

Commonwealth Secretariat

The Commonwealth Secretariat is at the service of all member countries of the Commonwealth. It is the main agency for consultation and the exchange of information among them and is responsible for several programmes of co-operation.

Mr. Shridath Ramphal, former Minister of Foreign Affairs and of Justice of Guyana, heads the Secretariat as Commonwealth Secretary-General. He was selected by Heads of Government in 1975 to succeed Mr. Arnold Smith of Canada who became the first Secretary-General in 1965. At the Lusaka Heads of Government Meeting in 1979 he was reselected for a second five-year term. Mr. Ramphal is assisted by two deputy and two assistant secretaries-general.

One deputy has responsibilities covering international affairs, legal co-operation, information, applied studies in government, administration and conference services. The other overseas divisions concerned with economic affairs, export market development, and food production and rural development. One assistant secretary-general supervises work in education, health, scientific and youth fields; the other, as managing director of the Commonwealth Fund for Technical Co-operation (CFTC), is in charge of technical assistance.

Independent member governments meet the costs of the Secretariat through agreed contributions, related to population and national income. Its budget for 1980/81 is £3,247,126. The Secretariat administers the CFTC and the Commonwealth Youth Programme (CYP) and works closely with the Commonwealth Science Council (CSC). These are funded separately by member governments on a voluntary basis. The CFTC has a plan of expenditure for 1980/81 of £11.8 million. The CYP and the CSC have budgets of £800,000 and £232,740 respectively.

The Secretariat has some 353 staff from 29 countries. Its work reflects the major interests of member nations. It services the Commonwealth in its collective efforts to advance international consensus on global issues, provides information to assist governments in formulating policy, and helps co-operation between countries.

International affairs Consultation between governments on international issues is a vital aspect of Commonwealth activity. Heads of Government meet every two years; in the intervening years there are meetings of senior officials. The Secretariat services the Commonwealth Committee on Southern Africa, through which governments regularly reviewed their efforts to assist in the achievement of independence in Zimbabwe and continue to do so for the people of Namibia. Commonwealth Governments are collectively helping Belize to move to nationhood. The Secretariat has observer status at the United Nations and Liaises with UN agencies, and other international and regional organisations.

Economic affairs Economic issues are discussed at annual meetings of finance ministers. Recently, the Economic Affairs Division of the Secretariat supported the work of expert groups examining constraints to economic growth in developed and developing Commonwealth countries, and on a proposal for a Commonwealth Venture Capital Company. The study of policy issues - related to the new international economic order, trade, finance, industrialisation, regional co-operation, commodity arrangements, the Lomé Convention, etc. -- form a major part of the work of the Economic Affairs Division; it is supplemented by the collection and analysis of statistical data, mainly on commodity production and trade.

Technical assistance The Secretariat assists development through the CFTC, to which all member nations subscribe. The activities of the CFTC are described in Appendix II which follows.

Export market development Developing countries are assisted in a variety of activities including market surveys, trade fairs and missions, the setting up of institutions for export development, production modification, design, packaging, standards, and the training of staff in market analysis, marketing and trade negotiation. The Division is financed by the CFTC.

Food production and rural development A division set up in 1975 helps Commonwealth co-operation in food production and rural development. Measures to promote the manufacture of simple machinery in developing countries and their wider use and exchange, and to reduce post-harvest losses of food crops have been among its main concerns. Increasing attention is being given to livestock farming, fisheries, and project preparation.

Science and technology The Secretariat works closely with the CSC in promoting scientific collaboration by developing regional programmes for joint pursuit by member countries. Each programme comprises action-oriented projects in areas such as alternative energy resources, rural technology measurement standards, quality control, and the utilisation of national products.

Education Triennial meetings of Commonwealth education ministers determine the priorities for the Secretariat's work in education. Co-operation between member states is undertaken through regional training activities in areas such as teacher training, book production and development, industrial education and training, educational administration and supervision and science teaching. Areas of particular importance in the division's work include non-formal education, universal primary education and distance teaching. Publications on current professional issues are produced.

