt management systems.

Collaboration with WAIFEM Phase II: XCWG072

The Debt Management Section (DMS) has been collaborating with the West African Institute for Financial and Economic Management (WAIFEM) based in Nigeria since June 2000. The aim of this project is to strengthen the capacity of Debt Offices and Units in the WAIFAM region to use CS-DRMS 2000+. The collaboration, which is in line with ComSec's policy to favour strategic

partnerships, is geared to extending services to four Commonwealth countries in the WAIFEM region in the area of public debt management.

Integrating CS DRMS with National Financial Management Information Systems: XCWG088

The aim is to develop a technical specification document and a road map towards establishing a platform for integrating the Commonwealth Secretariat Debt Recording and Management System with national financial management systems in user countries.

CS-DRMS Regional Advisors: XCWG075

An advisor was placed in each of the West Africa, Eastern and Southern Africa, the Caribbean and the South Pacific Regions to support the debt management programme and to support and build capacity in local institutions to implement effective debt strategies, maintain comprehensive databases and to utilise debt-management software. Through these regional mechanisms the Secretariat can enhance further its intervention in those countries that are using the Commonwealth Secretariat Debt Recording and Management System (CS-DRMS 2000+).

CS-DRMS 2000+ Implementing & Monitoring: XCWG069

The purpose of this project is to assist CS-DRMS user countries Commonwealth-wide to implement the CS-DRMS 2000+ software, to migrate their databases from the old CS-DRMS 7.2 software, and to smoothly switch debt management operations over from CS-DRMS 7.2 to CS-DRMS 2000+.

Pan-Commonwealth Workshop on the Issuance of Government Securities and the Auctioning Module: XCWG096

This activity responds to requests from low and medium income Commonwealth countries for a government securities auctioning module to enable them to embrace best practices in the issuance of government securities and to develop the domestic securities market.

CS-DRMS-Enhancement of Functionalities: XCWG090

The aim of this project is to develop two enhanced versions of CS-DRMS 2000+ featuring analytical tools for domestic debt, risk management, and the management of government on-lending of credit acquired from domestic or external sources. This will enable governments to extend the coverage of national debt databases to provincial level in federally organised countries, comply with international debt compilation and reporting standards and integrate public sector financial information systems.

Policy Seminar on On-Lending: XCWG092

Based on the experiences and practices of member countries, the Debt Management Section (DMS) formulated plans for improving the on-lending functionality within CS-DRMS and is now providing advice to member countries on best practices in this area and documenting training needs. The project is also monitoring the impact on the CS-DRMS 2000+ and identifying changes that will be required for CS-DRMS 2000+ to cater for on-lending.

Debt Data Methodology & Standards: XCWG080

This project provides training on the collection, analysis and dissemination of debt-related statistics to Commonwealth countries. The Commonwealth is a member of the Inter-Agency Task Force on Finance Statistics which aims to improve the methodological soundness, transparency and availability of data on debt. Regional workshops were held for debt technicians to develop technical proficiency in the collection of debt-related statistics.

CS-DRMS 2000+ IT Administrators' Training Workshop: XCWG097

This project seeks to equip CS-DRMS IT Administrators with the necessary skills to successfully exploit the new features of the software. The workshop covers system and database administration as well as report writing. The Report Writing Tool bundled with CS-DRMS allows users to

develop ad-hoc or custom reports, which can vary from country to country. It is proposed to train around 30 administrators from CS-DRMS client countries with the aim of making as many sites as possible more self-sufficient in report writing and in better administering CS-DRMS.

CS-DRMS User Group Meetings: XCWG102

The primary purpose of the proposed project is two-fold: - (i) to bring together a global range of development partners in debt management to consider the way forward for the Commonwealth Secretariat Debt Management Programme; and (ii) to bring CS-DRMS seasoned users to a common platform to brainstorm critical issues and map out the criteria for future project design in the face of rapid changes in debt management techniques.

Workshops in on Aid Architecture: BCWG201

These workshops/meetings are part of a CFMM mandate for the Commonwealth to play an active role in the reform of the international aid architecture. Initial activities include discussions among Commonwealth Permanent Representatives to the UN on enhancing the effectiveness of the UN Development Cooperation Forum (UNDCF) and its working relationship with the OECD's Development Assistance Committee (DAC). Commonwealth senior government officials also met in preparation for the third High-level Forum on Aid Effectiveness, in September 2008 in Ghana.

Regulation and Enhancement of the Financial Sector: BCWG202

This project aims to support the regulatory authorities in Commonwealth countries to ensure that financial systems remain stable, meet requirements set by international standard setters and adapt efficiently to manage risks. Work will concentrate on small states or least developed member countries which lack the resources to effectively address international standards on their own.

GENDER EQUALITY AND EQUITY PROGRAMME

Gender Equality, Good Governance & PoA Implementation/Monitoring: HCWG142

The Secretariat provides an ongoing programme of technical assistance and policy advice to member governments with a number of aims aimed at influencing gender/development policy at national and regional levels. Assistance is provided to national women's movements and regional organisations for high-level meetings, technical and policy advice on gender mainstreaming and development issues and to strengthen institutions.

Gender Mainstreaming in HIV/AIDS: HCWG158

The aim of this project is to build capacity and raise awareness of gender issues in HIV/AIDS. The targets for information and raising awareness include politicians and senior policy-makers, middle level professionals, senior officials of the National AIDS Coordinating Agencies, NGO, CBO, community leaders, and the private sector.

Gender and Human Rights Programme: HCWG172

Under this programme, a range of activities are being implemented which will support Commonwealth governments in meeting gender equality objectives and commitments under the Programme of Action (PoA). The activities include: providing technical assistance to Commonwealth governments in their work on gender and human rights issues; preparing a report on the Commonwealth's stand on the issue of indigenous people; analysis of cultural beliefs and practices that can undermine women's constitutional guarantees; consolidation of the Commonwealth Secretariat approach to gender-related human rights instruments and policies in the Commonwealth; providing technical and advisory support to youth organisations and networks to promote new initiatives on gender-based rights amongst young people.

Gender and Economic Empowerment Programmes: HCWG168

A report for the Finance Ministers Meeting on Gender Responsive Budgets (GRB) was prepared. The report provided information for countries institutionalizing Gender Responsiveness. It also contained guidance in the design of gender and trade modules for training workshops. The Secretariat aims to build awareness amongst Finance Ministers and non-government partners on mainstreaming gender in the formulation and implementation of economic policies and programmes at national, regional and international level.

Gender Mainstreaming in Democracy, Peace and Conflict: HCWG184

This project is directed to mainstreaming gender into democracy, peace and conflict prevention and conflict resolution processes in Commonwealth countries, both at policy and programme levels. It includes the promotion of women's participation and representation in democratic processes, leadership and decision-making. Support is provided in favour of the achievement of the Commonwealth's target of having women constitute at least 30% of representatives involved in peace negotiation, conflict management, democratic processes and peace education.

HEALTH PROGRAMME

Reducing Maternal Mortality: HCWG170

This project supports the strategic objective of reduction in maternal mortality. The project activities include: 1) a survey of seven Commonwealth countries with the highest maternal mortality rates (Bangladesh, India, Kenya, Malawi, Nigeria, Tanzania and Uganda); 2) delivering a Training of Trainers Workshop on maternal mortality assessments; 3) developing advocacy materials and organising high level advocacy to increase global visibility of maternal health issues, specifically maternal mortality; 4) providing support to the Reproductive Health Commodity Security (RHCS) project in the Pacific; 5) assistance to the Seychelles to progress its Plan of Action for Gender Mainstreaming in Health; and, 6) conducting a survey of reproductive and sexual health policies and services for adolescents.

Supporting the development of a multi-sectoral response to HIV/AIDS: HCWG178

With the declaration of HIV/AIDS as a Commonwealth Emergency (1999 CHOGM) increased attention has been given to ensuring that countries develop appropriate responses to the effects of the pandemic. This project aims to support member countries in the implementation of a multi-sectoral response to HIV/AIDS prevention, care and support. Key project activities include: developing a draft Commonwealth Secretariat HIV/AIDS strategic framework; supporting member countries to ensure that HIV/AIDS policies are gender sensitive and building capacity in gender analysis in relation to HIV/AIDS; supporting the UNDP/Swaziland Memorandum of Understanding with research and training in HIV and AIDS treatment and care; involvement of the Secretary-General in high-level advocacy with Governments and international organisations; highlighting stigmatisation of persons with HIV/AIDS through a BBC documentary filmed in Nigeria; hosting training workshops on the use of HIV/AIDS impact tools and frameworks; and awareness raising on World AIDS Day.

Partnership Building and Networking for Health: HCWG179

This project aims to identify opportunities for improving the health of Commonwealth people by addressing the social, cultural, economic and environmental determinants of health within the Commonwealth Secretariat's programmes.

Strengthen capacity of member countries to manage migration of health workers: HWG180

The international migration of health workers (particularly from developing to developed countries) has a profound impact for the development of health services and health care in many countries. This project examines the human resource development implications of this migration. Specific activities included the wider dissemination of the Code of Practice for International

Recruitment of Health Workers, supporting national and regional activities that promote the retention of health care workers and sharing good practices on the use of bilateral agreements in the management of international migration. Studies on the effects of international migration were commissioned.

HUMAN RIGHTS PROGRAMME

Promoting Human Rights Standards and Capacity Building in the Commonwealth: RCWG113

This three year project is aimed at enhancing the promotion and respect of human rights by member countries. It focuses on the promotion and adoption of international human rights standards and capacity building of relevant human rights institutions.

Networking and collaboration with other International and Regional Human Rights Agencies: RCWG115

This project seeks to enhance collaboration with international and national bodies for the effective promotion of human rights. The project establishes active links with the UN High Commissioner for Human Rights (based on a memorandum of understanding), regional human rights bodies throughout the Commonwealth and other international human rights organisations including Commonwealth non government organisations through liaison, meetings and workshops.

INTERNATIONAL TRADE PROGRAMME

ACP-EU Negotiations: BCWG194

The objective of the technical assistance programme was to enhance the capacity of Commonwealth ACP member countries to negotiate development-oriented EPAs with the EU. The main component of the programme is the preparation of EPA Goods and Service Offers and Demands for the Caribbean and Pacific regions which is being implemented through their respective regional organisations i.e. Caribbean Regional Negotiating Machinery (CRNM) for the Caribbean and the Pacific Islands Forum Secretariat (PIFS) for the Pacific.

Technical Assistant on TRIPS and Public Health: XCWG070

Assistance on TRIPS Agreement & Public Health is being provided to countries with insufficient or no manufacturing capacities in the pharmaceutical sector so that they can gain access to affordable essential medicines, including those for HIV/AIDS, tuberculosis and malaria. National and regional case studies have been undertaken and the findings disseminated. Needs assessments were also undertaken in Botswana and Kenya as a pilot programme within a larger Access to Medicines (ATM) project. The assistance is being coordinated with a number of strategic partners including DFID, UNCTAD, WHO and the World Bank with a view to addressing in a comprehensive and coherent fashion the needs of Commonwealth developing countries.

Building the Capacity of ACP Countries in Trade Policy Formulation, Negotiations and Implementation (Hub and Spokes) Project: OCWG006

The objective of the Hub and Spokes project is to strengthen the national and regional capacity of ACP countries to effectively participate in trade negotiations. The project was conceptualized jointly with the European Commission (EC), the Commonwealth Secretariat and Agence Intergovernmental de la Francophonie (AIF) and is part of a larger effort to strengthen trade capacity. The Commonwealth Secretariat has responsibility for the implementation of the project in ACP member states of the Caribbean, Pacific, Eastern and Southern Africa regions. The project will build capacity amongst ministries and organizations responsible for trade policy formulation and negotiations, strengthen national and regional trade organizations, provide policy support and advice and build broad-based networks to facilitate information sharing among private

sector and community groups on trade-related matters. Regional Trade Policy Advisors and Trade Analysts have been deployed.

Policy Advice on Doha Development Round: BCWG189

A series of workshops were held to evaluate and discuss the content of WTO July Framework package with a specific focus on identifying and analysing ways to achieve a balanced outcome of the Doha Development Agenda. Analytical reports and studies were disseminated at the workshops.

Pan-Commonwealth Programme for Enhancing Competitiveness: XCWG101

The objective of this project is to strengthen the capacity of public and private sector practitioners in SME and trade facilitation to develop and implement enterprise policies and strategies with the aim of assisting countries improve the competitiveness of SMEs. The project also fosters discussions and sharing lessons on trade and export competitiveness.

Pan-Commonwealth Conference on Professional Services Export Trade: XCWG087

This project aims to enhance the competitiveness of the professional services industry. It provides a platform for the exchange of good practices and aims to educate policymakers on services as a source of growth and to create a network of Commonwealth providers of services.

Provision of Legal Advice to ACP Banana Exporting Countries: XCWG095

The Commonwealth Secretariat has been providing support to ACP banana exporting countries on an ad-hoc basis in response to requests from Commonwealth Member Governments since September 2004. This activity will involve the provision of legal advice on the WTO rules relating to ACP preferential access under the Cotonou Agreement in support of ACP Third Parties to WTO proceedings.

Institutional Strengthening for the Commonwealth Trade Programme: XWTO003

The objective of the Geneva based trade advisor is to provide advice to Commonwealth Ambassadors in Geneva and to officials from non-resident Commonwealth countries.

Programme Support for Development and Consensus Building in Trade: BCWG182

This project provides policy advice, advocacy and consensus building for developing countries on trade, investment and economic reform issues. It also supports countries prepare appropriate policies to respond to major global challenges and participate effectively in international meetings which develop policies affecting their countries.

INVESTMENT PROGRAMME

Investment Promotion under NEPAD: BCWG143

The aim of the project is to support and assist the NEPAD Secretariat Task Team in its efforts to promote debt reduction and foreign direct investment - one of NEPAD's Priority Sectors. The Secretariat has spearheaded efforts to build consensus amongst major partners on the best way to achieve this objective. Since 2003, activities have supported NEPAD in its efforts to enhance SME investment under the broad heading SMEF. In this context, the Task Team has organised and convened three meetings of a working party with a view to identifying obstacles to SME investment, and in particular the access to commercial long term debt financing.

