

Agreement by Heads of Government Regarding the Eminent Persons Group Proposals:

A Commonwealth of the People – Time for Urgent Reform

Decisions by Heads of Government regarding the Proposals of the Eminent Persons Group

In welcoming the report of the Eminent Persons Group (EPG), and thanking its members for their outstanding work, Heads of Government:

- Agreed that there should be a ‘Charter of the Commonwealth’, as proposed by the EPG, embodying the principles contained in previous declarations, drawn together in a single, consolidated document that is not legally binding;
- Tasked the Secretary-General and the Commonwealth Ministerial Action Group (CMAG) to further evaluate relevant options relating to the EPG’s proposal for the Commissioner for Democracy, the Rule of Law and Human Rights, and to report back to Foreign Ministers at their September 2012 meeting in New York;
- Noted that the EPG’s recommendations relating to CMAG were consistent with the CMAG reforms adopted at this Commonwealth Heads of Government Meeting. The EPG’s recommendations related to CMAG or the rule of law (2-10) were therefore superseded by the agreement on CMAG’s own reform plan;
- Adopted without reservation a further 30 recommendations;
- Adopted, subject to consideration of financial implications, 12 further recommendations;
- Asked a Task Force of Ministers to provide more detailed advice on 43 other recommendations to Foreign Ministers at their September

2012 meeting in New York, as a basis for further decision by Heads; and

- Deemed, for a variety of reasons, 11 of the recommendations inappropriate for adoption.

Against this background, below is a list of the adopted recommendations, and those which are subject to further consideration and advice.

Rec No.	Page No.	The following 30 proposals were adopted without reservation.
17	52	The Secretariat should continue actively to explore, with the International Institute for Democracy and Electoral Assistance and other relevant institutions, ways in which the Commonwealth could co-operate with them in training programmes for Commonwealth countries.
18	55	The core values of the 2009 Affirmation of Commonwealth Values and Principles (which updates and expands on the earlier 1971 Singapore Declaration and 1991 Harare Declaration and the 2003 Commonwealth [Latimer House] Principles on the Three Branches of Government) should be deemed to be ‘core Commonwealth priorities’ about which the Secretary-General shall speak out publicly as appropriate.
20	63	The Secretary-General should develop a clear strategy, marked by identified priorities, to maximise the Commonwealth’s contribution to the achievement of the development goals of its member states. Such enhanced development work, informed by Commonwealth values and aspirations, by Commonwealth positions, and with guidance from member governments, should include: (i) advocacy and consensus building on pertinent issues as required; (ii) networking between all member governments for co-operation; and (iii) provision of assistance for institutional development.

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29	73	The Secretariat should develop an overall strategy for capacity development in small states – including, but not limited to, training of personnel – that is appropriate to the needs and constraints of small states.
31	75	Heads of Government should take a collective interest in the debt challenges facing developing Commonwealth states and small states in particular. In this context, they should instruct the Secretariat to continue to advise member countries on how to avoid unsustainable and risky debt by putting in place adequate legislation and institutional structures for the prudent management of their debts. This should include periodic analysis of the long-term cost and risk of borrowings and the development of appropriate debt management policies to ensure that debt levels remain sustainable at all times.
33	76	The five Commonwealth members of the G20 should advocate for the Commonwealth’s perspectives and policy proposals on debt, and press for discussions on this issue in the G20’s policy-making bodies such as the High-Level Development Working Group. The Secretary-General should also seek to advance these issues through high-level engagement with successive G20 Chairs.
34	76	Member states should take advantage of the Secretariat’s debt management software and the Secretary-General should be proactive in informing member states, as appropriate, of the availability and utility of software.

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39	86	The Commonwealth’s work in respect of climate change should place a special focus on small island developing states, ¹ particularly advocacy in the international community to provide them with financing for adaptation and mitigation.
40	86	All Commonwealth governments should keep the dangers of climate change alive in the international community through regular statements by Ministers in all the relevant multilateral and international organisations.
41	87	Heads of Government and Ministers should regularly brief the media in their own countries and in other capitals to which they travel on the specific challenges of climate change with which their countries and the global community are confronted.
44	89	Heads of Government should endorse the Commonwealth Cultural Festival proposed to take place in London in 2012 to coincide with the celebration of the Diamond Jubilee of the Head of the Commonwealth.
46	89	Heads of Government should mandate Ministers responsible for culture and sport to explore adding to their national and regional cultural, sports, and music festivals, a specific Commonwealth dimension including by inviting the participation of cultural groups from other Commonwealth countries.
47	90	Heads of Government should welcome the creation of the Commonwealth Youth Orchestra and express the hope that this venture will become the first of many initiatives that celebrate the variety and excellence of art and culture in all their forms throughout the Commonwealth.