Medical Besides providing technical assistance, including advice on health manpower planning and help with the training of health staff, the Secretariat undertakes studies on matters of concern to health ministries. Recent examples include the medical brain drain, the procurement of drugs, the maintenance of medical equipment, abortion law, the use of auxiliary health workers and health education for young people. The Secretariat maintains liaison with the WHO, and works closely with regional health groupings. Health ministers, who meet every three years, set guidelines for Secretariat activity.

Law Law ministers and Attorneys-General discuss matters of common interest and avenues for co-operation at regular meetings. The Legal Division keeps governments informed of relevant developments in the countries within the Commonwealth through the quarterly Commonwealth Law Bulletin. Legislative drafting, law reform, taxation policy, and co-operation in extradition and the reciprocal enforcement of judgements have been among the areas of recent activity.

Youth The Commonwealth Youth Programme supports the efforts of governments to involve young people in activities serving national goals. It operates three Regional Centres serving Africa, Asia and the Pacific and the Caribbean. These provide training for youth leaders and officials engaged in community development. The CYP also offers an information service and advises governments on youth policy development and programme implementation.

Applied studies in government This programme provides opportunities for study and exchange of experience among senior managers and administrators in public service and public enterprise throughout the

Commonwealth. Its activities include seminars, training programmes, studies and publications, and the provision of advisory services to governments on public administration and management. The programmes of this division are described more fully in the entry for the Commonwealth Programme for Applied Studies in Government, in the International and Regional Section of this Directory. (See INT 5).

Women and development In October 1980 an adviser to the Secretary-General was appointed to assist the Secretariat and member governments in finding ways to increase the participation of women in development, both as contributors and as beneficiaries.

Information The Secretariat seeks to make more people aware of the nature, activities and value of the Commonwealth. It does so through a wide range of publications, a news and feature service for newspapers, and a monthly radio-tape programme.

Commonwealth Fund for Technical Co-operation

The Commonwealth Fund for Technical Co-operation is a multilateral agency set up in 1971 within the Commonwealth Secretariat to provide technical assistance - advice, experts and training - to Commonwealth developing countries.

Unlike many aid agencies, especially those operated on a bilateral basis, the CFTC is a co-operative endeavour of all its members. Its resources are contributed by both developed and developing member countries in the Commonwealth, with the latter playing a dual role as both donors and recipients.

Started on a modest basis with first-year resources of £400,000, the CFTC has grown rapidly. A steady increase in voluntary subscriptions from governments reflects wide acknowledgement of its usefulness to developing countries in their development efforts. Expenditure increased rapidly in the earlier years, rising to £11.345 million in 1978/79. The approved Plan of Expenditure for 1980/81 is £11.8 million.

CFTC assistance is provided under three main programmes covering:

- the supply of experts and consultants to advise governments or fill specific posts;
- arrangements for the training abroad of personnel from developing Commonwealth countries;
- assistance for the promotion of exports.

Experts are provided under the **General Technical Assistance Programme**, which covers the use of consultancy firms and provides advice or prepares feasibility and market studies for Governments. There are currently around 250 long-term experts (serving for more than six months) on CFTC assignments. These experts are drawn from 21 Commonwealth countries and assigned to 42 countries (including associated and dependent territories) and 14 regional organisations. It is CFTC policy to make the widest use of experts from developing member countries and their proportion within the total has risen to around 58 per cent.

Experts are provided in a wide range of fields including accountancy, agricultural development, auditing, economic development, engineering, legislative drafting, quantity surveying, statistics, tax assessment, public administration, broadcasting, education, electronic data processing, environment, handicrafts development, industrial development, insurance, irrigation, port administration, shipbuilding, telecommunications and tourism.

A roster is maintained of experts who wish to be considered for assignments; where necessary, advertisements calling for applications are placed in publications circulating within the Commonwealth. Experts are recruited only to meet specific requests from governments, and only nationals of Commonwealth countries are employed.

Short-term advisory assignments in certain key fields are undertaken by the CFTC's **Technical Assistance Group**, a team of specialists (in economics, fiscal matters, law, and statistics) on the headquarters staff. They are particularly active in advising governments on the legal and financial aspects of exploiting natural resources like oil and minerals, including the negotiation of agreements with foreign investors.