Workshops on Remittances: BCWG203

The project has a number of aims but is primarily focussed on creating a forum for policymakers and international experts on migration and remittances at which they can brainstorm problems confronting remittances in the region and develop solutions. Sensitisation and information

disseminating workshops are aimed at building the capacity of policymakers on migration and remittances in policy formulation as well as in recording of remittance flows. The project will also facilitate sharing innovative practices from outside the Caribbean and Pacific regions on how remittances can promote development in the receiving countries.

Enhancing Competitiveness in Commonwealth developing countries: XCWG065

The project is intended to build capacity within Commonwealth developing countries to develop national and international strategies for international competitiveness. The focus will be on the manufacturing and service sectors.

Programme on SME Competitiveness Development: XCWG076

This project is intended to build institutional capacity amongst Commonwealth developing countries on SME Competitiveness Development. SMEs globally face similar issues in their development and competitiveness -the only distinction being local factors. The programme will focus on practitioners and policymakers from across the Commonwealth working in the SME area to develop strategies and policies and to facilitate institutional building for SMEs.

Commonwealth/India Small Business Competitiveness Programme: XCWG093/094

The CW-India Programme aims to develop institutional capacity on competitive SME practices, policies and strategies for Commonwealth developing states, in the context of pro-poor growth and economic development, including through South-South cooperation.

Sharing Investment Risks: BCWG131

This project investigated the modalities and applicability of introducing a Model Investment Facility in a small number of countries in the respective regions. Through a Working Group a number of studies have been completed since 2001.

Increasing Investment Flows: BCWG209

This project supports the development of mechanisms to attract investment, primarily through strengthening institutional capacities for SME development and helping improve the business climate. The programme responds to a CHOGM call in Kampala for an increased focus on developing domestic financial markets and providing opportunities for domestic investors.

RULE OF LAW PROGRAMME

Environmental Legal Implications for Small States: LCWG155

The objective of the project is to foster sustainable development through the use of the sea by the landlocked states pursuant to the provisions of the United Nations Convention on the Law of the Sea. A comprehensive analysis of the difficulties encountered by small states in implementing international environmental conventions, particularly when dealing with issues such as the trade in endangered species, desertification, climate change and biodiversity was undertaken. Regional seminars discussed the research and considered how enabling legislation might facilitate compliance with international conventions.

Final Appellate/Regional Courts: LCWG149

This project provided technical assistance and advisory support to countries seeking to de-link from the Judicial Committee of the Privy Council, with a focus on ensuring Commonwealth judicial standards are maintained and that the process of de-linking is smooth. Information is shared among member states, particularly useful for states to observe firsthand the operations of the Judicial Committee of the Privy Council, the International Court of Justice, the European Court of Justice and the Court of Justice of COMESA. Delegates visited the New Zealand Supreme Court and the High Court of Australia providing opportunities to exchange ideas towards better practices.

Administration of the Judiciary and Access to Justice: LCWG154

Under this project a range of activities are being implemented to strengthen legal systems in member countries, in particular, to enhance the independence and competence of the judiciary and the legal profession and improve access to justice. Activities include: training for judges and lawyers in the Pacific on international conventions relating to gender and human rights; a survey undertaken of access to justice mechanisms in the Commonwealth; training for judicial officers and court staff on ethics and efficient administration of justice; a review of civil procedure rules for Courts; and liaison with relevant bodies through conferences, seminars and events.

Promoting Good Governance and Combating Terrorism: LCWG153

This three year project includes developing comprehensive model legislative provisions and providing technical guidance on preventing and combating corruption, and supports the establishment of a working group on asset recovery and repatriation. A report was prepared which contained detailed recommendations for member States and a technical guide on the UN Convention, including its provisions on asset recovery in corruption cases was delivered. A review was undertaken of the Commonwealth Scheme on Mutual Assistance in Criminal Matters on adding provisions relating to repatriation. Regional conferences were held to take forward recommendations made at the Limassol Colloquium. A major anti-corruption conference was held in conjunction with Chatham House. The project also provides country-specific advice.

Domestic Prosecution of ICC Crime: LCWG144

The project provides technical assistance to member states to implement the Rome Statute of the International Criminal Court (ICC). The capacity of member states to conduct domestic prosecutions for war crimes, crimes against humanity and genocide is strengthened and builds understanding of the ICC and the types of legislation needed to support its operation.

Access to Information: LCWG159

Access to Information has been recognised as contributing to open and transparent government. The Commonwealth Secretariat has developed model legislative provisions on Freedom of Information, Privacy and Protection of Personal Information.

One Stop Legal Referral for HIPC: LCWG164

This project was established to assist all HIPC countries achieve exit from debt and avoid litigation from Vulture Funds creditors. It provides technical advice on entering into legally safe Loan Agreements and on the mechanisms to use in order to achieve this. A database of financial statistics, balance sheets of each HIPC country and legal expertise in matters of debt litigation is being collated.

Gender and the Law: LCWG166

This project has a number of aims: to sensitise Law Ministries on the Commonwealth Plan of Action for Gender Equality 2005 – 2015 (PoA) and to assist countries in mainstreaming a gender perspective in the administration of the law. Law Ministries are informed about the PoA and can be supported in mainstreaming gender issues and PoA agreements into legal policy.

Capacity Building to Combat Anti-Money Laundering: GCWG589

The project is aimed supporting the implementation of Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT) frameworks that are compliant with international standards. The overall strategy of this project is to support member countries and FATF style regional bodies to meet the requirements of international standards and to address weaknesses and deficiencies in their AML/CFT systems that render them vulnerable to the negative effects of money laundering and terrorist financing.

Support to FATF Regional Bodies in Developing National and Regional Anti-Money Laundering Strategies: BCWG184

This project aims to strengthen the capacity of regional bodies, governments and regulatory authorities in implementing international policies on AML/CFT. The project monitors policy developments and emerging new standards and practices in AML/CFT strategies and provides policy advice and support to FATF-style regional bodies in implementing the FATF 40 recommendations.

International Co-operation: LCWG126

This project is part of a continuing mandate to assist member states to improve international cooperation in combating crime generally and in particular through the vehicles of Mutual Legal Assistance and Extradition. It follows earlier work centred on updating materials.

Current Development for Legislative Drafting: LCWG151

This project provides short-term intensive training for legislative drafters based on a curriculum developed by the Commonwealth Secretariat.

Intellectual Property Rights Enforcement: LCWG171

Heads of Governments and Ministers have repeatedly emphasized the importance of trade and investment and its impact on economic development. They acknowledge that one of the incentives for attracting foreign investors is to provide effective protection for intellectual property rights (IPR) with consequential reduction in infringements. This project identifies the challenges faced by Commonwealth states in implementing measures to combat counterfeiting and piracy and to develop responses to these challenges through the application of best practices by law enforcement.

Legal Information Dissemination on Emergent Issues of International Law Seminar: LCWG173

This seminar disseminated legal information and provided assistance in improving the understanding of legal issues relating to Commonwealth Principles (Latimer House), Justice and Criminal law issues.

Alternative Sentencing in Small Commonwealth Jurisdictions: LCWG174

This project was requested by Law Ministers of Small Commonwealth Jurisdictions in October 2007. The purpose is to enhance the rule of law and human rights (particularly the human rights of young people, women, and poorer members of society) in small Commonwealth jurisdictions through training on relevant and realistic proposals for alternative sentencing options.

PUBLIC SECTOR DEVELOPMENT PROGRAMME

Capacity Building to Combat Corruption: GCWG578

The purpose of this programme is to contribute to the reduction of corruption in Commonwealth countries in customs, government procurement and infrastructure services. This will be achieved through sensitizing and training a critical mass of officials at national level.

Promoting Respect & Mutual Understanding: GCWG579

The purpose of this project is to equip public sector managers in selected Commonwealth countries with the leadership skills and sensitivity training necessary to embrace diversity in the work place by showing respect for differences. The project will contribute to the CHOGM mandate.

Building Public Sector Capacities to implement Public-Private Partnership (PPP): GCWG583

The purpose of the project is to encourage the implementation of PPPs and enhance private sector participation in infrastructure development. Through strengthening governance structures and practices and enhancing the public-private interface the project will address current weakness and gaps and identify best practices. It aims to provide training and capacity building to senior mid-level Government officials in implementing PPP projects with private sector investment and to facilitate the countries developing an enabling framework and institutions for PPP. Technical assistance is provided to help governments identify appropriate donor agencies to fund PPP project development activities.

Enhancing Institutional Capacities: GCWG584

The purpose of this project is to support Commonwealth member countries enhance their institutional structures for sound corporate governance. The project strengthens national capacities to sustain good corporate governance through professional institutions of directors and company secretaries. Best practices of corporate social responsibility and business ethics are promoted and a cadre of directors as role models is developed which has a sound demonstration effect.

Malta-Commonwealth Third Country Training Programme: GCWG568

Under the Malta-Commonwealth Third Country Training Programme the emphasis is on skills enhancement and knowledge creation to build capacity. The programme promotes the efficiency and effectiveness of national and regional public sector institutions and its training programmes equip participants with skills and understanding of management processes. During 2007/08, 87 participants from key national and regional institutions were trained. These officials are responsible for diplomatic relations, insurance regulation, tourism, ITC, banking supervision, port policy and investment capital.

Building Human Resource Capacities: GCWG555

The purpose of the programme is to strengthen the capacity of Public Sector institutions in developing Commonwealth countries, most specifically the capacity of those organisations with a portfolio responsibility to formulate and implement human resource policies. Effective human resource management is the corner stone of good governance and is critical for the ultimate achievement of national development objectives as well as international goals and targets, such as the Millennium Development Goals.

Commonwealth Public Sector Informatics Programme: GCWG570

This project addresses the CHOGM mandate on bridging the Digital Divide (2002) and mandates related to improving Public Administration (1995, 2002). A number of related strategies are used, including ICT strategy formulation, institutional development, training on knowledge and technical skills for ICT Development and the publication of best practice with respect to e-Governance, connectivity and knowledge management for governments and organisations. In 2007/08 seven workshops were held for 150 participants.

Strategic Approach to Enhance Public Expenditure Management: GCWG565

This project supported the development of guidelines for public expenditure management (PEM). The project reviewed case studies of public sector expenditure management reform and developed best practice examples to draft PEM guidelines. This exercise supported the creation of more transparent and accountable reporting on public expenditure in member states.

Public Expenditure Management Training Programme: GCWG567

Linked to the broader objective of improving public expenditure management systems in member countries, a three year training programme was initiated for senior budget officers and managers from developing countries. The training programme was conducted through the Singapore Third Country Training programme and focussed on enhanced budget management, international best practices and exposure to innovative budget tools.

Promoting Sub-national Government and Administration: GCWG576

The project includes a number of activities aimed at strengthening the skills of officials and enhancing institution building that can steer strategic change in local governments in their countries. It also aims to inform participants on emerging trends in local govt administration, issues, challenges and best practices within the Commonwealth and internationally.

Gender and the Public Service: GCWG581

This project aims to contribute to an effective and accountable public service that ensures gender equity in policies, decision making processes and programming and strives to achieve gender equitable outcomes. The project focuses on building the capacity of Management Development Institutes to design and deliver training that will facilitate effective gender mainstreaming in public sector institutions, including decision making processes.

Commonwealth Connects Programme: GCWG588

The 'Commonwealth Connects' Programme (formerly known as CAPDD) is being implemented through a multi-stakeholder partnership. The Programme focuses on five well-defined areas, which will enhance and support the global effort on bridging the digital divide including the work of the World Summit on the Information Society (WSIS). The five focus areas are: 1) Building policy and regulatory capacity; 2) Modernising education and skills development; 3) Entrepreneurship for poverty reduction and wealth creation; 4) Promoting local access and connectivity; and, 5) Regional networks, local content and knowledge.

Public Sector Forum: PGCWG582

The objective of the project is to build the capacity, efficiency and effectiveness of national and regional public sector institutions. The challenge for government is to move away from opportunistic reform toward more strategic reform: developing a clear vision, building a constituency, devising tactics to achieve results, and communicating this vision and the anticipated results.

Improving Governance through better Accountability and Citizen's Complaint/Redress Mechanism: GCWG591

This project builds on previous CFTC Capacity Building and Institutional Development Programmes for Commonwealth oversight bodies. The objective of this intervention is to enhance the institutional capacity of Ombudsman Institutions and National Human Rights Institutions (NHRIs) in the Commonwealth in the context of contemporary governance issues.

SMALL STATES PROGRAMME

Advocacy and Information Sharing on Small States Issues and Upgrading of the Small States Website: BCWG196

This project has several sub-components, all with a focus on facilitating the effective dissemination of information on the challenges facing small states. This project was extended to facilitate the editing and publishing of Volume 11 of the annual publication of *Small States Economic Review and Basic Statistics*. The extension also covered hosting and supporting the small states website and improvement of the small states database and conducting research on the impact on Mauritius of the change in the EU sugar regime.

Promoting Partnerships and Regional Co-operation in Resolving Small States issues: BCWG198

This project aims to increase collaboration between the Commonwealth Secretariat and other relevant international institutions in supporting small states. One of the ways in which this is done is through the Annual Small States Forum, hosted in collaboration with the World Bank.

The project also seeks to ensure that international institutions implement policies that are beneficial to small states.

Advocacy for Small States: BCWG206

The project objective is to strengthen policy development capacity and consensus on key issues to help Small States benefit from the opportunities of globalisation. This project will therefore cover the implementation of the recommendations of the following five agreed mandates: (1) The Joint Task Force Report on Small States, ComSec/World Bank (2000); (2) The 2006 Review of the ComSec/World Bank Joint Task Force Report on Small States; (3) The Mauritius Strategy for the implementation of the Barbados Programme of Action for the sustainable development of Small States; (4) The CHOGM 2005 Gozo Statement on Small States; and, (5) The UNDP - Swaziland and Commonwealth Secretariat MOU.

