## CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOUT CAPAM</td>
<td>1</td>
</tr>
<tr>
<td>MESSAGE FROM LEADERSHIP</td>
<td>2</td>
</tr>
<tr>
<td>2016 IN REVIEW</td>
<td>4</td>
</tr>
<tr>
<td>Events and Activities</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>6</td>
</tr>
<tr>
<td>LOOKING FORWARD</td>
<td>9</td>
</tr>
<tr>
<td>FINANCIAL STATEMENTS</td>
<td>12</td>
</tr>
<tr>
<td>CAPAM 2016 BOARD OF DIRECTORS</td>
<td>14</td>
</tr>
<tr>
<td>CAPAM TEAM</td>
<td>16</td>
</tr>
</tbody>
</table>
ABOUT CAPAM

CAPAM was established in 1994 to encourage the exchange of knowledge about public administration and good governance between Commonwealth countries. The organisation grew from the commitment of its members who are most often senior public servants, elected officials or academics with a vested interest in promoting the fundamental values outlined in the Commonwealth Heads of Government meeting in Harare, Zimbabwe in 1991.

CAPAM is a centre of excellence that promotes the active exchange of ideas related to innovation in the public service, encourages citizen-centred service delivery and leadership development for its membership. Through its journal, the Commonwealth Innovations Review, as well as through access to other world-class journals, CAPAM constantly endeavours to provide its membership with the latest cutting-edge research in public administration. Large numbers of public servants from around the world attend CAPAM’s biennial conferences and there is a great demand for its custom learning programs and country specific learning activities.

The organisation is based in the National Capital Region, Canada. An able group of senior public servants from around the world make up the Board of Directors. CAPAM’s leadership firmly believes in the role of a strong professional network eager to promote good governance.
MESSAGE FROM LEADERSHIP

Dear CAPAM Members and Supporters,

Malaysia has been honoured to host CAPAM’s Biennial Conference three times over the years and the 2016 conference in Putrajaya was an exceptional event. Not only was the conference well-attended but it took place in conjunction with Malaysia’s International Blue Ocean Strategy Conference and alongside the 6th Commonwealth Forum of Public Service Ministers. The joining up of these important events allowed a richer opportunity for discussion across different groups of public service professionals at all levels.

We wish to thank the CAPAM Board members for their generous commitment of time, their guidance and their ongoing support. Aside from drawing on institutional or country members for our Board, we also have coopted members from the Commonwealth Secretariat, consultancies and academia. CAPAM is fortunate to have experienced leaders from all regions of the Commonwealth at its helm which enables the organisation to reflect the very nature of the membership served.

The staff has put in another year of hard work, represented the organisation at several events and put together an excellent programme for CAPAM’s flagship event, the Biennial Conference. By year end, they were fully involved along with the Board and advisors in compiling background information for the next phase of planning for CAPAM.

We would also like to recognise the Government of Canada for their continued and much appreciated backing for CAPAM headquarters in the National Capital Region in Canada by providing CAPAM
with office space and logistical support within the Canada School of Public Service.

Finally, a special word of appreciation to all our members and supporters who attend events, read our publications and participate in the International Innovation Awards. We value your support and your input and we hope to have you with us for years to come.

Tan Sri Dr Ali Hamsa
CAPAM President

Gay Hamilton
CAPAM Chief Executive Officer
2016 IN REVIEW: Events and Activities

**CAPAM 2016 Biennial Conference**

The CAPAM 2016 Biennial Conference held in Putrajaya, Malaysia from 18-20 August 2016, attracted almost 1000 delegates and dignitaries. The theme, *Innovation: A Public Service Imperative*, was viewed from all angles – leadership, champions, the innovators themselves, the adopters and even the skeptics. We saw case studies, discussion panels, presentations and some especially powerful workshops. The conference covered a broad spectrum from incubation of ideas through to implementation. A special focus was put on the use of innovation with respect to the implementation of Agenda 2030 – the Sustainable Development Goals.

We were most fortunate to have both the Prime Minister of Malaysia Hon Dato’ Sri Mohd Najib Tun Abdul Razak as well as the Deputy Prime Minister Hon Dato’ Seri Dr Ahmad Zahid Hamidi officiate the opening and closing sessions respectively. The Secretary General of the Commonwealth, the Rt. Hon. Patricia Scotland QC gave a well-appreciated keynote on Day 1 and was present throughout the conference agenda.