The Education and Training Programme meets requests from governments for the training of their nationals in Commonwealth developing countries through the award of fellowships. In 1979/80, approximately 1,300 trainees were in receipt of awards enabling them to take courses at universities, technical and professional institutions, to follow training attachments, or to make study visits in Commonwealth developing countries. Study in developed member countries is supported only where suitable training facilities are not available in developing countries, and where assistance cannot be obtained under bilateral programmes. Training programmes are sometimes arranged to complement the work of experts provided under the CFTC.

The CFTC also provides educational assistance to Namibian refugees and administers a Special Commonwealth Fund for technical assistance to Mozambique.

The third major programme of assistance financed by the CFTC focusses on **Export Market Development**, and supports a wide range of activities geared to the promotion of exports, both of primary and semi-processed commodities and also of manufactures. This programme has benefitted countries with an established export sector as well as those in the early stages of development of export capability.

Market investigations have been commissioned for a large number of Commonwealth developing countries to determine the export potential for specific products in world markets. Assistance has been given with the establishment of national organisations for export promotion, export credit insurance, standardisation and quality control, etc. Assistance in packaging and labelling, export documentation, product design and marketing, etc. has also been provided.

The Export Market Development Programme has initiated a range of integrated export development projects tailored to the requirements of developing countries. The most comprehensive of these, known as Buyer/Seller Meets and held in major market centres, include four inter-related phases: first the identification and assessment of supply capability of a series of products; second the analysis of demand in the target market; third the test marketing of selected products with samples to feed-back buyer reactions to the producers; and fourth the culminating phase of merchandising tried and tested products at a major exhibition. Such Buyer/Seller Meets have been held for India, Malaysia, Kenya, Jamaica and Sri Lanka. The Meet held for Sri Lanka in New York resulted in additional annual export orders currently running at US\$8,641 million and has generated employment for about 2,110 persons.

A further development of these integrated projects has been the launching of Contact Promotion Programmes for limited numbers of products; these projects commence with the identification and investigation of market opportunities and are followed up with a trade mission of industrial representatives to contact potential importers and secure orders based on the samples displayed. The first of these Contact Promotion Programmes was launched for India for hand tools in Australia and New Zealand in 1979 and resulted in more than 2 million rupees worth of orders. A similar programme is being organized for Bangladesh in Malaysia and Singapore.

In addition to its own programmes the CFTC finances the work of the Divisions in the Commonwealth Secretariat which are concerned with **food production and rural development**, and **public administration**. It also supports training courses and training-oriented seminars and workshops organised by the Secretariat in the fields of **education**, **health**, **law and science**.

The fourth and most recent CFTC unit will be responsible for the **Commonwealth Action Programme for Industrial Development** which was established by Heads of Government in 1979. The Unit, which is mandated to seek ways of increasing Commonwealth co-operation in the

field of industrial development, has already assisted member countries in designing and implementing programmes to strengthen indigenous technical capabilities. In the future it also plans to undertake pre-investment studies, to compile information on sources of institutional assistance, and to locate sources of appropriate technology, finance and consultancy services for specific projects.

Regional co-operation is supported through such organizations as the Caribbean Community, the South Pacific Bureau for Economic Co-operation, and two regional health secretariats in Africa, operating from Nigeria and Tanzania. The CFTC also collaborates in projects benefiting Commonwealth countries with other international organisations such as the Economic Commission for Africa, and the Agence de Co-operation Culturelle et Technique.

Support is also given to training activities of benefit to member countries undertaken by other Commonwealth bodies, including non-governmental organisations. These include the Commonwealth Science Council, the Commonwealth Broadcasting Association, the Commonwealth Magistrates Association, the Commonwealth Nurses Federation and the Commonwealth Association of Surveying and Land Economy.

Besides developing countries which are full members of the Commonwealth, countries which are associated states or dependent territories of members are eligible for CFTC assistance.

Finance and management Contributions are made annually to the CFTC and its financial year runs from 1 July to 30 June. There is no agreed scale of contributions since all contributions are voluntary.

Developing countries may make their contributions in whole or in part in local currency. When this happens payments are used for CFTC expenditure within the particular country. For operational experts, recruited to fill specific posts, as against those on advisory assignments, receiving countries make an additional payment to the CFTC equivalent to the local salary of the post.