YOUNG PEOPLE PROGRAMME

Governance, Development and Youth Networks: YCWG081

This programme focuses on enhancing policy development and implementation through the active participation of young people in youth networks, governance and other decision-making fora in selected countries.

Youth Enterprise/Sustainable Livelihoods: YCWG082

This programme is aimed at empowering young people to play more active and participatory roles in national, social, political and economic development in their communities and countries.

Youth Work Education and Training: YCWG083

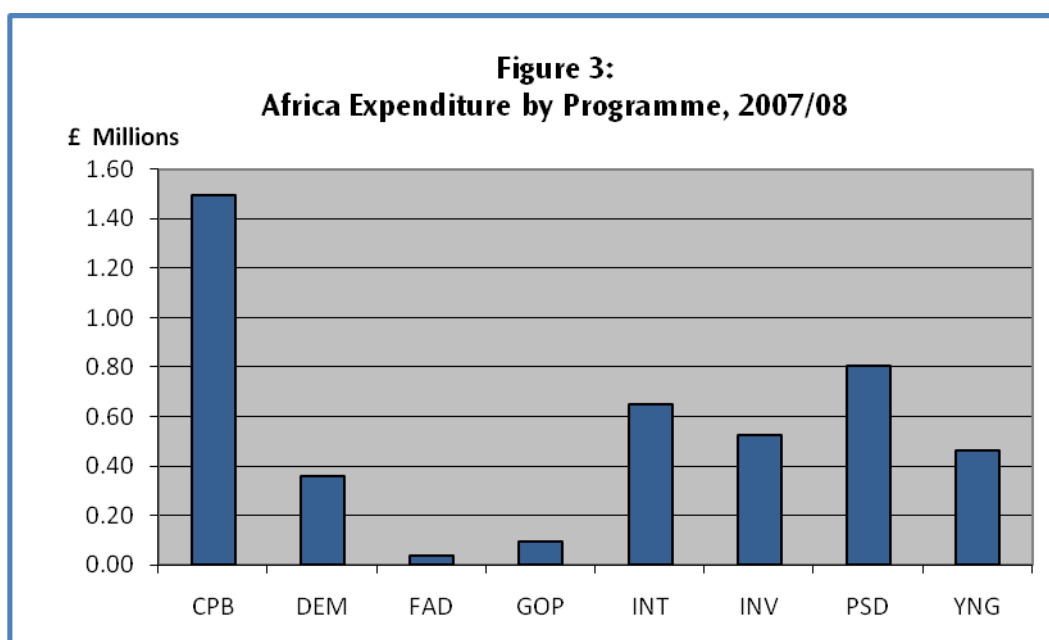
Assistance under this programme is aimed at enhancing human resources and intellectual capital to promote and support youth development through the professionalization of youth work.

Sports Development & Commonwealth Advisory Body on Sports (CABOS): YCWG010

The Sports Development & CABOS project supports the role and work of the ComSec Sports Adviser. This work includes managing and supporting CABOS and managing all sports development programmes within ComSec including the anti-doping development project.

2. ASSISTANCE TO THE AFRICA REGION

The portfolio of country and Africa regional projects is the largest in terms of value and number. Approximately 115 projects were under implementation during 2007/08 disbursed across eight Programmes of the Strategic Plan (see Figure 3). The total value of assistance to the region and the countries within was close to £4.5 million. The following section provides additional information on the main projects implemented during the period.



AFRICA: REGIONAL PROJECTS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Legal Expert for Inter-Governmental Action Group against Money Laundering in Africa (GIABA): GAFR236

The aim of this project is to develop frameworks that comply with the required international standards for anti-money laundering (AML) and combating financing of terrorism (CFT) for countries in West Africa. A Legal Expert has been attached to the Secretariat of the Inter-Governmental Action Group Against Money Laundering in Africa (GIABA) to assist GIABA and its member states in the implementation of the legal aspects of its three year strategic plan. A specific focus is on evaluating member country AML/CFT frameworks (mutual evaluation) and upgrading and enacting AML/CFT laws.

Strengthening Regional Trade and Development in COMESA: GCES005

This project enhances the role of the export promotion organisations in the COMESA region in the promotion of both intra and extra-regional trade. The project fosters closer working relations among the export promotions organisations and is assisting in the development of a regional export-led strategy.

FINANCE AND DEBT PROGRAMME

DMS Collaboration with MEFMI: XAFR022

Past collaboration with MEFMI in extending support for effective debt management in the region has been positive, providing a basis for extending the support and training for three years to 2007/08. Assistance is being provided in areas such as management of domestic debt and the auction modules and enhancement to the CS-DRMS external debt and management tools module. Several users in the region (Lesotho, Mozambique, Malawi and Tanzania) were surveyed by the ComSec Regional Adviser in MEFMI, identifying the priorities as training on the use of the software to further strengthen capacity in external debt recording and analysis and to facilitate extending use of the software to recording domestic debt.

INTERNATIONAL TRADE PROGRAMME

Export Competitiveness Strategies: XAFR012

The purpose of this project was to develop capacity in West African Commonwealth countries to design and manage export competitiveness strategies. The West African regional workshop on export competitiveness strategies was the fourth in a series across Commonwealth regions, within a framework of national export strategy projects currently being undertaken in nine countries in Africa, the Caribbean and the South Pacific.

Implementation of COMESA Plan of Action for Development of Pharmaceutical Industry Sector: XCOM026

The focus of this project is to boost intra-COMESA trade in pharmaceuticals by assisting COMESA states harmonise standards, regulations, enforcement procedures and eventually legislation for the regulation of pharmaceutical industry sector.

Legal Adviser to the Eastern & Southern Africa Anti-Money Laundering Group (ESAAMLG): GESM004

This project has placed a Legal Expert at the ESAAMLG Secretariat to assist member states in the development and enactment of anti-money laundering (AML) measures and financing of terrorism (CFT) laws and regulations that comply with the required international standards. The expert will also assist in building the requisite legal expertise at the Secretariat and work with assessors evaluating compliance with the Financial Action Plan Task Forces (FATF) 40+9 recommendations in ESAAMLG member states.

Strengthening Capacity of SADC Parliamentary Leadership Centre: GSDC021

This project is developing the capacity of the Parliamentary Leadership Centre to design and deliver appropriate curricula and training programmes for members of parliament and parliamentary staff in the SADC region, in response to identified and emerging needs.

INVESTMENT PROGRAMME

Development of Competition Policy Model: XSDC056

Assistance was provided to the SADC Secretariat in support of the development of a regional competition policy which would contribute to the establishment of an integrated regional market and serve to attract direct foreign investment. The model policy would need to take into account differences among countries in terms of civil law and the existing work on competition policies.

Strengthening Capacity in Fruit and Vegetable Supply Chain Management in Eastern & Southern Africa: XAFR010

This project is designed to strengthen institutional capacities in selected countries. Trainers have been trained in modern agricultural supply chain management with the aim of reducing post harvest losses and improving food quality and safety to enable smallholder farmers gain access to expanding high-value agricultural produce markets.

Technical Assistance on Uranium Exploration and Mining: XAFR013

This project provides advisory services to the Governments of Botswana and Malawi to develop a modern regulatory framework to cover environment, health and safety issues related to uranium mining.

PUBLIC SECTOR DEVELOPMENT PROGRAMME

Country Programmes: West Africa, East Africa and Southern Africa: GAFR229, GAFR230 & GAFR231

Country Programmes are aimed at meeting the priority strategic gap needs and strengthening the capacities of national and regional institutions in Commonwealth member countries in the region. The goal is to develop capable states that effectively deliver public services and facilitate socio-economic development. The programme delivers training to enhance the skills of public officials and build the capacity of Government Ministries, national and regional institutions. The training focuses on public sector reform and management, strengthening oversight institutions, strategies for anti corruption and combating money laundering, and the development of public/private interfaces. The programme delivers innovative training programme which develop skills through sharing best practices and experiences and which foster networks, linkages and exchanges. The activities include: training needs analyses, short-term advisory and consultancy inputs, training workshops and consultative missions.

YOUNG PEOPLE PROGRAMME

Governance, Development and Youth Networks: YAFR081

This programme of assistance focuses on enhancing policy development and implementation through the active participation of young people in youth networks, governance and other decision-making fora in African countries.

Youth Enterprise/Sustainable Livelihoods: YAFR082

This assistance is aimed at empowering young people to play more active and participatory roles in national, social, political and economic development in their communities.

Youth Work Education and Training: YAFR083

Assistance under this programme is aimed at enhancing human resources and intellectual capital to promote and support youth development in Africa through the professionalization of youth work.

AFRICA: COUNTRY PROJECTS

BOTSWANA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Development of Capacity in Manpower Planning: GBOT101

The objective of this project is to build capacity in the Employment and Manpower Planning Section of the Ministry of Finance and Development. Consistent national manpower development

plans are not available and hence Botswana has not been able to address specific skills gaps, despite the government's heavy investment in education. The expert will establish sustainable systems for manpower planning and forecasting and develop strategies for human resource development and employment creation. To achieve this the expert will train management and staff on labour market analysis, manpower and human resource development plans and employment strategy and will assist in the adoption and use of computer programmes to analyse, evaluate and forecast national manpower development problems in education, training and employment..

INTERNATIONAL TRADE PROGRAMME

Expert for National Export Strategy Development: XBOT021

In collaboration with the International Trade Centre, technical assistance was provided to Botswana to develop a National Export Strategy. The process of strategy development has involved subject area specialists and key stakeholders from the public and private sector. The National Export Strategy aims to raise the levels of product exports and to boost foreign earnings.

Ecotourism Best Practice Manual: XBOT022

This project assists Botswana improve the competitiveness of its ecotourism product. A manual on achieving ecotourism best practices has been developed. A feasibility study on setting up an ecotourism accreditation system based on the guidelines provided by the World Tourism Organization will also be undertaken.

Implementation of an SEZ regime consistent with WTO and regional agreements: XBOT26

The objective of this project is to assist the Government of Botswana establish a modern FZ/SEZ regime as a means to attract investment. The approach is in accordance with best practices, coherent with the National Development Plan, Vision 2016, and fully compliant with all of Botswana's trade obligations, in particular the WTO Agreements, SACU and SADC agreements. The focus is the enactment of legislation on Free Zones appropriate to the circumstances of Botswana, a small state seeking to accelerate economic diversification and growth and reduce its dependence on the mining sector.

Developing a Private Sector Development Strategy for Botswana: XBOT27

The purpose of this project is to elaborate a strategy for the development of the private sector in Botswana that will contribute more effectively to the growth of the national economy. To achieve this purpose, the project is arched on three mutually reinforcing thrusts. These are the creation of an enabling environment where businesses can thrive and prosper; generating business opportunities and catalysing private investments.

INVESTMENT PROGRAMME

Strengthening Farm Business Management Capacity: XBOT023

The project assists in strengthening the capacity and competitiveness of small and medium sized rural farmers. The purpose is to develop the capacity of the Farm Management Section of the Ministry of Agriculture to provide effective extension services in farm business planning and management to small and medium sized rural farmers. The specific task was to train 30 extension officers on farm and business planning and management and in the use of appropriate software for data entry and analysis.

Technical Assistance on Coal-Bed Methane Development: XBOT024

This project assists the Government of Botswana with the development of a modern legislative and regulatory framework for the exploration and development of coal-bed methane and the establishment of funding schemes for rehabilitation of mines

CAMEROON

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Visiting Professor in Accounting: GCAM010

A visiting Professor was appointed to teach a degree programme to undergraduate and postgraduate students. The expert also provided technical training to junior staff, undertook research and developed courses and programmes in Accounting.

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Expert Mission to Cameroon Elections: PCAM170

The elections to be held on 22 July 2007 were observed by a Commonwealth Observer Group. The team was tasked to assess the conduct of the 2007 elections and the general environment for the poll. The team assessed the conduct of the election management body and the plans for the establishment of a new election commission (ELECAM). The team's report identified a strategy for Commonwealth engagement with Cameroon on the future establishment and capacity-building of ELECAM, as well as other necessary electoral reforms.

FINANCE AND DEBT PROGRAMME

Debt Management Assistance: XCAM008

The purpose of the project is to strengthen the capacity of the staff of CAA to use the French version of CS-DRMS 2000+ efficiently. The focus of capacity building during the two years will be on developing capacity in External Debt and Management Tools to facilitate recording and analysis of the country's large portfolio of external debt and to assist develop an appropriate strategy for cost and risk management through appropriate analysis.

GOOD OFFICES FOR PEACE

Good Offices in Cameroon: PCAM001

This project's purpose was to facilitate democracy and institutional reform to meet obligations under the Commonwealth Harare Principles.

Cameroon: Assistance to Ministry of Justice on Detainee Database & Judicial Training: PCAM171

This project increased awareness and adherence to human rights and detainee rights among penitentiary staff, and supported the development of a detainee database to improve administrative management and processing of detainees in compliance with legal and human rights.

INTERNATIONAL TRADE PROGRAMME

Cameroon Tourism Destination Marketing Strategic Plan: XCAM009

This project seeks to improve the competitiveness of Cameroon's tourism sector through an improved image on the global tourist market and marketing strategy. The project will aim to develop a tourism destination marketing strategy for the country accompanied by an implementation plan.

THE GAMBIA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

High Court Judges: GGAM081 & GGAM084

Three judges were provided to the Government of The Gambia to assist in clearing the backlog of cases through the courts. The judges also assisted in strengthening the administration of justice in The Gambia by providing legal advice, hearing cases and training counsel.

Prosecutors State Counsel: GGAM082

Two prosecuting State Counsels were provided to assist in clearing the backlog of court cases. Insufficient prosecution skills and a weak legal culture as a whole had constrained the ability of the Justice Department to administer justice effectively. The prosecutors also assisted in strengthening the administration of justice by training junior judges, revising court procedures and instituting efficient court reporting systems.

