

operate. While our publications are admired, our methodology remains faintly suspect to those outside the family circle.

a)

b) I hope you will not find this balance-sheet impertinent, or too disrespectful of one or two sacred cows. But I would not be standing before you today if I thought this were the end of the story. My own experience leads me to believe that the Commonwealth chariot, with its twin wheels of the Harare and Edinburgh Declarations, under-pinned by its technical assistance arm, is well placed to "make a difference". On the global agenda our record in the area of promoting democracy, building capacity and defending human rights already commands respect. Others, whether of the Francophone community in which Canada's plays such an important role, new aspirants to Commonwealth membership and enlightened international institutions have said they admire the initiatives we have taken on the ground. I am thinking of such fields as gender, micro-credit, distance learning and coastal zone management. On the economic agenda, the work commissioned by CHOGM on the destabilising effects of capital markets volatility and the elimination of corruption in economic management is seen as relevant, constructive and ground-breaking. The Commonwealth's updated report on the Vulnerability of Small States is already recognised as a unique piece of advocacy for the special needs of small states, and has already been borrowed - with due attribution - by relevant UN bodies working in the same area. Above all, the work being done within the Commonwealth to narrow the gap between the beneficiaries of globalisation and the actual and potential victims of marginalisation is seen as the right job at the right time.

c)

d) So we have plenty to be proud of, and ample scope to do more. But we must be honest and hard-headed. If I had to summarise the threats we have to address, I would point to four areas:

e)

1. failure to match ends with the means needed to achieve them;

a)