A Board of Representatives, with one member from each participating country and an elected chairman, meets twice a year to set CFTC policy. A smaller Committee of Management, with the Commonwealth Secretary-General as chairman, meets more frequently to provide detailed guidance.

The CFTC's chief executive is its Managing Director, who is responsible to the Secretary-General and is an Assistant Secretary-General in the Secretariat.

Some Commonwealth Secretariat Publications

Directories

Appropriate Technology in the Commonwealth A directory of institutions (1977) £1.00

Commonwealth National Bibliographies An annotated directory (1977) £0.50

Commonwealth Organisations A handbook of over 200 official and unofficial organisations active in the Commonwealth (1979) £1.00

Commonwealth Specialist Periodicals An annotated directory of Scientific, technical and professional journals published in Commonwealth developing countries (1977) £3.00; also available in microfilm edition (298 - frame DIN A6 microfiche) £2.00

Correspondence Institutions in the Commonwealth (3rd edition, 1980) £2.00

Education and Training Resources in the Developing Countries of the Commonwealth (2nd edition, 1977) £4.00

Health Training A directory of Commonwealth resources (1979) £5.00

Improving University Teaching A survey of programmes in Commonwealth countries (1978) £2.00

International Activities in Science and Technology A register of organisations of interest to Commonwealth countries (1976) £2.00

Research Strengths of Universities in the Developing Countries of the Commonwealth (2nd edition, 1978) published in collaboration with the Association of Commonwealth Universities £3.50

Rural Technology in the Commonwealth A directory of organisations (1980) £1.50

Training for Agricultural Development A directory of resources in the Commonwealth (1976) £3.00

Training in Public Administration A directory of training resources, related research and consultancy activities available in and to Commonwealth countries (1978) £3.00

Training for Youth Workers A directory of training courses in the Commonwealth (1980) £3.00

Appendix III

**Public
Administration
and
Management**

- The Commonwealth Programme for Applied Studies in Government**
Report and recommendations of a study group (1977).
- Techniques of Government within the Commonwealth - The Role of
Principal Permanent Officials** (1974) £1.00
- Report of a Regional Seminar of Public Service Commissioners,**
Port Moresby, Papua New Guinea (1976)
- The Role and Management of Public Enterprises,** Report of a seminar
in Kingston, Jamaica (1976)
- Issues in Public Enterprise Development,** Report of a pan-Commonwealth
seminar (1978)
- Performance Evaluation in Public Enterprises,** Report of a seminar
for central and southern Africa (1978)
- Training in Public Administration,** A directory of training resources,
related research and consultancy activities available in and to
Commonwealth countries (1978) £3.00
- Training Systems and Curriculum Development for Public Enterprise
Management,** Recommendations for national policies and programmes by
an expert group, Mauritius (1979)
- Effective Use of Training Methodologies,** Report and recommendations
of an expert group (1979)
- Public Enterprise Management,** A select bibliography (1979)
- Industrial Relations,** A select annotated bibliography (1980)
- Workers' Participation in Management,** A select annotated bibliography
(1980)
- National Policies and Programmes for Public Enterprise Management,**
Report and recommendations by a meeting of senior officials,
London (1980)
- Parliaments, Governments and Public Enterprises,** A select annotated
bibliography on their inter-relationships (1980)
- Training Methodologies,** A select annotated bibliography (1981)
- The Process of Training Trainers,** A select annotated bibliography
(In production)

To obtain copies of any of these publications or further information
on this area of work in the Commonwealth Secretariat, contact:

Commonwealth Programme for Applied Studies in Government
Commonwealth Secretariat
Marlborough House
Pall Mall
LONDON SW1Y 5HX

Index I

EDUCATION AND TRAINING PROGRAMMES

This index lists by broad types the Education and Training Programmes reported in the Directory by countries or international organisations. The numbers are the serial numbers for the institutions as given in the lists of organisations at the beginning of the Directory. Executive programmes include management/executive development, professional, functional, techniques or general cultural programmes, courses, seminars, conferences, workshops and the like.