FINANCE AND DEBT PROGRAMME

Debt Management Assistance: XGAM013

The project assists The Gambia improve its capacity to manage public and publicly guaranteed debt by rationalizing the institutional arrangements for debt management, computerizing Grant-in-Aid data using CS-DRMS 2000+, and developing the capacity of staff to manage the country's sovereign debt. The project was jointly funded by DFID and ComSec and implemented by ComSec in collaboration with DRI and WAIFEM. The advantage of such an arrangement was that The Gambia will simultaneously benefit from the services of specialized organisations in a coordinated and harmonized manner.

GOOD OFFICES FOR PEACE

Good Offices in the Gambia: PGAM001

This project's purpose is to facilitate democracy and institutional reform to meet obligations under the Commonwealth Harare Principles.

INTERNATIONAL TRADE PROGRAMME

Assistance in the Development and Drafting of Tourism Regulations for The Gambia: XGAM029

The Government is assisted to implement an appropriate legislative framework for the tourism sector in a manner conducive to its economic growth and sustainable development. An assessment mission was undertaken in FY2005/06 which provided the basis for the programme of assistance that has been developed in conjunction with The Gambia Tourism Authority (GTA).

Competition Law & Policy: XGAM30

This project supports the development and implementation of the operational framework for the establishment of a Competition Commission in The Gambia.

Institutional Strengthening of the Gambia Tourism Authority (GTA): XGAM031

This project will review the mandate, functions, structure, staffing requirements and operational procedures of the GTA. Institutional changes required to improve the performance and service delivery of the organization will be recommended in line with global trends in good practices of

national tourism organizations. An assessment of required training and capacity building to help the organization achieve good practices will be made.

GHANA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Systems & Information Technology Expert: GGHA076

Technical assistance was provided in order to improve the information technology network that would link the Ghana Commercial Bank with its 131 branches around the country.

Professor in Physiotherapy: GGHA077

A professor in Physiotherapy was provided to the School of Allied Health Sciences to facilitate the establishment of a Department of Physiotherapy capable of administering and offering academic programmes to clinical practitioners. The placement was extended to enable the Department of Physiotherapy to develop the capacity to undertake academic programmes to create a critical mass of physiotherapists in the country and region

Capacity Building at the Faculty of Law, Kumasi, Ghana: GGHA078

This project provides technical expertise for building capacity for teaching and training graduates of law who are required for legal practice in important sectors of the economy. The Faculty will be a focus of training with the potential to complement courses offered at the main Ghana Law School in Accra.

Review of Schemes of Service for Specialised Classes of the Civil Service in Ghana: GGHA079

The purpose of the project is to provide a transparent basis for the attraction, selection and retention of highly qualified staff to the Ghana Civil Service for ensurance of effective career management and succession planning through the update of the schemes of service.

INTERNATIONAL TRADE PROGRAMME

Support to Develop Ghana's Professional Services Export Strategy: XGHA040

The project will enhance Ghana's competitiveness through re-focussing its service exports and improving its human resource capacity. An audit of the policy framework for the services sector will be conducted which informs a diagnosis of the competitive sectors. An analysis of target markets and formulation of appropriate market entry strategies will also be completed.

INVESTMENT PROGRAMME

Review of Petroleum Regime: XGHA36

The objective of the project is to develop policies and recommendations enabling the revision of the existing petroleum regime in Ghana to attract investment into the deepwater acreage available offshore. With the discovery of petroleum in deepwater offshore Equatorial Guinea, Nigeria and Cote d'Ivoire, the prospectivity of the West African sub-region has been upgraded. Ghana seeks to take advantage of this opportunity by revising its existing petroleum regime in order to attract investors into the deepwater areas offshore.

KENYA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Promotion of Trade Programmes and Techniques: GKEN075

The Export Promotion Council (EPC) has a mandate to provide a service to exporters and thus incorporate assessment of existing and new market opportunities and matching these with the supply capacity. To achieve its mandate the EPC requested the services of a trade adviser for an initial period of one year. This expert will support the EPC staff and management in carrying out trade promotion programmes in accordance with the EPC strategic goal and the National Export Strategy. During the first year, the Export Promotion Council of Kenya expects to collaborate extensively with the Export Council in Uganda (which has recently completed a similar programme) in order to adopt and take forward lessons. The technical support will effectively assist Kenya businesses to competitively take advantage of existing and emerging markets and enable the realigned EPC to offer better services.

Technical support in improvement of dairy farming in Kenya for Gacharage Self Help Group: GKEN004V

Technical assistance is provided in transferring new management and dairy farming technologies to members of Gacharage Small Scale Farmers Self-Help group (GSSFSHG). This will increase their household incomes and reduce poverty.

DEMOCRACY AND CONCENSUS BUILDING PROGRAMME

Assessment Mission for Commonwealth Observer Group to Kenya: PKEN131

This COG mission assessed the level of support for Commonwealth observers and whether the observers would be free to pursue their mandate.

Commonwealth Observer Group to 2007 Kenya Elections: PKEN132

This project followed an invitation from the Minister of Foreign Affairs of Kenya to observe the December 2007 General elections. One aim of the project was to promote the adoption of good electoral practice in Kenya.

FINANCE AND DEBT PROGRAMME

Strengthen Debt Management & Debt Markets: XKEN049

This is part of a larger project funded by the World Bank under the Financial and Legal Sector Technical Assistance Credit (FLSTAC). The Kenyan Government is being assisted with the implementation of the public debt management component of the project. The project continues the capacity building in debt management systems and provision of tools which begun in 2007.

GOOD OFFICES FOR PEACE

Good Offices in Kenya: PKEN001

This project's purpose is to facilitate democracy and institutional reform to meet Kenya's commitments to the Commonwealth Harare Principles.

INTERNATIONAL TRADE PROGRAMME

Development of the Export of the Service Sect: XKEN051

The aim of the project is to improve the export competitiveness of Kenya through diversification into the Professional Services Sector. The project is developing a strategy to assist the EPC to promote the export of professional services. The major deliverables will be a strategic plan for the export promotion of Professional Services from Kenya supported by a detailed implementation schedule and action plan.

INVESTMENT PROGRAMME

Assistance on Mineral Policy and Legislation for Kenya: XKEN013

The Government of Kenya was assisted to promote and regulate investment in minerals exploration and mining. The drafts of a new mining law and a national mining policy were completed in mid-2006 with the Secretariat's assistance. Further support in introducing the law and preparing mining regulations is being provided.

Product Innovation Support for SMEs in the Kenyan Commercial Craft Sector: XKEN052

The purpose of this project is to strengthen the capacity of commercial craft-producing SMEs in product design and development to enable them gain access to lucrative domestic and international markets. The goal is to enhance the competitiveness of these SMEs so that they can create jobs and provide income to alleviate poverty.

Assisting Kenya's EPZ Business Incubator Service (BIS): XKEN053

This project is primarily assisting with the launch and capacity building of the BIS.

LESOTHO

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Strengthen the Capacity of the National University: GLES098

The Secretariat assisted the National University of Lesotho (NUL) to develop a strategic plan and organisational structure (academic and non-academic). The NUL's next priority is to implement the recommendation on raising and sustaining the academic excellence of the University. The University has, therefore, requested technical assistance to establish a centre for teaching and learning that will promote student-centred learning. The specific assistance required is a short-term consultant who will develop the policy framework for the centre and a long term expert for a period of 3 years, who will be the Director of the Centre. The Government of Lesotho has also requested assistance for an annual contribution of US\$30,000 towards the salary of the Vice-Chancellor to retain his for a period of 2 years so that the changes at the NUL can be completed.

Change Manager (e-governance) Ministry of Education and Training: GLES096

The Government of Kingdom of Lesotho aims to have a well educated and functionally literate Basotho by 2020. To achieve this research was conducted for the Government and an e-Governance Master plan prepared. Based on this plan an expert is provided for two years and located in the Ministry of Education and Training (MOET). The expert will assist the Government to meet its targets for developing e-Governance in the 3 key areas - education management, teacher Management and school management:

Adviser-Institutional/Capacity Building, Lerotholi Polytechnic: GLES097

The purpose of the project is to transform Lerotholi Polytechnic into a high level industry led institution that will spearhead TVET reforms - a high priority strategy to reduce poverty in Lesotho. The specific objectives of the project are to make TVET training responsive to the needs of industry in Lesotho and to make Lerotholi Polytechnic a self-sustaining institution with improved capacity in terms of intake, the level of programmes offered, the quality of staff and management capacity.

Technical support in the Implementation of Commonwealth Youth Credit Initiatives in Lesotho: GLES02V

The Commonwealth Service Abroad Programme (CSAP) has been working with the CYP Africa Centre in providing technical support to the Government of Lesotho Ministry of Youth in the development of a framework and strategy for the establishment of micro credit schemes for the youth under the Commonwealth Youth Credit Initiative (CYCI).

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Commonwealth Expert Team to Lesotho: PLES002

An expert team was deployed to Lesotho to review and provide advice on electoral and democratic processes.

MALAWI

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Media Assistance to Electoral Commission of Malawi: PMAA128

A Media Adviser is assisting the Malawi Election Commission (MEC) prepare for the 2009 elections. Specifically, the Adviser will work with the MEC to help build up the Commission's capacity to conduct media outreach, to monitor media coverage and regulate media behaviour. It is anticipated that this will help to provide a fairer and freer environment for the election campaign as well as ensure that voters are better informed regarding their rights and voting options.

INTERNATIONAL TRADE PROGRAMME

Review of Trade-related Legislation and Implementation of WTO & Other Trade Agreements: XMAA028

The overall objective of this project is to facilitate the successful integration of Malawi into the multilateral trading system in a way which promotes economic growth and sustainable development. The objective is to assist the Government of Malawi in a review of its trade-related legislation and regulations with the aim of making such amendments as may be required to implement Malawi's WTO and other trade commitments.

Malawi Tourism Sector Strategy: XMAA029

This project assists Malawi improve its tourism competitiveness by developing a revised tourism strategic plan, a tourism destination marketing and promotion plan, a tourism human resource plan and a new institutional framework design.

INVESTMENT PROGRAMME

Encouraging the Competitiveness of Women SME: XMAA030

The objective of the project is to support the development and promotion of women-owned small and medium enterprises. This project has targeted women because, although the SME sector in Malawi is comprised mostly of women, women entrepreneurs are disadvantaged because they lack adequate capital to establish competitive businesses, have low levels of technical skills and there are few organized structures and facilities to support women entrepreneurs.

One Village One Product Programme: XMAA031

The project is helping the Government of Malawi improve the competitiveness of mainly rural based MSMEs through improved access to business services and finance within the One Village One Product (OVOP) approach as part of a comprehensive Rural Non Farm Economy (RNFE) strategy.

MAURITIUS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Adviser on Sustainable Development Policy IOC: GMRT111

Technical assistance was provided to the Indian Ocean Commission (IOC) in its role as co-ordinator for the AIMS Region and to promote effective advocacy for the concerns of Commonwealth Small Island Developing States (CSIDS).

FINANCE AND DEBT PROGRAMME

Capacity Building in Debt Management: XMRT024

This project will address the use of CS-DRMS to cover domestic debt management, conduct a national debt portfolio review, and present a debt sustainability analysis workshop which could feed into a debt management strategy and provide training for staff in various aspects of debt recording and management.

INTERNATIONAL TRADE PROGRAMME

Mauritius Seafood Hub: XMRT022

The aim of this project is to provide technical assistance to Mauritius to study the competitiveness of Mauritius as a seafood hub and to develop a marketing strategy and action plan to position the seafood hub.

Roadmap for Mauritius: XMRT023

Technical assistance supports promotion of exports of professional services from Mauritius by elaborating a roadmap and assessing the transition costs of moving from a manufacturing to a knowledge-based economy.

Improving the Competitiveness of Mauritius through Benchmarking Customs Procedures: XMRT025

This project aims to improve the competitiveness of Mauritius through benchmarking the efficiency and effectiveness of its customs procedures.

MOZAMBIQUE

FINANCE AND DEBT PROGRAMME

Post-HIPC Assistance: XMOZ015

Technical assistance was provided to the Government of Mozambique to resolve issues relating to reorganisation of responsibilities for debt management. An expert reviewed the debt database maintained by the Ministry of Finance and the Bank of Mozambique and supported input of debt relief data obtained from various debt relief initiatives in the CS-DRMS. Training and coaching Mozambican debt managers on use of the software for effective debt management was also undertaken.

INVESTMENT PROGRAMME

Resource-Based Building Materials: XMOZ004

This project provides the Government of Mozambique with the necessary tools to develop local-resource based building materials that will reduce the cost of building construction, the importation of building materials and will empower SMEs to use building technologies profitably. The project support trainers to develop training materials and manuals.

Maritime Boundaries Delimitation: XMOZ029

Legal and technical expertise prepared the first phase report in the Government's preparations for the submission of an extended continental shelf claim to the UN Commission on the Limits of the Continental Shelf under Article 76 of the UN Law of the Sea Convention (1982). The work is ongoing and will build Government capacity to negotiate maritime boundaries with neighbouring states.

NAMIBIA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Adviser, Marine and Coastal Resources Research Centre: GNAM054

This project has been extended for two years, on a cost sharing basis, an adviser to the Marine and Coastal Resources Research Centre – a research project of the University of Namibia (UNINAM). The Centre promotes sustainable and responsible utilisation of Namibia's coastal resources as well as having a major role in coordinating the development of marine and coastal resources in SADC countries. Phase 1 of the project saw completion of the main infrastructure with Government funding. In Phase 2 the Government requested the adviser in marine engineering to assist with the construction of infrastructure, such as aquaculture ponds, to train technical staff to maintain the facilities and scientific personnel to oversee research activities.