¹ It was agreed that the focus should be expanded to include climate change-vulnerable developing states.

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50	94	The Commonwealth Youth Programme (CYP) should be encouraged to develop a constitution that will help to form an independent and youth-led Commonwealth Youth Council that becomes the recognised voice of youth in the Commonwealth. This Council could significantly strengthen and widen the current pan-Commonwealth Youth Caucus and represent a wide cross-section of youth in the Commonwealth.
54	97	All Commonwealth organisations should review their governance arrangements, including employment policies, oversight boards/committees, and work programmes to ensure that women are included as decision-makers, and also take women's concerns and needs into account in a manner that would advance their status.
55	97	The Secretariat should be authorised to strengthen its advocacy of women's issues and to make greater efforts to highlight the specific needs of women in its work related to the challenges of development, trade and investment, debt and climate change.
57	101	The Secretary-General should ensure that HIV/AIDS is prominent in the agendas of all relevant Commonwealth meetings including those of Law Ministers, Health Ministers, Ministers for Women's Affairs and Youth Ministers to determine and prioritise ongoing measures that Commonwealth governments could implement at the national level as well as such advocacy and mobilisation efforts that could be undertaken internationally.

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66	110	<i>Duration:</i> It is not practical for CHOGM to be any longer than its current duration. While we acknowledge the considerable number of demands by those gathering in events at the margins to have access to leaders, the essence of successful CHOGMs lies in continuing to ensure maximum amount of time possible for Heads of Government to meet privately for frank and full discussion.
73	116	Ministers should continue to consider the relative usefulness of stand-alone Commonwealth meetings as against meetings coinciding with larger international conferences. If meetings are held alongside other international events, Ministers should commit themselves to attending them fully. The duration and programme of such sessions should reflect the special Commonwealth dimensions and produce an action-oriented set of initiatives.
74	116	Meetings of Education Ministers and Law Ministers and Attorneys-General should continue to be stand-alone events.
82	124	The Secretariat and the Foundation should continue to explore the alignment and sharing, where appropriate, of corporate functions, so as to ensure consistency in working practices, as well as to reduce costs and duplication.
87	132	The Commonwealth Secretariat should co-ordinate its work with associated Commonwealth institutions, at annual meetings convened by the Secretary-General, to draw on their technical and other expertise so as to avoid utilising expensive external consultants, where possible, and reduce in-house costs. The Secretariat should allocate funds for which these organisations can apply to implement programmes for which they are better suited than the Secretariat.

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88	132	The Commonwealth Business Council should review its governance to make its membership and its work inclusive of businesses in all Commonwealth countries. It should mount programmes specifically for investment from developed Commonwealth countries into developing Commonwealth states. It should also organise seminars and conferences to utilise the knowledge, expertise and venture capital of economically successful developing countries in other developing member states that are lagging behind.
90	132	Commonwealth governments should continue to support the 'Commonwealth Connects' portal as a cornerstone of twenty-first century networking and partnership, and to support expansion of professional 'communities of practice' such as CommonLII.
95	145	Member governments of the Commonwealth should demonstrate a higher public commitment to the Commonwealth, for instance through investment and support for Commonwealth Day events in member states; references to the Commonwealth's values and aspirations in public addresses including in statements to the UN General Assembly and other international and regional bodies; and references to shared Commonwealth bonds during bilateral visits and other engagements.
98	145	The Secretary-General should be encouraged to consult the Commonwealth Media Group (CMG) about an immediate programme of practical co-operation between the Secretariat and CMG to help distribute the Commonwealth's messages to its constituent publics.

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102	149	Every effort should be made by the Commonwealth Games Federation (CGF) and the countries that host the Commonwealth Games to enhance the attractiveness of the Games and to preserve their integrity and reputation.
103	149	Heads of Government should request the CGF to include in its mandate the use and presentation of the Games as an instrument for peace and development.
105	149	National sports federations should also be requested to commit themselves to establishing and strengthening linkages between sport, development and peace.
106	149	The Secretariat should be authorised to play a co-ordinating role through policy analysis, training and development, data collection, monitoring and evaluation, to help Commonwealth member states develop 'Sport for Peace and Development' initiatives.