Country and Code	SERIAL NUMBERS						
	Cert./ diploma	1st degree	Post Graduate diploma	Master's degree	Doctor's degree	Executive Programmes	
						less than 4 weeks	4 weeks or longer
ANTIGUA (ANT)						1,2,3	
AUSTRALIA (AUS)	5,9,	3,4,5,9, 11,12,18, 27,28,	3,4,11,14, 16,17,19, 29,30	3,4,5,7, 8,10,16, 18,19,20, 22,23,24, 25,26,28, 29,30	8,18,20, 21,28	1,2,4,8,13,15, 17,20,21,23, 29,	1,2,4,6,8, 20,21,28,
BAHAMAS (BAH)	1					2	2
BANGLADESH (BAN)		5,9,	4	8,9	9	1,2,4,5,6,8,	1,3,4,6,7
BARBADOS (BAR)						1,2,3	1,2,3
BELIZE (BEL)	3					1	2
BOTSWANA (BOT)		1					
BRITAIN (BRI)	10,21,28, 44,45,48, 51,56,69, 76,93, 103,104	19,20,23, 25,37,48, 53,57,60, 61,65,70, 77,79,89, 93,103	2,4,23, 24,25,27, 28,31,36, 37,44,45, 48,51,53, 54,56,57, 58,60,65, 67,71,72, 75,76,78, 83,85,87, 89,91,93, 97,103	2,19,20, 21,22,23, 26,27,28, 31,34,44, 48,57,58, 60,61,63, 64,65,66, 67,68,69, 71,72,73, 74,75,76, 77,78,80, 82,83,84, 85,86,87, 89,90,91, 93,94,95, 96,97,98, 104	20,21,22, 23,26,28, 31,48,57, 58,61,65, 66,67,72, 73,77,78, 80	2,3,4,5,10,11, 14,15,17,19, 21,22,23,24, 25,26,28,29, 31,33,34,35, 37,39,42,43, 44,46,48,49, 50,51,52,53, 54,55,56,57, 58,61,64,65, 67,68,70,72, 73,77,78,79, 80,86,87,90, 95,98,99,103, 104	1,3,5,7,10, 11,12,13,15, 16,17,18,21, 23,24,25,26, 28,29,30,35, 37,38,42,43, 44,45,46,47, 48,50,51,53, 54,56,57,58, 60,61,62,63, 67,68,73,76, 78,80,81,85, 92,94,99, 101,103,104

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Country and Code	SERIAL NUMBERS						
	Cert./ diploma	1st degree	Post Graduate diploma	Master's degree	Doctor's degree	Executive Programmes	
						less than 4 weeks	4 weeks or longer
CANADA (CAN)	1,6,10,13,16,21,27,31,35,	1,3,7,9,13,17,20,21,22,23,24,25,27,30,31,33,35	5,10,13,20,32	5,9,10,11,13,14,17,20,22,23,24,25,26,27,28,29,30,31,32,33,34,35,36	13,20,24,33,34	2,4,12,13,14,18,19,20,21,24,30,34,35,36	2,11,19,21,32,33,34,35,36
DOMINICA (DOM)						2	
FIJI (FIJ)	2					1,2	1,2
GHANA (GHA)	1,3	3	1	3		1,2	1,2
GRENADA (GRE)						1	
GUYANA (GUY)	2,3	3	3	3		1	2
HONG KONG (HKO)	1,2,3			1,4,5	5	1,2,3,4,5	1,2,3
INDIA (IND)	21,28,40		2,12,13,15,17,20,21,22,25,28,31,34,38	3,12,13,14,14,21,28,29,31,38,39,40	12,13,14,31,39,40	1,2,3,4,5,6,7,8,9,10,11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,29,30,31,32,33,34,36,37,38	1,5,6,8,9,12,13,14,15,16,17,20,22,27,31,32,33,35,36
JAMAICA (JAM)						1,2,3,4,5,6,7	1,4,6,7,8
KENYA (KEN)	4,6	7	4,6,7	7	7	2,3,5	2,4,6
KIRIBATI (KIR)						1	1
LESOTHO (LES)		2				1	
MALAWI (MAW)	1,2	1,2	2			2	
MALAYSIA (MAY)	1	3,5	4	5	5	1,2	2
MALTA (MTA)		1					