INTERNATIONAL TRADE PROGRAMME

National Export Strategy for Namibia: XNAM047

This project assists Namibia operationalise the Export Promotion Agency and to develop a National Export Strategy. The Project will be undertaken by a small team drawn from the public and private sector stakeholders and supported by a national consultant provided by the Commonwealth Secretariat.

INVESTMENT PROGRAMME

Implementation of a Pilot Project for a SME Group Purchasing Scheme in Namibia: GNAM048

The objective of the project is to establish a Pilot Group Purchasing Scheme which will enable SMEs procure their goods and services in a more effective manner and access a wide range of markets that offer better quality inputs and services at more competitive prices.

Technical Assistance on Uranium Mining: GNAM49

The Secretariat is providing advice to the Ministry on the legislative and regulatory framework to cater for mining uranium with respect to environment, health and safety.

NIGERIA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Enhancing the Institutional Capacity of the Economic & Financial Crimes Commission of Nigeria: GNIG009

The project is building institutional capacity of the Economic and Financial Crimes Commission (CFCC) of Nigeria through training of trainers for the Commission and of other establishments whose work is closely related. The training will enable these organisations to function effectively and to deliver on their mandates. The technical advisor will mentor the Director and other officials to build an institution of excellence. The staff of the Commission and other related establishments will receive training in areas of expertise and best practices for enforcement officials.

SEYCHELLES

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Restructuring of Public Service Salaries in Seychelles (Phase II): GSEY108

This project is developing an appropriate and effective salary structure that attracts the skills required by the public service and gives managers flexibility to reward performance. The aim is to enable the public service to attract and retain young talent, technical and professional staff, thus motivating a workforce which can provide quality services.

INTERNATIONAL TRADE PROGRAMME

Seychelles Trade Facilitation: PSEY025

The objective of the project is to undertake a port benchmarking study to assist the Seychelles Port Authority develop and implement a viable strategic plan and investment programme for Port Victoria, one that complies with international standards in trade and transport facilitation.

INVESTMENT PROGRAMME

The Development of SME Policy and Strategy: XSEY023

A policy framework and strategies for a dynamic and competitive SME sector were developed with technical assistance. The goal of the project was to assist the Government of Seychelles develop and redefine SME policies and strategies in line with new challenges facing SMEs in Seychelles.

These needed revision in view of recent developments, including Seychelles' active participation in regionalisation and in recognition of the globalisation challenges it is facing.

Negotiations on Petroleum Agreement: XSEY022

This project will provide the Seychelles National Oil Company Limited (SEPEC) with advice on appropriate economic, legal and contractual terms under which petroleum exploration investment will take place. It also provides advice on an effective strategy for promotion of petroleum exploration opportunities to the oil industry.

Legal and Technical Advice on the Limits of the Continental Shelf: XSEY024

Technical advice was provided to enable the Government of the Seychelles to develop and make a submission to the Commission on the Limits of the Continental Shelf through the provision of advice and assistance on legal and technical matters.

SIERRA LEONE

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Assessment Mission and Commonwealth Observer Group (COG): PPSIE149

The Commonwealth was invited to observe the elections in Sierra Leone and to make recommendations on improving electoral procedures. The COG mission met the National Electoral Commission to discuss arrangements for observers and the main political parties. Voter education for gender mainstreaming also formed part of the assistance and an adviser assisted in the development of voter education materials that are gender focused and inclusive. The COG was undertaken and a report was prepared for the Commonwealth Secretary-General and the Government of Sierra Leone.

INTERNATIONAL TRADE PROGRAMME

Technical assistance to Sierra Leone in Customs Modernisation: XSIE031

This programme focuses on building capacity within the Customs Department in customs management and trade facilitation with specific emphasis on assistance to modernise the customs operations and implement the WTO Customs Valuation Agreement.

Judges to the High Court: GSIE083 & GSIE088

Three judges are being provided to strengthen the capacity of the Sierra Leone judiciary. The lack of qualified state prosecutors meant that most cases were being prosecuted by police officers who lacked the requisite skills. The provision of prosecutors and judges helped strengthen the system of justice in the country, cleared the back-log of corruption cases and assisted in maintaining the independence and integrity of the judiciary in Sierra Leone. This project formed part of a broader programme of support committed to reconstruction and capacity building in the justice sector.

Prosecutor, Anti Corruption & Fraud: GSIE082

A Prosecutor to assist in anti-corruption and anti-fraud efforts as part of a wider initiative to promote improved access to justice and ensure that the legal system is open to all. The project has also helped maintain the independence, credibility and the integrity of the prosecution system in Sierra Leone. The aim is to speed up the administration of justice in the country and to offer effective forms of redress for past corruption practices.

INVESTMENT PROGRAMME

Establishment of a Stock Exchange: XSIE016

Advice was provided to the Government of Sierra Leone on establishing a regulatory framework for securities market operations. The aim was to develop a legal and regulatory framework for capital market activities, including the establishment of a stock exchange, and to draft a new securities law and a new companies and insolvency law. These new laws were considered integral in supporting the Government achieve greater economic efficiency by strengthening the role of market forces and the private sector and through encouraging the mobilisation of savings for productive use in domestic capital markets.

Technical Assistance on Maritime Boundary Delimitation: XSIE033

The project provided legal and technical assistance to Sierra Leone in creating an enabling legislative framework for maritime boundary negotiations by updating legislation, one that adheres to the UN Convention on the Law of the Sea. The project also assisted the Government to strengthen its capacity to negotiate maritime boundaries with neighbouring states.

SOUTH AFRICA

INTERNATIONAL TRADE PROGRAMME

Development of Mpumalanga Province Tourism Growth Strategy, South Africa: XSOU12

The project is supporting the development of a tourism master plan for Mpumalanga Province covering areas of marketing and promotion, skill and institutional requirements, economic, social and environmental sustainability and infrastructure and product development. With a tourism master plan it is expected that the province will be assisted to meet its targets of increasing tourist arrivals and expenditure as well as coordinating tourism development planning in the province.

Development of an Export Promotion Manual for the DTI South Africa: XSOU13

The purpose of this project is to assist Department of Trade and Industry (DTI) South Africa develop an Export promotion manual as a practical guide and assistance to DTI staff in the country and those serving in missions overseas. The manual will also be a useful tool for other government departments and private sector organisations involved in export development and promotion.

Benchmarking of South Africa's Fruit Export Trade Logistics Chain: XSOU14

The goal of this project is to enhance the competitiveness of South Africa's fresh fruit export chain through improvements to the trade industry logistics chain. The project will carry out a benchmarking study to assist South Africa assess its fresh fruit export trade chain against best practice and international standards, and support the development of an action plan to correct weaknesses identified in the chain.

SWAZILAND

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Development of National Human Resource Development Plan: GSWA068

A national skills survey was conducted in 2005 which indicated that the Kingdom of Swaziland did not have the skills necessary to achieve its development aspirations and improve the Human Development indices in the country. The project is building capacity in the Ministry of Public Service and Information by preparing a human resource development plan and strategy to guide

the Ministry of Education, the University of Swaziland and other pre-service and in-service educational training institutions, to create the skills and competencies that are required by the Swaziland economy. The HRD plan will also assist in replenishing skills that are being lost through the HIV/AIDS pandemic.

Building of Legislative Drafting Capacity: GSWA069

This project is building the capacity in the Office of the Principal Parliamentary Counsel to draft the necessary legislation to set up institutions as required by the Constitution and to update laws that essential for the operation of the government, the legislature and the judiciary. The project will also provide mentoring for legislative drafters within the office of the Principal Parliamentary Counsel.

Strengthening Capacity in the Justice System of Swaziland: GSWA071

This project assists in the development of a modern and efficient justice system. The capacity of personnel within the justice system will be strengthened so they can administer an efficient justice system and reduce backlogs of cases.

INVESTMENT PROGRAMME

Assistance in the Mineral Sector: XSWA023

Assistance is provided to the Government of Swaziland to promote and regulate investment in minerals exploration and mining. The drafts of a new mining law and a national mining policy were completed in mid-2006. Further support in introducing the law and preparing mining regulations was provided.

SME Competitiveness: XSWA025

The goal of the project is to improve SME competitiveness through strengthening SME Networks and Supply Chains. The objective is to assist and promote group activities directed to strengthening entrepreneurial cooperation in the handicraft sub-sector and to assist SMEs strengthen their entrepreneurial abilities, productive capacities and networks.

Enhancing Productivity and Competitiveness of the Handicraft Sector in Swaziland: GSWA01V

This project is enhancing the quality and standards of handicrafts which will deliver higher incomes for the producers.

TANZANIA

INTERNATIONAL TRADE PROGRAMME

National Export Strategy for Tanzania: XTAN090

This project is developing two national export strategies - one for mainland Tanzania and one for the Islands of Zanzibar and Pemba - that provide export development institutional frameworks. Under these frameworks, initiatives can be undertaken which improve the export performance of Tanzania and of the Islands of Zanzibar and Pemba.

INVESTMENT PROGRAMME

Assistance to Mnazi Bay Gas-to-Power Negotiations: XTAN087

The Government of Tanzania was assisted to develop gas based electricity generation and supply involving private sector partners. Legal, economic and technical assistance is being provided to the

Government team negotiating with the sponsors of an integrated gas-to-power project in the south of the country. This has involved participation in several rounds of negotiation.

Review of Capital Markets and Securities Law: XTAN088

This project will involve the provision of assistance to the Capital Markets and Securities Authority (CMSA) for the review of existing securities and companies law and security markets operations and arrangements and to prepare an updated regulatory framework for the securities industry in Tanzania.

UGANDA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Legislative Drafting Adviser: GUGA055

A legislative drafting adviser continued for a fourth year to assist legal staff deal with drafting work in the Directorate of Legal Affairs in Uganda. The expert provided on-the-job training for lawyers in the Directorate of the First Parliamentary Counsel (FPC) and completed drafting of important bills for legislation such as the Refugees Bill, the Mining Bill, the Audit Bill and the Public Service Bill. The Government of Uganda requested an extension to the assignment of the expert to the end of 2007.

Professors/Senior Lecturers, Education Management and Planning and Education Research, Evaluation: GUGA061

Contracts for two professors assigned to the Department of Higher Education at the University of Makerere were extended. The advisers were able to continue teaching to strengthening the capacity of the Department and consolidate the training of relevant counterpart staff. Since its inception, the department has been running postgraduate training programmes at Masters and PhD degree level in higher education management as well as pedagogical programmes for academic staff of the University. The professors were initially posted to develop a PhD programme in Education Management, Research, Evaluation and Measurement.

INTERNATIONAL TRADE PROGRAMME

Development of a National Export Strategy: XUGA042

The objective of this project is to increase the competitiveness of Uganda's goods and services in regional and international markets. This will be achieved partly through the development of a national export strategy.

INVESTMENT PROGRAMME

Support the Development of SME Policy/Strategy: XUGA041

This project assists the Government develop appropriate policies and strategies that encourage SMEs to adopt competitive business practices and contribute to improving overall productivity and enterprise competitiveness in Uganda.

Capital Market Development: XUGA010

Advice is being given to the Government of Uganda to strengthen the regulatory framework for securities market operations, including the operation of a Stock Exchange, and to establish Collective Investment Schemes (CIS) in the country. The Capital Markets Authority is also being assisted in regional initiatives for the harmonisation of securities regulation and in the development of appropriate implementation measures.

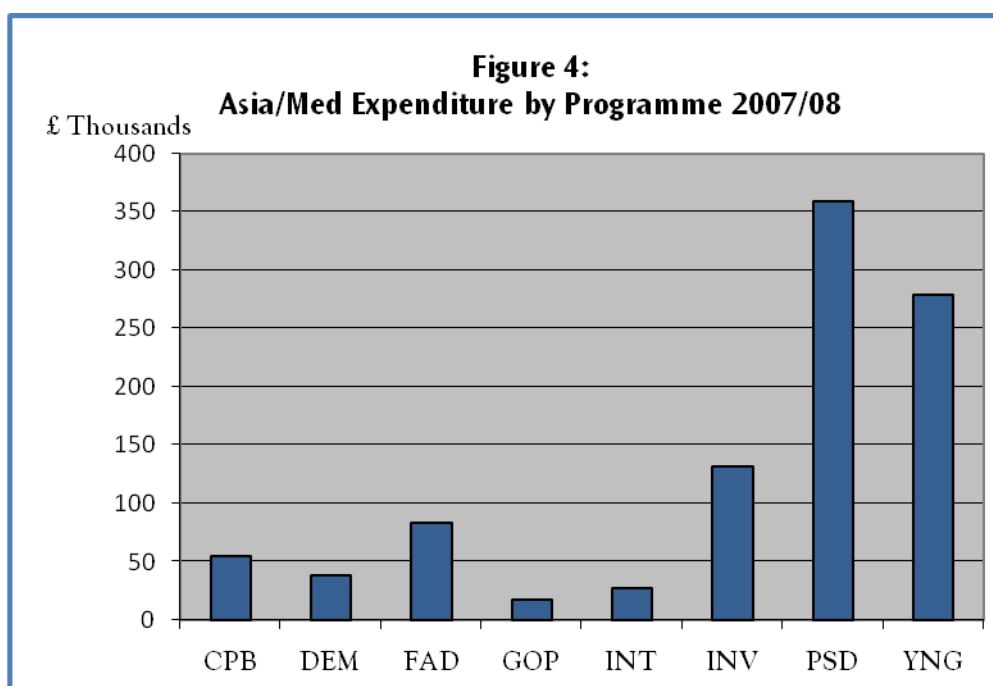
YOUNG PEOPLE PROGRAMME

Uganda Youth Development Project: YUGA001

The Commonwealth has contributed funding and technical assistance to establish the Commonwealth North Uganda Youth Development Centre (NUYDC). The Youth Centre offers skills training and micro-credit assistance and conducts other youth centred activities. The aim is to assist rehabilitation and strengthen the ability of young people caught up in the conflict to reestablish a normal life. The pilot project attracted donor support and has commenced training and other skills development for self-sustaining livelihoods at local level.