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The following 12 proposals were adopted, subject to consideration of financial implications.		
21	63	The Secretary-General should reform the Secretariat's structures and systems in order to deliver this enhanced vision of the Commonwealth's contribution to development as well as relevantly strengthening its role as a central knowledge and co-ordination hub (a Network of Networks). The Secretary-General should report to the Executive Committee of the Board of Governors on a regular basis on progress in achieving this reform.
27	73	The Secretary-General should establish High-Level Advocacy Missions to engage in dialogue with the International Monetary Fund (IMF), the World Trade Organization (WTO) and the World Bank to make progress on specified issues such as a review of the criteria used by international financial institutions to determine the economic well-being and entitlements of a country. Such criteria should take account, additionally, of factors such as a country's level of indebtedness; its fiscal capacity to finance development programmes; and the higher costs it pays for trade because of its remoteness.
28	73	The Secretariat's Office in Geneva for Small States should be staffed by technically experienced and entrepreneurial officers with knowledge of the WTO and its negotiating bodies, to provide technical assistance to small states in: (a) negotiating their positions within the negotiating bodies of the WTO; (b) all aspects of trade facilitation; and (c) safeguarding their special interests in the development of the proposed Anti-Counterfeiting Trade Agreement (ACTA) which may involve serious dangers for many Commonwealth countries.

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30	73	Heads of Government should re-establish annual meetings of the Ministerial Group on Small States with a mandate to give enhanced political focus and guidance on small states' priorities.
32	76	The Secretary-General should establish a mechanism so that progress on the debt issue, including responses from international financial institutions, could be tracked and considered by annual meetings of Ministers of Finance and CHOGLMs.
35	76	The Secretary-General should include in the Secretariat's spending plans, for approval by the Board of Governors, the strengthening of its support to member states in their debt management through advocacy, policy advice and technical assistance.
42	87	Commonwealth governments should renew their commitment to the Iwokrama Rainforest programme by mandating the establishment of machinery to provide it with core funding, and to make use of the knowledge and research outcomes gained from its research. The Secretariat should be authorised to set-up a funding mechanism including through seeking partners for the Iwokrama programme from among Commonwealth and non-Commonwealth countries as well as private sector groups and foundations that have an interest in climate change, conservation and sustainable use of forests.
52	95	All Commonwealth member governments should establish national mechanisms, such as national youth councils, so that the views of young people can be taken into account in all possible aspects of national policy development.

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58	101	The Secretary-General should be authorised to work with United Nations bodies, such as UNAIDS, the World Health Organization and UNDP, to develop joint programmes with private sector organisations, including the pharmaceutical industry and philanthropic organisations inside and outside the Commonwealth that could have an impact on preventing and treating HIV/AIDS.
59	101	The Secretary-General should be authorised to mount a high-level mission to relevant UN bodies to advocate a review of any criteria that may unfairly disqualify vulnerable developing countries in the Commonwealth from gaining access to the Global Fund to Fight HIV/AIDS on the basis of their per capita income.
63	107	The Secretary-General should be mandated to prepare, by 31 March 2012, a draft plan on which the Secretariat's work and its future development would be focused. The plan should be submitted to the Board of Governors of the Secretariat by May 2012 for its assessment and recommendations, with the aim that the Secretary-General should implement it from 1 January 2013. The next Secretariat strategic plan, currently under consideration, is to be completed by 30 June 2012. This plan should be merged into the process outlined above so that the Secretariat Strategic Plan for the ensuing four years is only finalised after the recommendations of the intergovernmental discussions can be fully taken into account.
94	139	Heads of Government should consider the expansion of currently available scholarships and fellowships by the provision of additional opportunities in the form of Jubilee awards available after 2012. Additionally, the range and types of scholarships should be widened to encourage entrepreneurship, innovation and business studies.

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The following 43 proposals were referred to a Task Force of Ministers for more detailed advice.		
11	50	The Commonwealth should broaden its election observation mandate beyond the existing period (which is now ordinarily two weeks prior to the date on which the elections are held). The Secretariat should provide Commonwealth Democracy Observer Teams that arrive in some strength, optimally two months in advance of a planned election day (where this is possible), or where the election is called suddenly, as close as possible to the date on which the election is called to meet electoral officials, political parties and civil society to ensure, through promotion and engagement, an open and democratic electoral process leading up to, including, and following, election day.
12	50	Observer Teams should report publicly at regular intervals leading up to, during, and after voting day on relevant issues particularly the freedom of political parties, legitimacy and fairness of election financing rules; freedom of the media in reporting on the electoral process; the integrity of electoral lists; and the efforts by all parties to avoid violence and intimidation.
13	51	To ensure that there is sufficient and effective capacity to carry out these observation functions, the Secretariat should: (i) in the lead up to elections identified as potentially problematic, establish and maintain at least three deployment-ready observer teams made up of individuals with relevant political and administrative experience, comprised of a regionally representative group and staffed by both the Secretariat and competent electoral officials from Commonwealth countries; and (ii) review on a regular basis the availability of such teams as a ready-to-deploy facility.