Country and Code	Cert./ diploma	SERIAL NUMBERS					
		1st degree	Post Graduate diploma	Master's degree	Doctor's degree	Executive Programmes	
						less than 4 weeks	4 weeks or longer
MAURITIUS (MAU)	1	1				1	
MONT-SERRAT (MON)						1	
NEW ZEALAND (NEZ)	5,6,7	3	3,7	3,7,8	3	1,2,4	2,4,8
NIGERIA (NIG)	6,9,10,11	3,12,13,14	2,11	2,11,13,14	11	1,4,6,8,9,10	1,2
PAPUA NEW GUINEA (PNG)	1	2		2	2	1	1
ST KITTS/NEVIS/ANGUILLA (STK)						1	
ST. VINCENT (STV)						1	1
SINGAPORE (SNG)	3	2				1,3	3
SOLOMON ISLANDS (SOL)	1						
SRI LANKA (SRL)	3,6	7	3			1,3,4*,5,6	4*,6
SWAZILAND (SWA)		2				1,2	
TANZANIA (TZ)	1,2,3,4,6		4,6	8		1,2,3,4,5,6,7,8	1,3,4,5,6,8
TRINIDAD AND TOBAGO (TRI)						1,2,4	4
UGANDA (UGA)	1	2	1	2	2	1,3	
ZAMBIA (ZAM)						1,2,3	2,3
* programmes in process of development							

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Country and (Code)	SERIAL NUMBERS						
	Cert./ Diploma	1st degree	Post Graduate diploma	Master's degree	Doctor's degree	Executive Programmes	
						less than 4 weeks	4 weeks or longer
ZIMBABWE (ZIM)	1	2	1			3	
INTER- NATIONAL AND REGIONAL (INT)	23,26, 27,29	23,25, 26,27, 28,29, 30	11,17,26, 27,29	4,8,9,11, 27		1,2,3,4,5, 6,8,9,10, 11,12,13, 14,16,17, 24,27,31	2,4,6,7,8,9, 10,11,12,15, 18,24

Index II

SUBJECTS AND ACTIVITIES

This index refers to Subjects and Activities; Index I refers to Education and Training Programmes; Index III to Institutions and Index IV to Periodicals. Under each institution in the Directory, in addition to a general Description, reference is made, when the information was available, to Education and Training, Research, Consultancy, Publications, Exchange Arrangements and Future Plans. These headings do not appear in this index as such, but particular aspects of them are listed.

References are made to the three letter code and serial number of the institutions concerned. These may be identified by consulting the lists of national and international or regional organisations which follow the Explanatory Notes at the beginning of the Directory.

As far as possible the titles in this index are those used by the institution themselves, but some have been grouped under a similar title.

A

Absenteeism

BRI 26

SRL 3

Accountability

AUS 22

BAN 4

CAN 14

IND 4, 20

INT 21

Accountancy/accounting

AUS 3,4,9,10,11,12,14,16,17,18,
20,21,24,28,29

BAN 4,8

BAR 1

BRI 1,3,4,7,21,23,26,27,28,37,
38,44,49,57,61,64,67,70,72,
73,77,78,82,85,89,90,98,103CAN 3,6,9,10,13,22,23,24,26,27,
31,35,36

FIJ 2

GHA 3

GUY 1,2,3

HKO 1,2,3,5

IND 12,28,39,40

JAM 4

KEN 6,7

MAW 2

MAY 3,4

MTA 1

MAU 1

NEZ 7

NIG 3,6,11,13

PNG 1,2

SNG 2

SRL 5

STV 1

SWA 2

TAN 1,3,4,5,8

Accountancy/accounting contd.

UGA 2

ZAM 2

ZIM 2

INT 8,11,17,24,25,27,30

Accounting, management/managerial

AUS 14,18

BAN 4

BRI 1,3,15,27,31,39,103

CAN 5,9,20

GUY 3

IND 39

KEN 7

MAY 2

PNG 1

SWA 2

TAN 4

TRI 4

ZAM 1

ZIM 2

INT 8,27,30

Accounting for non-accountants *

AUS 17,18

KEN 2,5

Action-centred leadership

BRI 29

Action learning/research

AUS 23

BRI 2,3,19,24,54,56,67,102,104,

IND 5,26

Actuarial Science

NIG 13

Administration, Administrative studies/
science/theory, General administration, Public
Administration

AUS 3,4,9,10,12,17

BAN 1

BRI 15,38,71,89

* See also Finance for non-financial executives.