3. ASSISTANCE TO THE ASIA/ MEDITERRANEAN REGION

The Secretariat's programme of assistance to the Asia-Mediterranean Region in 2007/08 was the smallest in terms of the number of projects (25) and their value (approximately £1.0m in total). The largest volume of support was delivered through eight Programmes – Capacity Building and Institutional Development, Democracy and Consensus Building, Finance and Debt, Good Offices for Peace, International Trade, Investment, Public Sector Development and Young People. Figure 4 shows the distribution in value across the Programmes of projects implemented during the year. The following section provides additional information on the portfolio to the Region.



ASIA MEDITERRANEAN: REGIONAL PROJECTS

INTERNATIONAL TRADE PROGRAMME

Regional workshop on Export Competitiveness Strategies: XASA003

These workshops are a forum for sharing best practices in developing competitiveness strategies.

PUBLIC SECTOR DEVELOPMENT PROGRAMME

Public Sector Development Country Programmes: GASA042

The Commonwealth Asia Public Sector Management Programme supports current and anticipated training requirements of member countries for institutional building. The strategic thrust is to address the key skills gaps and provide core public administration and management skills. Short term technical assistance expertise and consultancy services will also be included in the programme to meet national development priorities and objectives

Mediterranean Country Programme: GMED009

The Public Sector Development Country Programme addresses current and future training and capacity building priorities in the Mediterranean. The project is ongoing for the financial years

2006/07/08 to 2008/09. The training will support countries develop human resources and institutional capacity for effective democratic governance and sustainable development.

YOUNG PEOPLE PROGRAMME

Governance, Development and Youth Networks: YASA081

This programme focuses on enhancing development and implementation of youth-directed policies through their participation of young people in youth networks, governance and other decision-making fora.

Youth Enterprise/Sustainable Livelihoods: YASA082

This assistance is aimed at empowering young people to play more active and participatory roles in national, social, political and economic development in their communities and countries.

Youth Work Education and Training: YASA083

Assistance under this programme is aimed at enhancing human resources and intellectual capital to promote and support youth development through the professionalization of youth work.

ASIA MEDITERRANEAN: COUNTRY PROJECTS

BANGLADESH

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Assessment visit to Bangladesh: PBAN003

The assessment was undertaken to identify possible areas for Commonwealth involvement and engagement in support of the elections in 2008. The objective was to support sound electoral procedures and strengthen democratic processes in Bangladesh. The mission held meetings with stakeholders, such as the election commission, civil society, and political parties.

INVESTMENT PROGRAMME

ICT as a Source of Competitiveness: XBAN058

This project assisted the development of a practical ICT Rural Development Policy for implementation by the Government of Bangladesh. It identified solutions for the use of ICT as an enabler, facilitator and source of economic activity by small businesses in rural Bangladesh through the establishment of Rural ICT Centres.

BRUNEI DARUSSALAM

INVESTMENT PROGRAMME

Development of Marketing Services for SME: XBRU019

The project strengthened the capacity of the Entrepreneur and Business Development Unit within the Ministry of Industry and Primary Resources to facilitate the growth and development of the Brunei SME sector. It collaborated with industries, sectors, products and services that provided profit opportunities for SMEs and assisted the EBDU to design and deliver marketing support services so that Brunei SMEs can use these opportunities to improve their productivity,

innovation and overall performance. A market development Business Development Strategy programme was introduced.

INDIA

FINANCE AND DEBT PROGRAMME

State level implementation of CSDRMS in INDIA: XIND154

The project improved debt management capacity in four Indian states- Assam, Jharkhand, Karnataka and Uttaranchal. These states have computerised debt database in CS-DRMS for comprehensive monitoring and reporting of their debt liabilities and the project is assisting to improve their debt management capacity for prudent and sustainable debt management

MALAYSIA

INTERNATIONAL TRADE PROGRAMME

Export Oriented CPB & Inst Strengthening: XMAS016

The project provided assistance to the Government of Malaysia in improving the competitiveness of the Malaysian Professional Services Development Corporation (PSDC). Assistance was provided to develop systems and structures which strengthened professional capacity. The PSDC strategic orientation was redefined to take account of operational and human resources priorities. The project also focussed on building the capacity of the PSDC to develop a marketing plan for the promotion of Malaysia professional services.

MALDIVES

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Technical support in enhancing health care delivery in the Maldives: GMAV01V

This project forms part of the ongoing support for the development and reconstruction of the health care system in the Maldives following the 2006 Tsunami.

GOOD OFFICES FOR PEACE

Good Offices in Maldives: PMAV001

Assistance was provided to support dialogue between political parties and the constitutional review process.

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Expert Mission to Maldives Referendum: PMAL176

The Government of Maldives invited the Secretariat to observe the referendum which was to decide the form of government to be adopted in the new constitution.

Constitutional Advisor: GMAV075

Technical assistance was provided to strengthen democratic institutions and constitutions and to support the Special Majlis in Maldives drafting a new constitution.

Electoral Assistance to Maldives: GMAL077

The Government of Maldives requested technical assistance to strengthen the electoral system in advance of elections in 2008. An electoral expert was sent to Malé, consulted with stakeholders and developed a timelines for the required reforms.

INVESTMENT PROGRAMME

Capital Market Development: XMAV10

The project is assisting in the development of a legal and regulatory framework for capital market activities, including the establishment of a stock exchange. Assistance in the development of a new securities law, to update the companies' law and a new law to regulate fund management and collective investment schemes was also provided. The objective is to improve economic efficiency by strengthening the role of market forces and the private sector and the development of domestic capital markets. Maldives does not have a fully fledged stock exchange and needs to put in place an appropriate regulatory and institutional structure to regulate trading in shares and securities.

Maldives Maritime Boundaries Delimitation: XMAV12

This project is supporting the delimitation of maritime boundaries between the Maldives and the Chagos Archipelago - part of the British Indian Ocean Territory. The work plan involves provision of training to officials and the submission of advisories and reports to the Government covering a range of legal and technical issues associated with the delimitation of maritime boundaries and related law of the sea issues.

MALTA

FINANCE AND DEBT PROGRAMME

Setup of Debt Management Office: XMLT011

The project assisted Malta to effectively manage its domestic and external (public) debt and meet the reporting requirements of the European Union and of the IMF/World Bank. Advice was provided on establishing the Debt Management Office (DMO) and implementing CS-DRMS 2000+, including training of DMO staff.

PAKISTAN

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Assessment Mission to Pakistan: PAK179

This mission involved meeting with the Electoral Commission of Pakistan to discuss arrangements for a Commonwealth Observer Group (COG). Meeting were also held with the main political parties and civil society to assess whether there would be broad support for the presence of Commonwealth observers and making initial organisational arrangements for a COG.

INVESTMENT PROGRAMME

Small Industries ICT Competitiveness Development: XPAK011

Technical Assistance was provided to the Sindh Provincial Government of Pakistan to improve the global competitiveness of SMEs in the handicraft sector. The strategy was to improve access to

finance and to marketing and distribution services and supported the use of ICT by handicraft SMEs. Through this support the assistance will play a meaningful role in poverty alleviation and the development of women-owned SMEs.

SRI LANKA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Gender Expert: GSRL064

An expert assisted in mainstreaming gender issues into peace-building, conflict resolution, governance and policy development processes.

Communications Consultant – Tourism: GSRL065

This project will focus on improving internal and external communications for the Sri Lankan Ministry of Tourism through the development of a 5 year strategic plan and implementation of improvements to existing communication methodologies.

Labour Standards and Employment Relations: GSRL066

This project is facilitating the implementation of ILO Core Conventions in law and practice in all Board of Investment of Sri Lanka (BOI) approved enterprises within and outside the Free Trade Zones (FTZs).

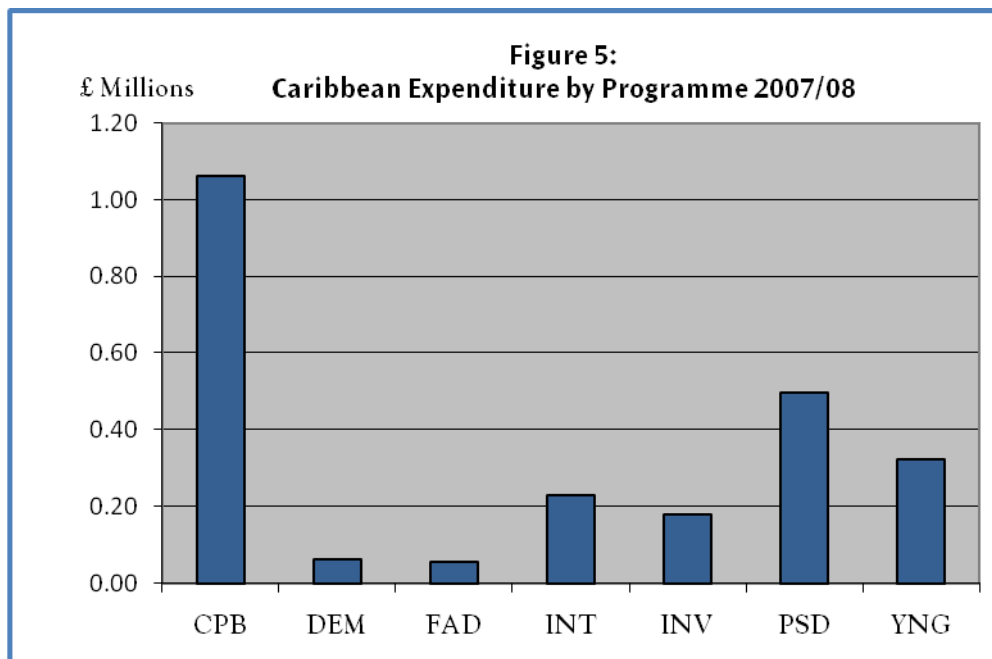
INVESTMENT PROGRAMME

Development of the Rural SME Sector: XSRL064

Technical assistance is being provided to the Ministry of Small and Rural Industries to enable it promote competitive and sustainable small rural enterprises. The aim is to develop a policy framework and strategies to increase business opportunities in rural areas, generate employment and strengthen co-ordination of SME activities. The Industrial Development Board, a key implementing organ under the Ministry, is undergoing restructuring to ready it for the implementation of the new strategies.

4. ASSISTANCE TO THE CARIBBEAN REGION

The Caribbean programme consists of approximately sixty projects delivered mainly through four programmes - Capacity Building, International Trade, Public Sector Development, Investment and Young People. Additional support is provided for elections and the strengthening of debt management capacity. This is illustrated in Figure 5 which shows the overall spread of all projects and other work targeted either to specific countries or to the Caribbean region as a whole. The following section provides further information on the main projects implemented during 2007/08.



CARIBBEAN: REGIONAL PROJECTS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Technical support in Mainstreaming Gender and HIV/AIDS into CARICOM Programmes: GCAR001V

This project is being implemented by the CARICOM Secretariat with the support of the Commonwealth Secretariat. The purpose is to integrate Gender and HIV/AIDS issues into the CARICOM Caribbean Region Strategy Framework (CRSF), and that the Secretariat has policy guidelines on HIV/AIDS in the workplace.

Caribbean Forum of Ministers (CFM) for Local Government: GCAR078

This Forum was designed to develop a clear role for the CFM in building the necessary relationships information base and capacity to strengthen local government in the Caribbean.

CARICOM Legal Drafter: GCAR079

Technical assistance support drafting of Model Laws and other legal instruments for adaptation.

Chair in Education and HIV/AIDS UWI: GUWI036

The Secretariat is jointly funding a Professorial chair at the University of the West Indies. Support and guidance for the development of a regional response to HIV/AIDS through the education sector and in developing an adequate and integrated response in higher education sectors across the region, in keeping with the strategies of prevention, care and impact mitigation.

Eastern Caribbean Central Bank: Adviser, Securities Market: GECB008

The Eastern Caribbean Securities Exchange (ECSE) was established in October 2001 as a Regional Securities Exchange organisation promoted by the Eastern Caribbean Central Bank (ECCB). The ECSE was designed to facilitate the buying and selling of financial products for the OECS. Assistance was provided to support strategic management and development of the ECSE and its subsidiaries. Core services delivered included training of local staff, surveys and reports on investors, insurers and intermediaries and providing general advice to programmes. The purpose of the project is to strengthen the ECSE and its subsidiaries to promote economic growth.

Capacity Building in Export Development for the OECS: Market Intelligence Systems Building: GECS008

This project will assist the Export Development Unit (EDU) in developing in-house capacity in the design and implementation of an OECS Market Access Programme. This will complement existing support on productivity and product development. The project focuses on the design and development of a robust Market Intelligence System that will provide exporters with timely market information and give direction to individual company marketing plans and sector strategies for joint marketing and procurement.

Constitutional review of OECS Union: GOEC008

Technical expertise is provided to review and update constitutional and legal frameworks for economic union initiatives.

Capacity Building of the Regional Negotiating Machinery (CRNM):

The external context created by regionalisation, globalisation and the Caribbean's increasing commitment to liberalized trade has added significant and complex resource challenges to those already in evidence. The Caribbean Community (CARICOM) established the Caribbean Regional Negotiating Machinery to provide a co-ordinated voice for the region in developing and executing an overall negotiating strategy for the various external negotiations. An Expert Adviser to the Senior Director of the CRNM will assist the delivery of technical and policy responsibilities.

FINANCE AND DEBT PROGRAMME

Strengthening Debt Management Capacity in the Caribbean: XECB010

This project provided advice and technical support to enhance analytical capacity on debt management and consolidate the use of CS-DRMS in the region.

INTERNATIONAL TRADE PROGRAMME

Development of National Export Strategies: XCAR049

The Commonwealth Secretariat and the International Trade Centre have been collaborating to provide technical assistance to Belize, St Vincent and the Grenadines and Grenada in the development of national export strategies. The process was facilitated by a national consultant who works closely with representatives from the public and private sectors in the development of these policies. Regional training is provided.