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14	51	Where an adverse report is made by a Commonwealth Observer Group concerning a significant aspect of a general election, a report should be made by the Secretary-General to CMAG immediately and a joint course of action adopted. The Secretariat should systematically follow-up the implementation of the recommendations made by the Commonwealth Observer Groups so that observed deficiencies can be rectified well in time for the next electoral cycle, and be provided the necessary resources for this purpose. Member governments, for their part, should demonstrate their commitment and willingness to address deficiencies identified by Commonwealth Observer Groups in timely fashion before an ensuing election.
15	51	The remit of the Commonwealth Democracy Observer Missions should be expanded to include an assessment of the adequacy of institutional and operational arrangements for post-election political transition and to advise the Secretary-General on actions that may be required to improve such arrangements and to ensure that political transitions respect the results of elections.
16	51	One or more Commonwealth governments, preferably of developing member states, should consider establishing an Academy for Democracy and Electoral Training for governments, elections commissions, and civil society organisations on a fee-for-service basis. If established, the Academy should work co-operatively with the Commonwealth Network of Election Management Bodies established by the Secretariat.

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19	55	Aside from the deployment of 'good offices', the Secretary-General should be explicitly mandated, when serious or persistent violations appear in his judgement to be either imminent or actually occurring, to: (i) indicate concern publicly to the extent appropriate; (ii) where necessary, refer any matter urgently to CMAG or to the proposed Commissioner for Democracy, the Rule of Law and Human Rights for advice; and (iii) take such other action as he (the Secretary-General) considers appropriate.
22	63	Heads of Government should authorise an enlarged capacity within the Secretariat to provide technical assistance through the placement of technical experts in areas where they are needed by developing member states. Increased financial resources for this enhanced Commonwealth contribution to development are an inescapable obligation if the declared Commonwealth commitment to development is to be taken seriously.
23	64	Heads of Government should give direction and priority at the national level in the implementation of CHOGM mandates to make available increased resources to the Commonwealth Fund for Technical Co-operation (CFTC) to provide expert help to carry out the development tasks required by developing member countries and to train national personnel on-the-job.
24	66	Commonwealth countries should collectively monitor the ramifications of migration and development in the international community, and the Secretariat should foster partnerships with organisations such as The Ramphal Centre to undertake studies that would inform collective Commonwealth decision-making.

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25	69	Commonwealth governments should collectively: (i) accelerate as a matter of urgency UN reforms and their effective implementation, through lobbying and advocacy in the UN itself, as well as other international fora; and (ii) further address reforms of the IMF and the World Bank so that they serve the needs of all members and the broader global community.
26	69	Commonwealth governments should strengthen their advocacy by involving in a systemic way the full gamut of Commonwealth networks, including civil society and professional associations.
36	80	A meeting of Commonwealth Trade Ministers, supported by an Expert Group, should be convened to: (i) try to reach a consensus that would inform the current Doha Round of negotiations at the WTO (if it is still in place by the time Heads of Government see this report), with the objective of trying to bring the Round to a successful conclusion; and (ii) consider reform of the WTO in the post-Doha Round, to identify how in the future the shortcomings of the Doha Round process could be avoided and how the needs of capacity-constrained economies could be better advanced within the WTO. If the Round has collapsed, Heads of Government might consider the establishment of a Commonwealth Expert Group to consider and recommend the possible future of the post-Doha trading system to bring greater clarity to discussions in the international monetary sphere and to explore how a new effort in international trade and investment might be launched that includes the perspectives of the G20 countries as well as a range of developing nations, including small states.