**International Innovations Awards**

As always, the International Innovations Awards Assessment Panel was impressed by finalists’ submissions to the competitions, which also formed an integral part of the programme. New categories and a new vision for the awards were showcased. Winners included:

**Gold Medal Winner and Category Winner: Innovation in Public Service Management**: Scaling-Up Cervical Cancer Screening, Early Detection and Treatment; Experience of Tamil Nadu Health Systems Project: Tamil Nadu Health Systems Project, India

**Category Winner: Innovation Incubation**: Trinidad and Tobago Diamond Standard Buzz: Ministry of Public Administration, Republic of Trinidad and Tobago

**Category Winner: Citizen-Focused Innovation**: Lado (Beloved Child) Campaign - An Innovative Initiative for Eradicating Child Marriages: Department of Women & Child Development, India
Category Winners: Innovation DNA:
Create and Innovate, Make a Difference: Story of Our Journey: State Service Modernization Unit, Chief Minister’s Department of Sarawak, Malaysia
and
Revival of Sasur Khaderi Rivulet & Lake Thithora - A Bhagirath Endeavour in District Fathpur of Uttar Pradesh: Infrastructure & Industrial Development, India

2014 General Members Meeting

CAPAM’s 2014 General Members Meeting scheduled for 2015 was delayed and instead held on 11 April 2016 when the President, Tan Sri Dr Ali Hamsa, received CAPAM members in Putrajaya, Malaysia. More than 100 members joined us to receive the annual report on the activities and financial position of the organisation.

Engaging with other Organisations

1. Attended the “Inside Government, Developing the Evidence Base for Public Sector Reform” conference and participated in the first Steering Committee of the ‘Strengthening Research in the Civil Service’ Initiative, both held at the World Bank in February 2016.

2. Along with a number of Commonwealth organisations located in Canada, met with the newly appointed Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth, in Ottawa in March 2016

3. Participated in the “Political Settlements and Public Sector Performance” conference organised by the UN Global Centre for Excellence in Public Service in Singapore – April 2016

4. CAPAM was an observer delegate at the 15th session of the UN Committee of Experts on Public Administration (CEPA). The theme in 2016 was “Transforming Public Institutions For Implementation and Monitoring of the SDGs”

Commonwealth Associated Organisations (AOs)

CAPAM is one of nine Commonwealth Associated Organisations (AOs), which hold accreditation with The Commonwealth. AOs meet several times annually and are committed to the fundamental principles of the Commonwealth as set out in the Commonwealth Charter and adhere to their active implementation. They support current efforts to strengthen and reform the Commonwealth and already add significant global value in their respective fields of operation.
2016 IN REVIEW: Communications

Commonwealth Innovations Review

CAPAM published four editions of the Commonwealth Innovations Review. The publication is made available to a broad spectrum of interested parties by being posted on the CAPAM website. Editions are archived in the CAPAM e-library for further and permanent consultation by members. Editions in 2016 focused upon:

“Challenges of Effective Implementation”

“Human Resource Management”

“2016 Biennial Conference”

“Taking Action”
**Electronic Newsletter**

In 2016 CAPAM had over 3300 subscribers to its e-newsletter, broadcasting news on events and activities 15 times throughout the year.

**Social Media**

CAPAM employed its social media feeds in 2016 largely to promote the International Innovations Awards and the CAPAM 2016 Biennial Conference. A social media policy was developed late in the year, and as a result, in 2017 the organisation will both broadcast its own activities as well as share posts by others that fall under the following categories:

- Public service administration, management and training
- Sustainable Development Goals
- Commonwealth activities and dates associated with the public service
- Information and Communications Technologies (ICTs) related to the public service
- Innovation related to the public service
- CAPAM Board of Directors

**Surveys**

In April 2016, CAPAM issued a Learning Pathways Survey to determine learning requirements associated with public administration and management.

After the CAPAM 2016 Biennial Conference, surveys were distributed to attendees and presenters to obtain their feedback on the event.
For the CAPAM 2016 Biennial Conference, CAPAM established branding guidelines for this and future events to ensure a common look, feel and messaging. Based on these directions, CAPAM designed conference collateral including the presentation template, conference programme, gallery walk exhibit, identification badges, bag and gifts, and the invitation to the President’s Dinner.

In addition, the organisation introduced a ‘CAPAM Event’ app for use by participants and those unable to attend. The app provided real-time updates of schedule changes, allowed participants to interact with speakers and each other, and encouraged participants to share their pictures and comments through a gamification feature.

Finally, CAPAM issued press releases promoting the election of its Board of Directors, and identification of the International Innovations Awards winners.
LOOKING FORWARD

At the end of 2016, CAPAM engaged in a comprehensive strategic planning process. It got underway, with the completion of Key Informant interviews with Board members, trusted advisors and other interested stakeholders. The CAPAM team worked with Veradus Consulting to gather and analyse information in support of Board deliberations on the future of CAPAM.