Promotion of Professional Services: XCAR050 & XCAR054

The objective is to increase trade in and improve the competitiveness of the professional services of the countries in the region. The Commonwealth Secretariat and the International Trade Centre will provide technical assistance to Caribbean countries in developing National Export Strategies. Technical assistance is also provided to develop a strategic plan for the promotion of professional services.

Technical Support with the OECS WTO Trade Policy Review: XOEC020

This project will promote coherent implementation of reforms in OECS trade policies and legislation. The project supports the decision of OECS Heads of Government to enter into an economic union, deepen integration with other CARICOM and enter into reciprocal trading arrangements with developed trading partners consistent with WTO rules.

INVESTMENT PROGRAMME

Pan-Caribbean SME Development Programme: XCAR048

This project responded to a number of related requests for assistance in the SME and ICT sectors in Antigua and Barbuda, Belize, Dominica, St Kitts and Nevis and St Lucia. To enhance delivery the requests were consolidated into one regional programme. The focus is on creating an enabling environment for SMEs by having appropriate policies, building the institutional capacity of SMEs and institutions responsible for SME promotion and developing ICT strategies that will enable SMEs to become more competitive.

Pan-Caribbean SME- ICT Competitiveness: XCAR053

This project is assisting develop strategies and build institutional capacities for SMEs and the ICT sector in Barbados, Guyana and St Vincent & the Grenadines for greater competitiveness. The project focuses on the development of the small and medium enterprises in those countries and the on improving their use of ICTs to enhance sector competitiveness.

OECS Maritime Boundary Delimitation Negotiation: XOEC019

The OECS Governments mandated the OECS to coordinate the building of regional capacity for maritime boundary negotiations, in the first instance with Venezuela and in the long term, with France, Netherlands, USA, Barbados and Trinidad & Tobago, and the Secretariat provided technical advice to achieve this. Advice and technical assistance is provided to enhance the OECS' preparedness for these negotiations.

PUBLIC SECTOR DEVELOPMENT PROGRAMME

Caribbean Training Programme: GCAR076 & GCAR077

These two related projects provide training and human resource development opportunities to meet skills requirements and develop institutional capacity in the region. Training is provided on topics such as: public administration, effective governance systems and issues in public sector policy, promotion of economic and social development through effective public service institutions, and the development of appropriate regulatory environments which support trade and economic development. About 300 personnel will be trained in a two-year period. Advisory and consultancy services are also provided.

YOUNG PEOPLE PROGRAMME

Three Programmes of the YNG Programme are provided to the Region - Governance, Development and Youth Networks, Youth Enterprise/Sustainable Livelihoods and Youth Work Education and Training.

CARIBBEAN: COUNTRY PROJECTS

ANTIGUA AND BARBUDA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Capacity Building in Legislative Drafting and Parliamentary Counsel: GANT037 & GANT038
The services of a Legislative Drafter were extended for year to allow several pieces of new legislative drafting to be completed. The increasing demand for countries to enact legislation in relation to combating terrorism, terrorism financing and anti-money laundering meant Antigua and Barbuda needed to implement a comprehensive legislative reform programme. Given the high demand for legislative re-drafting and the preparation of new legislation, a Parliamentary Counsel was also provided. The Legislative Drafter and Parliamentary Counsel are training counterparts.

Improving Capacity for Public Sector for ICT Development: GANT040

This project features the development of a national information and communications technology strategy. Advice will be provided to the national ICT Task Force and Ministry of Information Broadcasting and Telecommunications to develop and implement a strategy and Action Plan.

Principal Adviser to Support Antigua and Barbuda's Chairmanship of Group 77 and China in 2008: GANT041

Antigua and Barbuda will assume the Chairmanship of the Group of 77 (G77) and China in 2008 and a Principal Adviser will support the country's Chairmanship of the G77.

INTERNATIONAL TRADE PROGRAMME

Tourism Master Plan for Antigua and Barbuda: XANT020

The project aims at designing a tourism master plan through a consultative process in order to set realistically sustainable goals and targets given the need to balance environmental, social and economic interests of the various stakeholders.

THE BAHAMAS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Capacity Building in Legislative Drafting: GBAH064

Delays in preparation of legislative instruments are being overcome with the assistance of a Legislative Drafter. The expert is providing on-the-job training to Legislative Drafting staff in order to develop the capacity to prepare legislation and provide the legal framework through which new policies could be approved and then implemented.

BARBADOS

INTERNATIONAL TRADE PROGRAMME

Agro-Tourism Trade Linkage Promotion strategy: XBAR023

This project is assisting Barbados develop stronger linkages between the tourism and agriculture sectors. Regional workshops explored ways of enhancing export competitiveness, identifying the need for stronger sectoral linkages to improve competitiveness and sustainable development.

BELIZE

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Assistance to the Judiciary: GBEL040

Technical assistance was provided to assist Belize implement the new Supreme Court (Civil Procedure Rules) 2005 and to reduce the backlog of civil cases in the Supreme Court.

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Commonwealth Expert Team to Belize: PBEL001

A Commonwealth Expert Team observed the 7 February 2008 elections in Belize.

INTERNATIONAL TRADE PROGRAMME

Investment/WTO Compatibility: XBEL018

Belize is enhancing its investment climate and competitiveness through closer integration in the CARICOM Single Market and Economy (CSME). This project provided advice and technical assistance in the review, modernization and implementation of a WTO-compatible trade and investment regime that promotes sustainable growth and development in Belize.

INVESTMENT PROGRAMME

Assistance to establish a Petroleum Fiscal Regime: XBEL020

This project assisted the Government obtain a fair share of economic benefits of oil exploitation, and to manage oil revenues prudently and sustainably. It also supported efforts to generate public share-owning participation in the oil sector and to build effective regulatory capacity.

Enhancing the Competitiveness of Micro, Small and Medium Enterprises in Belize: XBEL021

The objective of this project is to enhance the competitiveness of Belize's Micro, Small and Medium Enterprise (MSME) sector. A series of technical assistance interventions, including training in policy development and institutional capacity building, will be provided.

BRITISH VIRGIN ISLANDS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Capacity Building in Export Development and Promotion: GBRL046

The British Virgin Island's (BVI) economy relies heavily on the financial and tourism services sector but the sectors are not adjusting well to changing international trading environments. An adviser will support the BVI diversify the economy to create sustained growth.

DOMINICA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Institutional Strengthening and capacity building in the Dominica Water and Sewerage Company: GDOM102

This project seeks to strengthen national capacity in water resources management in Dominica Water and Sewerage Company Ltd. Two young graduate engineers will be trained in engineering activities towards achieving optimum efficiency and effectiveness in the design and operation of the national water resource supply and treatment systems.

INTERNATIONAL TRADE PROGRAMME

The Development of a National Export Strategy for the Commonwealth of Dominica: XDOM023
This project will be undertaken jointly with the International Trade Centre under the ComSec-ITC collaboration framework. Its purpose is to help the Government of Dominica develop a national export strategy that will be responsive to the requirements of regional and global markets

GRENADA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Grenada Recovery Programme & Implementation of Post Hurricane Rehabilitation Programme: GGRE074 & GGRE075

Following Hurricane Ivan in September 2004, a comprehensive plan was put together for the rehabilitation of Grenada. The Government of Grenada established the Agency for Reconstruction and Development (ARD) which was responsible for co-ordinating and facilitating reconstruction efforts supported by various donors – including the Commonwealth Secretariat. Assistance was provided in staffing and establishing the ARD: seven long-term experts and 24 person months of short-term expertise was provided in a range of areas. These including: macro-economic planning, physical planning, aid co-ordination, building engineering, road engineering, architectural planning and livestock management. Additional assistance was also provided in relation to re-establishing the energy grid and health care. Specific outputs included the production of a strategic plan for reconstruction and development, oversight and harmonisation of donor funds, practical work on planning infrastructure rehabilitation.

Capacity Building in Legal Drafting – Attorney General’s Office: GGRE077

Part of the Grenada Recovery Programme included the placement of a legislative drafter in country for a period of two years in order to prepare legislation that would provide the legal framework for good governance and social and economic development. The preparation of legal instruments took on increased significance in the wake of Hurricane Ivan to strengthen the economy and stimulate investment in order to promote full economic recovery. The Legal Drafter is also responsible for training and supervision of junior counsel.

INTERNATIONAL TRADE PROGRAMME

Restructuring of Grenada Board of Tourism: XGRE032

The Grenada Board of Tourism (GBT) is constrained in its product development capability due to limitations in funding, organizational structure, staffing and training. This project addresses these constraints by conducting an organizational review. Recommendations will be made for changes in function, funding mechanisms, structure, staffing needs, training needs, capacity building needs and inter-institutional collaboration to create an enabling environment.

GUYANA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Post Flood Disaster Assistance: GGUY136

The aim of this project was to strengthen the water management systems and restore to pre-disaster level (and higher) the provision to the public of services in water, health and sanitation. In 2004 and 2005 the country experienced unprecedented rainfall which caused serious flooding in the coastal regions. The presence of the flood waters led to a complete shutdown of all potable water supply systems, with consequent impact on lives and property, and an increased risk of more flooding along. The country has a very complex water management system of dams, reservoirs, canals, sluices and *kokers* which drain into Atlantic. Technical assistance was provided to rebuild and restore the water management systems and to train staff in relevant agencies improve flood management practices and strategies.

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Support for Guyana Parliament: PGUY145

This project provides a series of inputs to strengthen the capacity of the parliament of Guyana. In 2008 the Secretariat supported the Commonwealth Parliamentary Association (CPA) in developing a Strategic Plan for the Guyana Parliament. The proposal now is to implement the Plan and encourage other donors to do the same. The Plan will be launched in the Parliament and donor co-ordination meetings held discuss a targeted approach to collaboration. Support for a CPA/CPAUK workshop on 'Parliament and Media' will also be provided.

INTERNATIONAL TRADE PROGRAMME

Strategic Plan to Promote Professional Services: XGUY040

This project supports improvements in the quality of Professional Services exports, critical to diversification of the economic base of Guyana, and providing advice and assistance to enhance the competitiveness of the export sector.

INVESTMENT PROGRAMME

Maritime Boundaries Delimitation: XGUY030

This project started in 2002 with the implementation of a programme of work on maritime boundaries delimitation. The assistance has focused on preparations for negotiations with Suriname, institutional capacity building for all maritime boundary negotiations, the review and update of the maritime zones legislation and a desktop study as a basis for an extended continental shelf claim submission. Ongoing work on the draft maritime zones bill will be concluded and assistance continued with the preparation of an extended continental shelf.

JAMAICA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Speech Therapist, School of Special Needs Education: GJAM090

A Speech Therapist was provided to the Schools of Special Education and Community Organisations to build specialist capacity in the field of speech therapy and to determine the needs

of children who require additional support and develop appropriate intervention programmes. There are very few qualified Speech Therapists working in the Jamaican school system and poor performance by children with special needs and worsening levels of impairment can only be addressed if children receive appropriate support.

Occupational Therapist: GJAM091

Technical assistance was provided to equip teachers and caregivers with the skills required to support the development of children with varying levels of cognitive impairment. The target group is children whose cognitive development was being negatively affected by inadequate sensory motor integration. Improved diagnostic, therapeutic and intervention services were developed which will improve their performance in school.

INTERNATIONAL TRADE PROGRAMME

Strategic Plan-for the Export of Jamaican Professional Services: XJAM059

Technical assistance was provided to support Jamaica increase the export of professional services through the Jamaica Promotions Corporation (JAMPRO).

Technical Assistance to Benchmark Jamaica's Trade Facilitation Systems Processes: XJAM060

The goal of this project is to enhance the competitiveness of Jamaica's business environment through improvements to its trade facilitation systems and processes. The project will involve advising the Government of Jamaica on the steps needed to bring the country's trade facilitation systems and processes up to best practice standard. The main outputs for the project will be a trade facilitation benchmarking study and a strategy to address the weaknesses identified in current systems and processes. Expected changes in the short to medium term are: a reduction in the current turnaround time of reported average of 72 hours for goods clearance, to timelines at par with select competitor and best practice countries; a reduction in bureaucracy and business facilitation delays; improved service levels from Government trade related agencies in the trade logistics supply chain; an improvement in the global competitiveness rankings assigned to Jamaica in the short to medium term

ST LUCIA

INTERNATIONAL TRADE PROGRAMME

Feasibility Study into the Export of Education Related Services: XSTL023

The aim of the study was to determine the competitive advantage of St. Lucia as a centre of excellence for the export of educational and related services in the health sector, particularly for the provision of medical related services - medical education and health tourism. A World Bank commissioned study had concluded that the Caribbean states have the potential to develop educational services as these already exist in Dominica and Grenada.

TRINIDAD AND TOBAGO

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Building Capacity for Financial Literacy: GTRI082

The Central Bank of Trinidad and Tobago is seeking to launch a comprehensive national financial literacy programme. This project intends to develop a financial literacy programme aimed at

improving the ability of individuals in Trinidad and Tobago to make more informed decisions and act more astutely in financial matters affecting their livelihood.