Administration, Administrative contd.

CAN 35
GHA 3
IND 23,28
JAM 1
MTA 1
MAU 1
NEZ 2,3
NIG 1,2,6,11
SWA 2
UGA 1
ZAM 3
INT 12,23,25

Administration and Development

BAN 3

Administrative Law

AUS 12,20
BRI 71
CAN 14
GHA 1
NIG 3
PNG 2

Administrative reform

AUS 22
NIG 2
SRL 2
INT 2

Administrative research

INT 16

Administrative responsibility

CAN 25

Administrative structure

BAN 1
SRL 1

Advanced management programmes

AUS 1
BRI 1,7,31,46,78
CAN 2,22
GHA 1
IND 6,9,16
KEN 2
MAY 1
INT 27

Advisory services

NEZ 1

Aeronautical engineers/engineering

BRI 31,35

Africa

BRI 21,63,64

Agriculture/agricultural/business/credit development/management/systems

AUS 4,26
AUS 4
BAN 3
BRI 21,62
FIJ 1
IND 10,12,13,20,24,36
MAY 1
NEZ 6
NIG 12
TAN 4

Agriculture/agricultural/business/credit/development/managerial/systems contd.

INT 6,7,11,12,26,29

Airline management

BRI 5
NEZ 7

Airport, planning, design and management

BRI 35

Alternatives to public enterprise

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IND 22

Appraisal

BRI 15,29,39,49
IND 5
INT 10

Appropriate technology

BRI 92
KIR 1

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BRI 87

Arts administration

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CAN 2

Asia

BRI 21,60,64

Attitudes of employees and employers

AUS 8
BRI 3
IND 37

Audio visual programme

BRI 29

Auditing

BRI 15,20
FIJ 2
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SNG 2
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Australia

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NEZ 4

Automation

BRI 31
SNG 3

Automobile manufacture

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B

Bahamas, The

AUS 10

Banking, bank management, banks

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 NEZ 3
 NIG 6,13
 TAN 4
 UGA 2

Barbados

NEZ 3

Battery industry

NEZ 2

Behavioural analysis/science(s)/**Studies**

AUS 8,16,19,21
 BAN 8
 BRI 3,7,18,27,31,64,85,99
 CAN 20,22,36
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 HKO 5
 IND 8,9,13,14,16,17,27,34
 KEN 7
 TAN 4
 INT 23

Belgium

BRI 3

Bibliographical service

BRI 50

Biogas

IND 23

Boards, Effectiveness of

TAN 4

Brazil

BRI 67

British Steel industry

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Budgetary control, budgeting

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Business administration

AUS 16
 CAN 3,6
 HKO 3
 KEN 6
 MAY 4
 MTA 1
 MAU 1
 SNG 2
 SWA 2
 TAN 1
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 - BRI 24,28,50,56,99,101,103
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 - BRI 56,95
- Management in society**
 - AUS 20
- Management style (see also leadership)**
 - AUS 4,17
 - BRI 13
 - GHA 1
 - IND 4,37
- Management values**
 - AUS 8
- Managerial economics**
 - BRI 21,27,58,72,98
 - CAN 9,36
 - GHA 3
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 - TAN 4
- Managerial effectiveness**
 - IND 4,8,34,37
 - TRI 2
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 - AUS 8
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 - AUS 13
 - BRI 15,76,97
 - IND 14,19,25
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 BRI 86
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- Money and banking**
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 NIG 3
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- ** Most of the institutions described in
 this Directory run programmes for
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- * See also under production management
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IND 1

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BRI 57

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BRI 44

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 - AUS 26
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- Postal management
 - BRI 46
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 - CAN 4
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 - CAN 10
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 - AUS 8
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 - BRI 90
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* Almost all institutions in the Directory run programmes for senior managers. These are only those listed as such

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 - AUS 24
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 - BRI 26,91
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 - AUS 13
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* These are programmes listed as such. The most substantial institutions described in the Directory all run programmes for actual or potential top managers.

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Institutions referred to by a code and serial number may be identified by consulting the lists of national and international or regional organisations which follow the Explanatory Notes at the beginning of the Directory.

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