This strategic planning process is best understood as an opportunity for organisational renewal. The Board of Directors will take some time in 2017 to develop a deep and shared understanding of the strengths that can be leveraged, the challenges that must be faced and the opportunities that exist to fulfil CAPAM’s potential, recognizing that the context in which CAPAM operates continues to shift. The Board will also reflect on how it will adjust the way it works to ensure that responsibilities are fulfilled and that strategic direction and oversight is provided in support of the CEO and her team to achieve a shared vision.

This exercise will also provide a platform for the Board and staff to discuss ‘doing things differently’. New products and services will be discussed in the context of a shifting environment in the public service and improvements to existing programmes will be considered on the basis of feedback received. Notably, CAPAM will engage in business planning around new offerings.

CAPAM has a rich legacy from which to build. It is time to work together to unleash CAPAM’s full potential going forward.
LOOKING FORWARD

CAPAM developed materials and messaging to promote and socialise the possibilities and advantages of using advanced digital platforms to greatly enhance the public sector’s ability to work, share and collaborate. These projects are in an exploratory stage.

SmartGov Discovery

An Intelligent Advisor on public administration and management practices across the Commonwealth

How it works

Public service professionals will be able to use SmartGov Discovery to engage in a Question & Answer process to access deep learning from a broader range of knowledge than ever before possible. SmartGov Discovery will source information from an expanded CAPAM knowledge base, which will include up-to-date information from governments and NGOs as well as private and public sources worldwide.

One of the principal advantages of the technology is the ability to ask questions as one would of a colleague, and SmartGov Discovery quickly provides an answer with topical readings and secondary sources. It will process information in seconds, not days or weeks, and leverage data to:

- detect hidden patterns and links
- make connections between different types of research
- equip employees to be more effective
- assist in evidence-based decision-making

The data

The system will start out with curated data and knowledge/information learned or captured from open data. It will further learn from interactions with users. The more queries it handles the greater the base of knowledge. CAPAM has approached international organisations such as the United Nations and the World Bank as well as governments and academia for access to their vast pools of articles, case studies, reports, etc.

The audience

The following users are SmartGov Discovery’s target market:

- Public servants in Commonwealth countries
- Public office holders
- Academics researching and teaching public policy
- Students in public service training institutes
- NGOs specializing in public policy
- Public relations firms
- Government affairs divisions of corporations
- International consulting firms
- Political party policy research teams

It is important to note that this project starts with a Commonwealth focus but SmartGov Discovery has the potential for use on a global basis.
SmartGov Learning helps public servants quickly and easily discover, share, and track learning resources - from courses to videos to articles and more.

CAPAM is providing governments with a learning portal to find, track, and recognise formal, informal, and social learning. Why is this important? Acquiring skills and knowledge to excel professionally is no longer constrained to traditional learning methods associated with mandatory training and compliance. Increasingly employees gain their expertise through countless online resources and by sharing learning experiences within the organisation and amongst their peers. Personalisation in corporate learning offers the potential to revolutionise what governments could offer their employees in terms of tangible career growth.

How it works

SmartGov Learning allows governments to manage their own registered employees by identifying and measuring learning achievements on an organisation-wide or individual basis. A group curator is able to set learning goals, recommend and assign materials, and track individual progress. Through expert insights, individuals and managers can see what their peers are learning and what resources they are leveraging from a single, centralised location.

Users of the SmartGov Learning system have access to both customised education pathways developed by CAPAM and participating governments (including learning resources proprietary to the organisation), as well as an aggregated repository of world-class content based on more than 250,000 courses, millions of books, articles, videos, and events from over 1,400 content sources. Users and managers have advanced search and filter capabilities to find both in-depth and “bite-sized” learning resources when needed, to curate highly relevant and customized learning pathways, and facilitate social collaboration.

Individuals are able to find out what they need to build their career, discover mentors, and follow people and groups. They will get access through the site to premium courses, TED Talks, articles and much more. Ultimately, employees will be recognised for all the learning they’re doing and will be able to discover what their peers are learning.

What CAPAM is Doing

CAPAM is surveying its networks to determine the most pressing challenges and learning requirements for organisations and public service employees. This information will help in designing custom education pathways for government users.
# FINANCIAL STATEMENTS

Commonwealth Association for Public Administration and Management  
Statement of Financial Position

As at December 31, 2016  

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td><strong>Current</strong></td>
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<tr>
<td>Cash</td>
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<td>Investments</td>
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<td>Accounts receivable</td>
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<td>Prepaid expenses</td>
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<td><strong>Total Assets</strong></td>
<td>$841,715</td>
<td>$508,445</td>
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<table>
<thead>
<tr>
<th>Liabilities</th>
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<tbody>
<tr>
<td><strong>Current</strong></td>
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<tr>
<td>Accounts payable</td>
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<td>Deferred revenue</td>
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<td>105,022</td>
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<td><strong>Total Liabilities</strong></td>
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<table>
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<th>Net Assets</th>
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</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>678,680</td>
<td>376,452</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$841,715</td>
<td>$508,445</td>
</tr>
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</table>
# Commonwealth Association for Public Administration and Management