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37	86	The Secretary-General's mandate should be renewed to: (i) explore the potential for partnerships between the Commonwealth, the World Bank and others to provide specific programmes of support to vulnerable economies; and (ii) convene an Expert Group to provide a study to advance the Lake Victoria Climate Change Action Plan, including which programmes are a priority, how they could be structured, and how they could be financed and implemented. Such a study should be started immediately after the CHOGM in Perth and completed as soon as possible thereafter.
38	86	Additional financial resources should be provided for the study by the Expert Group. The report of the Expert Group should be widely publicised and made available to all UN bodies, international financial institutions, and regional organisations.
43	87	The Secretariat should establish a working relationship with organisations concerned with disasters occurring in Commonwealth countries and should maintain a roster of professionals upon whom it could call to provide: (i) a rapid response to a member state that requests the help of experienced personnel after a disaster; and (ii) training and guidance in disaster preparation and mitigation. Additionally, the Secretariat should develop with governments an automatic standard for the entry of experts and equipment into affected countries.

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45	89	The Commonwealth Foundation should consult with the Commonwealth Games Federation and others including the Commonwealth Broadcasting Association (CBA), on the feasibility of organising a Commonwealth Cultural Festival at the time of every Commonwealth Games. Such a festival should be broadcast throughout the Commonwealth, and funded by private sponsorship and contributions, commercial activities, and where appropriate, contributions from governments.
48	94	Heads of Government should agree to the creation of a Commonwealth Youth Corps (CYC), organised by the Commonwealth Foundation and managed by a board made up of existing and appropriate Commonwealth organisations experienced in the movement of young people, to provide the opportunity for thousands of Commonwealth young people to learn about each other's cultures and aspirations while contributing to education, mentoring, development, democracy education and sport skills development.
49	94	Consideration should be given to mandating the Secretary-General to explore the creation of a Commonwealth Youth Development Fund (CYDF) to which youth across the Commonwealth could apply for funding to deliver innovative, entrepreneurial solutions to youth employment challenges in their communities. Such a Fund could be administered by a consortium of regional development banks with funding sourced from international financial institutions, the private sector and governments.

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51	94	The CYP, in association with the Commonwealth Secretariat, should develop a pan-Commonwealth programme building on the youth enterprise scheme that currently exists in some Commonwealth countries, through which banks are being encouraged to accept their responsibility to create special facilities for young people.
53	95	The Secretary-General should be authorised to establish a Youth Implementation Index for the purpose of measuring actions relating to the implementation of the country's national youth policies.
56	97	At the national level, all Commonwealth governments should ensure that: (i) the specific needs of women are addressed in all aspects of law, public policy and allocation of public resources; (ii) women are not discriminated against in law or practice and that remedies for discrimination are provided; (iii) machinery is established to encourage and promote the active participation of women at all levels of decision-making; and (iv) social victimisation, leading to crimes against women and tolerance of harmful traditional practices and economic disempowerment, is brought to an end by the force of law and well-targeted administration. The Secretary-General should monitor and report on these reforms to CHOGMs.
60	102	Heads of Government should take steps to encourage the repeal of discriminatory laws that impede the effective response of Commonwealth countries to the HIV/AIDS epidemic, and commit to programmes of education that would help a process of repeal of such laws.

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61	102	Heads of Government should consider the implications of the global laws regarding intellectual property protection (patents) for Commonwealth countries that face the HIV/AIDS epidemic. They should ensure protection of the flexibilities provided in the Trade and Intellectual Property Service Agreements (TRIPS) of the WTO in the context of new obligations that are imposed, or may be proposed, by bilateral free trade agreements and by the current negotiations of the Anti-Counterfeiting Trade Agreement (ACTA).
62	107	Heads of Government should consider authorising the Secretary-General to examine the existing work programmes of the Secretariat using the following criteria to recommend to governments, through the Board of Governors, areas that could be retired: (i) work that enjoys no specific Commonwealth advantage; (ii) work where the size of the Commonwealth Secretariat's resources, compared to those of other organisations involved in the same field, such as the UN, World Bank, regional development banks and major bilateral donors, is too small to make a significant impact; and (iii) work that overall has demonstrated no significant impact. Further, the operations of the Secretariat should be reviewed by the Secretary-General to improve the integration, cohesion and efficiency of its divisions and their capacity to deliver the mandates set by members.
64	108	The Secretary-General should be mandated to consult with member governments on the desirability of establishing a legal personality for the Commonwealth as an intergovernmental organisation, so that its members may have greater ownership of the organisation, including appropriate rights and responsibilities towards it.