TURKS AND CAICOS

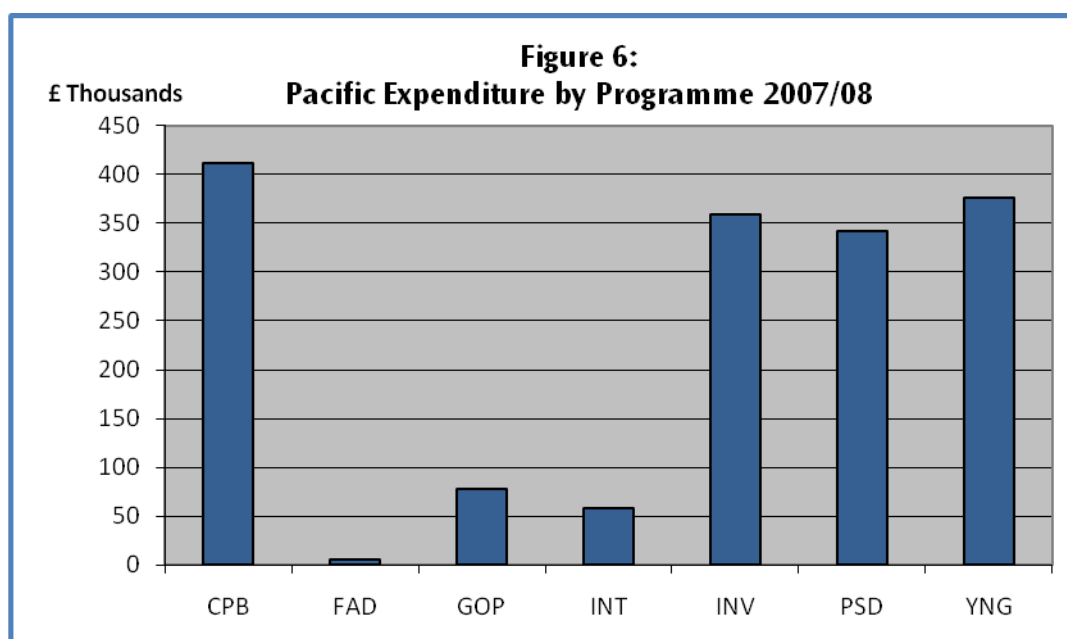
CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Building and Strengthening Capacity in Legal Drafting: GTUR003

This project will develop legislative instruments to accomplish good governance and economic viability and build capacity in the Attorney General's Office. A Senior Legislative Drafter assists supervise the Legislative Drafters and Legal Systems in the Attorney General's Chambers. The Chambers drafts all bills for the Legislature, provides statutory interpretation and advice to the Government, including the Governor and the Ministers of Government. As the Chambers had no senior legislative drafter, and there was a critical need to employ an experienced senior and qualified legislative drafter.

5. ASSISTANCE TO THE PACIFIC REGION

The value of all assistance to the countries in the Pacific region in 2007/08 totalled approximately £1.7 million and disbursed through an estimated thirty-five projects and other activities. As shown in Figure 6 the portfolio was mainly focused in six programmes – Capacity Building and Institutional Development, Good Offices for Peace, International Trade, Investment, Public Sector Development and Young People. A small number of projects were delivered in Finance and Debt. An unusual feature of the portfolio to this region is that more than half of the funding (over 60%) is regional in reach, either providing training and technical support through workshops and training for a number of countries or directing support to the key regional organisations, such as the SPF. The following section contains additional information on the regional and country specific work undertaken during the year.



PACIFIC: REGIONAL PROJECTS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Investment Adviser: GSPF031

An Investment Adviser is stationed at the Pacific Islands Forum Secretariat (PIFS) in Fiji to advise Pacific countries on improving investment policies. The adviser will also supervise the development of Investment Action Plans (IAP) for enhancing the investment policy environment at the national level, and assist the countries implement recommendations contained in the Plans. Policy advocacy and advisory support is provided and training to strengthen the Pacific Region investment environment and private sector development.

Trade Negotiation for Pacific Island Countries: GSPF032

The Commonwealth Secretariat supported the establishment of a joint OECS/Pacific Islands Forum representative office in Geneva and this office is currently funded by the European Union. The OECS and PIFS representative offices in Geneva are each staffed by one national representative. Training and technical support is provided to the representatives in the office,

particularly in the formulation of and in defending positions under the Doha Development Agreements.

Regional Expert for Local Government Capacity Building: GFIJ013

The second phase in a regional project aimed at enhancing the capacity of local governments to operate effectively and deliver on their mandates involved placing an expert in Fiji. The main tasks were to encourage the dissemination of good practice in local government, provide training programmes, offer technical support and support liaison among local governments in the region. The expert also took note of political developments in the region to determine the likely impact of these on local government operations.

FINANCE AND DEBT PROGRAMME

Debt Management Assistance to South Pacific Region: XPAC030

This project strengthens debt management capacity through training in debt data quality and standards, debt restructuring and analysis, domestic debt management, portfolio review and strategy formulation. Risk management and institutional arrangements for debt management are also supported through technical advice and training.

INTERNATIONAL TRADE PROGRAMME

Competitiveness Enhancement: XPAC023

The purpose of this project is to enhance the competitiveness of selected Pacific Island countries through the development of export and enterprise development strategies. Competitiveness can be defined as the set of institutions, policies and factors that determine the level of productivity of a country, and it is these areas of competitiveness that this project will address. The remaining focus areas of the project are in Tonga and on the forthcoming NES support to Samoa.

INVESTMENT PROGRAMME

Women Trainers and Entrepreneurs in the South Pacific: XPAC026

The aim of the project is to increase the effectiveness and capacity of Pacific Island women as trainers, entrepreneurs and business mentors. The objectives include enhancing entrepreneurship training, knowledge and mentoring skills of women from Pacific Island Countries, and building capacity of enterprise graduates to enhance viability and sustainability of their projects. The project is also increasing the capacity and capabilities of CETC and National Sponsoring Organisations in the management and delivery of Enterprise Development Courses.

Development of Coastal Fisheries SMEs: XPAC028

The aim of the project is to strengthen the competitiveness of coastal fisheries SMEs and increase the participation of small business owners in sustainable management of coastal fisheries. The approach is to work through agencies and institutions to improve entrepreneurial skills and knowledge with a specific effort on training local trainers to a standard to deliver the SYFB training courses. The project is also supporting the establishment of a regional networking system that would enable Master Trainers and Trainers to provide training and after-training support in the region.

Review and Management of Sustainable Coastal Fisheries: XPAC031

Technical assistance will strengthen the capacity of countries to manage the sustainable development of their coastal fisheries. The Strategic Plan for fisheries management will be

reviewed management to take account of the issues raised by the Secretariat of the Pacific Community concerning sustainable fisheries management.

Co-operation Arrangement between the Commonwealth Secretariat and Government of Iceland: XPAC025

The Commonwealth Secretariat and the Government of Iceland entered into a co-operative arrangement to provide development assistance in fisheries to Pacific Island Countries (PICs). This programme will run for three years. It will improve the skills and knowledge of Pacific Islanders on fish stock assessment and statistics, and the analysis, formulation and planning of fisheries policies. This project is important given the heavy reliance on fisheries to the region for food security, economic growth and poverty reduction. The nature of technical assistance is driven by the Strategic Plan for PICs which seeks to harmonise policies within the sector across country boundaries.

Management of Coastal Fisheries: XPAC019

This project is an extension of a previous project (XPAC015) through which assistance was provided to the Secretariat of the Pacific Community (SPC) to develop a regional strategy for the sustainable development and management of coastal fishery resources. This project provides two experts to draft fisheries legislation and human resource development strategies for national fisheries agencies.

PUBLIC SECTOR DEVELOPMENT PROGRAMME:

The Pacific Public Sector Development Programme XPAC038

This programme covers 11 Commonwealth member countries of the South Pacific region (Cook Islands, Kiribati, Fiji Islands, Nauru, Niue, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu) and five inter-governmental organisations mandated by the Pacific Forum Leaders Meeting (Pacific Islands Forum Secretariat (PIFS), The University of South Pacific (USP), Secretariat of Pacific Community (SPC), South Pacific Regional Environment Program (SPREP) and South Pacific Applied Geo-Sciences (SOPAC). National and regional institutions actively participate in the delivery of training programme activities. The objective is to build the capacity of the public sector to effectively deliver its services and to contribute to the development of small island states.

The Programme responds to current and anticipated requests for training, skills enhancement and capacity building in the public sector. Projects and training activities funded under this programme will largely support leadership development, quality and performance management systems, public service reform, public sector governance, corporate governance, sub-national government and administration, public expenditure management, public-private sector partnerships, public sector informatics and human resources development and management.

YOUNG PEOPLE PROGRAMME

Three Programmes of the YNG Programme are provided to the Region - Governance, Development and Youth Networks (YPAC081), Youth Enterprise/Sustainable Livelihoods (YPAC082) and Youth Work Education and Training (YPAC083).

PACIFIC: COUNTRY PROJECTS

FIJI

GOOD OFFICES FOR PEACE

Good Offices in Fiji: PFIJ001

The Secretariat is helping foster a peaceful political environment in line with Commonwealth Harare Principles.

KIRIBATI

INVESTMENT PROGRAMME

Technical Assistance on Maritime Delimitation: XKIR013

This project provides legal, policy, and technical advisory inputs in the negotiations between Kiribati and New Zealand and is assisting in a review and update of Kiribati maritime legislation.

PAPUA NEW GUINEA

DEMOCRACY AND CONSENSUS BUILDING PROGRAMME

Commonwealth /Pacific Island Forum Expert Team-Bougainville: PNG124

A Commonwealth Observer Group was deployed to observe all aspects of the elections in the autonomous province of Bougainville and to determine whether it was a credible election.

Commonwealth Pacific Island Forum Expert Team: PNG125

A commonwealth observer group (COG) was deployed to PNG to observe all aspects of the national elections and to assess whether it was a credible election. A report was submitted the Secretary-General and the Government of PNG by the COG.

INVESTMENT PROGRAMME

Maritime Boundaries Delimitation: XPNG036

A hydrographic survey was undertaken to determine the limits of the extended continental shelf. The first phase in the preparations for the country's submission for an extended continental shelf claim under Article 76 of the UN Convention on the Law of the Sea 1982 was a desk study, funded on a cost sharing basis with the Government. Legal and policy advice and drafting assistance were provided to review and update the national maritime zones legislation. A draft maritime zones bill and draft regulations were submitted to the Government.

SAMOA

INTERNATIONAL TRADE PROGRAMME

Review of trade-related legislation of Samoa in preparation for accession to the WTO: XWES015

This project will implement a review of the existing trade related legislation of Samoa to ensure compliance with WTO obligations.

SOLOMON ISLANDS

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Assistance for the Administration of Justice: Puisne Judge: GSOL066

The placement of a Puisne Judge was extended for a further two years. The expert is one of three specialist judges appointed to the Bench of the Solomon Islands to strengthen the capacity of the judiciary as some serving judges were ineligible to hear cases arising from the civil war. The expert will hear criminal and civil cases and be responsible for improving the administration of justice in general. He will also work with the Registrar of the High Court to improve the flow of cases to the Court through proper listing, processing and compiling cases and checking all civil and criminal papers filed at the Registry of the High Court.

GOOD OFFICES FOR PEACE

Good Offices on Solomon Islands: PSOL001

The assistance is provided to help foster a peaceful political environment in line with Commonwealth Harare Principles.

INVESTMENT PROGRAMME

Assistance to Reopening the Gold Ridge Mine: XSOL021

The Government requested technical advice on the re-opening of the Gold Ridge Mine. The Secretariat had provided assistance in the 1990s with the negotiation and conclusion of the agreements under which the Gold Ridge Mine was first launched but the mine had recently been shut-down because of civil unrest. The re-opening of Gold Ridge was a key element in the Government's post-conflict strategy for restoring economic growth and making progress towards sustainable development and poverty reduction.

Solomon Islands Extended Continental Shelf: XSOL024

Technical advice and assistance was provided to enable the Government of the Solomon Islands to develop and make a submission to the Commission on the Limits of the Continental Shelf.

TONGA

CAPACITY BUILDING AND INSTITUTIONAL DEVELOPMENT PROGRAMME

Financial Controller and Commercial Marketing Officer: GTON076

Specialist assistance was provided by a Financial Controller and a Commercial Marketing Officer to support restructuring the Shipping Corporation of Polynesia to reduce reliance on state subsidies and enable it to become a fully commercial company. The services provided by the experts improved the company's commercial operations and enables it to implement financial strategies for profitability and sustainability.

Law Revision Capacity Building & Institutional Development: GTON077

The project is supporting the administration of justice in Tonga through strengthening the law revision capacity of the institutions tasked with the drafting amendments, proof reading and revising the Laws of Tonga. The immediate tasks was to explore the possibility of establishing a Law Revision Office; the expert also provided assistance in building the capacity of legal staff and practitioners in the process of Law revision including drafting amendments and proof reading.

Monetary Policy Adviser: GTON078

This project is strengthening the institutional capacity of the National Reserve Bank of Tonga to supervise and manage the monetary situation in Tonga. A review of the monetary policy framework, related guidelines and implementation framework was undertaken, and staff capacity in policy formulation, implementation, monitoring and reviewing was strengthened through training and technical support. The project will also enhance the bank's institutional capacity to execute its statutory functions

Economic and Financial Advisor: GTON080

The purpose of the projects is to strengthen the institutional capacity of the Prime Minister's office to oversee the implementation of government reconstruction initiatives. The support will also build staff capacity in a whole of government approach to management and in the oversight of the government initiatives.

High Court Judge: GTON79

This project will assist the Government clear a backlog of cases and ensure that cases submitted to the Courts are dealt with effectively and efficiently.

Small Enterprise Development Advisor: GTON81

Tonga's national development strategy focuses on promoting sustained private sector-led growth through the creation of a more conducive business environment and assisting growth in key sectors such as tourism, agriculture, forestry and fisheries. The project will develop the private sector and foster entrepreneurship and local investments.

INTERNATIONAL TRADE PROGRAMME

Legislative compliance to WTO Agreements: XTON026

The project is assisting the Government in the review of its trade-related legislation vis-à-vis WTO Agreements, specifically to implement the necessary legislative amendments to meet WTO requirements in specific trade-related areas. These areas included sanitary and phytosanitary measures (SPS), technical barriers to trade (TBT), and intellectual property rights (IPR) and custom valuation.

INVESTMENT PROGRAMME

Tonga Maritime Boundaries Delimitation: XTON27

This project is assisting Tonga prepare its submission to the Commission on the Limits of the Continental Shelf concerning extended areas of Tonga's continental shelf in time to meet the May 2009 deadline.