## Statement of Financial Activities and Net Assets

Year ended December 31, 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
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</tr>
<tr>
<td>Institutional membership</td>
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<td>$389,644</td>
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<td>Individual membership</td>
<td>25,159</td>
<td>12,704</td>
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<tr>
<td>Conference income</td>
<td>597,502</td>
<td>3,045</td>
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<tr>
<td></td>
<td>955,905</td>
<td>405,393</td>
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<tr>
<td><strong>Other Revenue</strong></td>
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<td></td>
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<tr>
<td>Contributed rent</td>
<td>60,000</td>
<td>60,000</td>
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<tr>
<td>Interest income</td>
<td>3,362</td>
<td>1,695</td>
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<tr>
<td>Other income</td>
<td>132</td>
<td>154,154</td>
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<tr>
<td>Foreign exchange gain</td>
<td>3,813</td>
<td>35,275</td>
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<tr>
<td></td>
<td>67,307</td>
<td>251,124</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>1,023,212</td>
<td>656,517</td>
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<tr>
<td><strong>Expenditures</strong></td>
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<tr>
<td>Salaries and benefits</td>
<td>217,235</td>
<td>270,192</td>
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<tr>
<td>Rent</td>
<td>60,000</td>
<td>60,000</td>
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<tr>
<td>Computer services and internet</td>
<td>22,951</td>
<td>56,068</td>
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<tr>
<td>Travel</td>
<td>71,190</td>
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<td>Legal and audit</td>
<td>13,751</td>
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<tr>
<td>Interest and bank charges</td>
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<td>4,904</td>
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<td>Office and supplies</td>
<td>21,199</td>
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<td>Promotion</td>
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<tr>
<td>Dues, subscriptions and journal costs</td>
<td>2,332</td>
<td>22,828</td>
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<tr>
<td>Project costs</td>
<td>107,329</td>
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<tr>
<td>Subcontractors</td>
<td>182,791</td>
<td>144,313</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>720,984</td>
<td>620,196</td>
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<tr>
<td><strong>Net Surplus for the Year</strong></td>
<td>302,228</td>
<td>36,321</td>
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<tr>
<td><strong>Unrestricted Assets, beginning of year</strong></td>
<td>376,452</td>
<td>340,131</td>
</tr>
<tr>
<td><strong>Unrestricted Assets, end of year</strong></td>
<td>$678,680</td>
<td>$376,452</td>
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</table>
CAPAM 2016 BOARD OF DIRECTORS

President
Tan Sri Dr Ali Hamsa, Chief Secretary to the Government, Office of the Prime Minister, Malaysia

Vice President
Prof Margaret Kobia, Chairperson, Public Service Commission, Kenya

Honourary Treasurer
Ms Anne Marie Smart, Chief Human Resource Officer, Treasury Board of Canada Secretariat, Canada

Directors

Mr Devendra Chaudhry, Secretary, Department of Administrative Reforms, Ministry of Personnel, Public Grievances and Pensions, India

Dr Jeannine Comma, Chief Executive Officer, Cave Hill School of Business, University of the West Indies, Barbados

Mrs Bridget Katsriku, Chairman, Public Services Commission, Ghana

Mr Deodat Maharaj, Deputy Secretary-General (Economic and Social Development), Commonwealth Secretariat

Ms Ong Toon Hui, Dean & CEO, Civil Service College, and Deputy Secretary (Development), Public Service Division, Prime Minister’s Office, Singapore

Mr Richard Madray, Permanent Secretary, Ministry of Public Administration, Government of the Republic of Trinidad and Tobago
Mr Vivek Srivastava, Lead Public Sector Specialist, World Bank

Mr Graham Teskey, Principal Global Lead for Governance, AbtJTA, Australia

Mr Paul Zahra, Permanent Secretary, European Affairs, Office of the Deputy Prime Minister, Malta

Directors Emeritus
Hon. Jocelyne Bourgon, Canada
Tun Ahmad Sarji, Malaysia
Hon. Zola Skweyiya, South Africa
Mohan Kaul, United Kingdom
Sir Richard Mottram, United Kingdom
CAPAM 2016 TEAM

Gay Hamilton  
CAPAM Executive Director and Chief Executive Officer

Leona Wall  
Administration and Projects Coordinator

Renuka Gamage  
Project Officer

Duane Herperger  
Strategic Communications Liaison  
President  
ideaConnect Marketing and Communications

Special Help During the Biennial Conference From

Paul Crookall  
Executive Director  
National Capitol Region, Excellence Canada

William Rezel  
Event Support

Marvin Bedward  
Project Liaison