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65	108	In agreeing that remuneration and terms and conditions of service must be competitive with the United Nations family of organisations and other comparable institutions, Heads of Government should mandate the Secretary-General to develop a proposal, for consultation with the Board of Governors, to make the necessary changes.
67	110	<i>Communiqués</i> : Communiqués issued by CHOGM have been too lengthy, and sometimes impenetrable to the media and the public. We suggest that the CHOGM Communiqué should be replaced altogether with a Chair's Summary, determined by the Chair of the particular CHOGM, with assistance from the Secretariat and following a consultative process with participating Heads of Government. This document should be significantly shorter and should more accurately reflect the subjects actually discussed by the Heads of Government.
68	110	<i>Mandates to the Secretariat</i> : Mandates for the Secretariat, which arise from meetings of the Committee of the Whole, and which have been accepted by governments prior to CHOGM, should be tabled for approval by Heads at CHOGM and issued separately from the Chair's Summary of the actual discussion and decisions made during the Meeting.

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69	110	<i>Theme:</i> Having a CHOGM ‘theme’ can sometimes help to guide discussions and facilitate submissions from Commonwealth bodies and civil society organisations. However, it can also limit Heads from taking advantage of opportunities themselves to ‘set the global agenda’ and/or to respond to recent or upcoming events. The CHOGM theme also runs the risk of reflecting the interest of one country rather than the collective concerns of Commonwealth leaders even if there is consultation with all leaders before it is settled. Moreover, each such ‘theme’ tends to create new mandates and work programmes for the Secretariat where the necessary resources for implementation may not exist. We believe that Heads should discuss contemporary issues, and carve out a Commonwealth position where possible. Therefore, we suggest the idea of a special theme should be dropped altogether unless truly exceptional circumstances warrant it.
70	111	<i>Access and engagement:</i> We are aware that there are ambiguities in the pre-CHOGM process surrounding civil society engagement. Many of those with whom we consulted suggested that the level and degree of access to Heads for civil society should be enhanced, and that such access should be more democratic, ensuring that all stakeholders are represented. We are conscious of the need to balance access and engagement with the ultimate value of Heads meeting to talk amongst themselves in a very limited timeframe. With this in mind, we propose a strengthened engagement between civil society organisations (CSOs) and Foreign Ministers at a pre-CHOGM meeting in the year in-between CHOGMs with a report of the engagement presented to Heads for action.

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71	111	<i>Presence of non-Commonwealth leaders:</i> The attendance at CHOGM 2009 in Trinidad and Tobago of President Sarkozy of France, Prime Minister Rasmussen of Denmark and UN Secretary-General Ban Ki-moon raised the profile of the Commonwealth and CHOGM. This occurred because of the then imminence of the Copenhagen Conference on Climate Change. However, while we consider it useful for CHOGM to be seen to be having such high-level interface with other global processes, it should be ventured only in exceptional circumstances where global circumstances clearly warrant it. It is important that CHOGM focus on Commonwealth matters, the constructive role that the Commonwealth can play in agreed international issues and specific Commonwealth problems and opportunities.
72	112	<i>Media:</i> It is essential that each CHOGM should have a considered plan that informs the media regularly of the progress of discussions and provides full disclosure to the outcomes of the conferences and their relevance to the people of the Commonwealth and the wider global community. The structure of the CHOGM needs to be conscious of the requirements of the media in a world of instant communication and a 24-hour news cycle. Therefore, we recommend that there should be thrice daily media briefings by representative Heads of Government drawn from across the Commonwealth and a final full-length media Conference attended by the Chair of the Meeting, the Secretary-General and at least two other Heads of Government.
81	124	The Secretariat and the Foundation should strengthen collaboration in the interest of promoting shared values, and specific Commonwealth mandates, including those contained in this report.

Rec No.	Page No.	
83	124	Member governments, facilitated by the Secretariat, should strengthen the current system of accreditation which should have at the centre of its criteria whether or not an organisation, in its everyday activities, is living up to the values of the Commonwealth. This will ensure that there is recognised and demonstrable value in being accredited to the Commonwealth as well as setting out the associated expectations and responsibilities that apply by virtue of the privilege of that accreditation.
85	131	Commonwealth governments should create a 'Commonwealth' page on their official websites including a list and contact details for all Commonwealth accredited organisations, and membership of Commonwealth professional networks and civil society organisations should be promoted through relevant Ministries and national umbrella organisations.
86	131	The Commonwealth Foundation should be given an explicit mandate to mobilise Commonwealth civil society around global issues. This would be another expression of the Foundation's existing mandate to be a focal point for drawing together the strands of Secretariat-accredited Commonwealth civil society organisations including non-governmental bodies and professional associations.
89	132	The Secretary-General should refocus the work of the Civil Society Liaison Unit, whose task would be to develop better linkages and functional co-operation between Commonwealth agencies in the field so as to unify and integrate their work more effectively with the Secretariat's programmes.

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92	139	Heads of Government should mandate the Secretariat to continue to develop strategic relationships within the UN system and with: (i) other intergovernmental organisations; (ii) private sector and philanthropic organisations within and outside the Commonwealth; and (iii) development agencies of Commonwealth and non-Commonwealth governments.
93	139	The Secretary-General should be mandated to: (i) proactively promote the Commonwealth Scholarship and Fellowship Plan (CSFP); and (ii) appoint one staff member with special responsibilities to carry out a co-ordinating role for Commonwealth countries that contribute awards to the CSFP.
99	146	The Secretary-General should be mandated to invite appropriate organisations throughout the Commonwealth to offer themselves for selection to carry out a full review and overhaul of the Secretariat's information processes that will result in a more effective, open, and timely communication strategy and the establishment of machinery to implement it.
100	146	The Secretary-General should be authorised to convert the four Commonwealth Youth Centres into Commonwealth Regional Centres to provide information and research material on the Commonwealth to media, educational institutions and the general public in addition to its current activities related to youth.
101	147	Heads of Government should authorise the Secretary-General to create an Expert Group to report to the next CHOGM on ways in which entry to Commonwealth countries by Commonwealth citizens on business or holiday might be gradually improved either across the Commonwealth or through bilateral arrangements between Commonwealth states.

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The following 11 proposals were deemed inappropriate for adoption.		
75	116	Ministerial meetings should be made more attractive and interactive by doing away altogether with set statements (where possible), and by encouraging group discussions, candid exchanges and facilities for discussions, where appropriate, by Ministers without their officials.
76	116	Each ministerial meeting should reduce the mandates to a small number of priorities, enabling the Secretariat to pursue a realistic and coherent programme of work, rather than a number of sometimes marginal small-scale interventions.
77	116	Ministerial meetings should provide space for unstructured dialogue with representatives of civil society on matters of particular relevance and urgency, but should also receive, through the Secretariat, written submissions from CSOs for consideration and action.
78	116	Ministers should meet in-between scheduled meetings, in exceptional situations, to pursue priority or urgent agenda items.
79	120	The arrangement of a Chairperson-in-Office (CiO) and a Troika of Heads should be abolished. The pre-existing system should be reinstated under which the Secretary-General is the Chief Executive Officer of the Commonwealth, unambiguously responsible for gauging consensus from Heads of Government, acting as the organisation's public voice and interlocutor, and accountable to member governments. However, the Secretary-General should be able to call on Commonwealth Heads of Government, as appropriate and convenient, including the host of the last CHOGM, to perform functions and make statements on behalf of the Commonwealth at the United Nations and at regional and multilateral organisations in which Commonwealth countries are represented.

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80	123	The Secretary-General should continue to have primary responsibility for managing the interface between civil society and governments, and the Commonwealth Foundation should bolster its efforts in grant-making to, and capacity-building of, civil society based on an early review of productive outcomes.
84	131	To spread the face of the Commonwealth across all regions, governments should offer incentives for existing and new Commonwealth civil society organisations to locate themselves in their countries. Such incentives could include start-up grants to cover cost of office space and a small number of staff and/or project funds.
91	134	Foreign Ministers should hold dedicated and pre-planned meetings with representatives of CSOs and professional organisations in the years between CHOGMs to agree on recommendations for joint programmes and projects which would be submitted to the next CHOGM for endorsement and implementation.
96	145	Heads of Government should designate a Minister of State responsible for Commonwealth Affairs. This would not only accord a higher profile to the Commonwealth, it would also act as a catalyst for promoting knowledge and understanding of the association.
97	145	The Secretary-General should be authorised to seek international expertise to help enhance the profile of the Commonwealth. Should this recommendation be pursued, clear terms of reference should be established, the financial outlay assessed, and a clear client relationship created that would be tied to performance.

Rec No.	Page No.	
104	149	The Commonwealth Secretariat and the CGF should be asked to build better linkages between themselves in order to provide more opportunities for young people around sports for development and peace. Additionally, the CGF should be asked to pay the Secretariat a modest royalty for the use of the Commonwealth 'brand' to help finance sports for peace and development in developing Commonwealth countries.

30 October 2011

List of Heads of Delegation

(*Indicates a Head of State or Head of Government)

Antigua and Barbuda

The Hon Winston Baldwin Spencer*
*Prime Minister and Minister for
Foreign Affairs*

Australia

The Hon Julia Gillard*
Prime Minister

The Bahamas

The Hon T Brent Symonette
*Deputy Prime Minister and
Minister of Foreign Affairs*

Bangladesh

The Hon Sheikh Hasina*
Prime Minister

Barbados

The Hon Freundel Stuart*
Prime Minister

Belize

The Hon Wilfred Elrington
*Minister of Foreign Affairs and
Foreign Trade*

Botswana

HE Lt-Gen Seretse Khama
Ian Khama*
President

Brunei Darussalam

His Majesty Sultan Haji
Hassanal Bolkiah*
Head of Government

Cameroon

The Hon Philemon Yang
Prime Minister

Canada

The Rt Hon Stephen Harper*
Prime Minister

Cyprus

The Hon Dr Erato
Kozakou-Marcoullis
Minister of Foreign Affairs

The Gambia

HE Dr Ajaratou
Isatou N'jie Saïdy
Vice-President

Ghana

HE Mr John Dramani Mahama
Vice-President

Grenada

The Hon Tillman Thomas*
Prime Minister

Guyana

The Hon Carolyn Rodrigues-Birkett
Minister of Foreign Affairs

India

HE Shri M Hamid Ansari
Vice-President

Kenya

HE Mr Mwai Kibaki*
President

Kiribati

The Hon Taomati Iuta
Acting Minister of Foreign Affairs

Lesotho

The Rt Hon Bethuel
Pakalitha Mosisili*
Prime Minister

Malawi

HE Ngwazi Professor Bingu
wa Mutharika*
President

Malaysia

The Hon Dato' Sri Mohd Najib
bin Tun Haji Abdul Razak*
Prime Minister

Maldives

HE Mr Mohamed Nasheed*
President

Malta

The Hon Dr Tonio Borg
*Deputy Prime Minister and Minister of
Foreign Affairs*

Mauritius

The Hon Dr Navinchandra
Ramgoolam*
Prime Minister

Mozambique

HE Mr Armando Guebuza*
President

Namibia

HE Mr Hifikepunye Pohamba*
President

Nauru

HE Mr Marcus Stephen*
President

New Zealand

The Rt Hon Murray McCully
Minister of Foreign Affairs

Nigeria

HE Dr Goodluck Ebele Jonathan*
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Pakistan

The Hon Syed Yousuf Raza Gilani*
Prime Minister

Papua New Guinea

The Hon Peter O'Neill*
Prime Minister

Rwanda

HE Mr Paul Kagame*
President

St Kitts and Nevis

The Hon Dr Denzil Douglas*
Prime Minister

St Lucia

HE Dr June Soomer
*Ambassador Extraordinary and
Plenipotentiary to CARICOM, OECS
and Diaspora Affairs*

St Vincent and the Grenadines

HE Dr Cenio Lewis
*High Commissioner to the
United Kingdom*

Samoa

The Hon Tuilaepa Lupesoliai
Sailele Malielegaoi*
*Prime Minister and Minister of
Foreign Affairs*

Seychelles

HE Mr James Alix Michel*
President

Sierra Leone

HE Mr Ernest Bai Koroma*
President

Singapore

The Hon Lee Hsien Loong*
Prime Minister

Solomon Islands

The Hon Peter Shanel Agovaka
*Minister of Foreign Affairs and
External Trade*

South Africa

HE Mr Jacob Zuma*
President

Sri Lanka

HE Mr Mahinda Rajapaksa*
President

Swaziland

The Hon Dr Barnabas
Sibusiso Dlamini*
Prime Minister

Tonga

The Hon Lord Tu'ivakano*
Prime Minister

Trinidad and Tobago

The Hon Kamla Persad-Bissessar*
Prime Minister

Tuvalu

The Hon Willy Telavi*
Prime Minister

Uganda

HE Mr Edward Kiwanuka Ssekandi
Vice-President

United Kingdom

The Rt Hon David Cameron*
Prime Minister

United Republic of Tanzania

HE Mr Jakaya Kikwete*
President

Vanuatu

The Hon Sato Kilman*
Prime Minister

Zambia

The Hon Dr Guy L Scott
Vice-President

Commonwealth Secretariat

HE Mr Kamalesh Sharma
Secretary-General