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Promoting the practical requirements of good governance, just and honest government across Commonwealth countries and beyond, CAPAM provides a forum for the active exchange of innovations, knowledge and practice in citizen-centred service delivery, leadership development and growth, and public service management and renewal. We serve our members as a centre of excellence in good governance and endeavour to build a more responsive and dynamic public service.

CAPAM  
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www.capam.org
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 Ottawa, 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.
LEADERSHIP MESSAGE

Dear CAPAM Members and Supporters,

Welcome to the Commonwealth Association for Public Administration and Management (CAPAM)’s General Members Meeting. We are tremendously proud of our organisation and its contributions to the public service. The presence of so many members and partners at our events and the interest that recent exploratory programmes and surveys have generated are evidence of the continued need for knowledge sharing opportunities as well as broader sources of data to support public service reform. At the very core of our mission are the requirements that our members set before us. We have indeed been listening by stepping up the quality of content in our conferences, keeping a watchful eye on trends in the public service, surveying members and scanning the public administration environment and seeking out new ways to share information.

CAPAM is a small organisation but it has an extensive and diverse network. CAPAM is fortunate to have a Board of Directors whose skills and interests reflect the very nature of the membership it serves. The staff has remained small while we re-built administrative and financial capacities, while experts who support us as project managers and strategic communication and administrative liaisons enhance the team. We have created a ‘register of experts’ – a pool that we can draw from on an ad hoc basis.

To align with our primary stream of innovation in the public service, CAPAM continues to publish the Commonwealth Innovations Review. In 2015, work began on the following year’s Biennial Conference and the theme of Innovation – a Public Service Imperative was chosen. We posted the call for projects for the International Innovations Awards (IIA), issued the call for papers and began
work on the programme. As a result, the IIA assessors received a number of compelling case studies which will be showcased over the course of the coming months.

We look back on an intriguing year of discovery around technology, and we look forward to a year that will see us make significant inroads into the world of knowledge transfer on a broader and deeper scale.

We thank our Directors, our team at HQ, our partners and, of course, our members across the Commonwealth.

Tan Sri Dr Ali Hamsa  
CAPAM President

Gay Hamilton  
CAPAM Chief Executive Officer

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

Gay Hamilton  
CAPAM  
Chief Executive Officer
2015 IN REVIEW: Working with Partners and Colleagues

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 operation1.

A Joined Up Commonwealth

Building on a consultation held with the Commonwealth Secretariat in March 2014 and its Accreditation Committee in September 2014, AOs submitted a paper to Commonwealth Governments in April 2015. In this paper, AOs expressed the view that having a joined-up approach to both Commonwealth policy formulation and practical implementation of technical and other programmes among all Commonwealth Organisations, while drawing on each other’s competencies and networks, will significantly increase the impact, branding and outreach of the Commonwealth in responding to member country needs. It will also strengthen the role of the Commonwealth globally, for example in defending fundamental political values and in taking forward the UN’s 2030 Agenda for Sustainable Development.

Commonwealth Secretariat

Pre-CHOGM meetings in London, UK

AOs received formal accreditation to CHOGM, were granted delegation status and observer status at senior official and ministerial meetings. CAPAM accordingly attended these meetings and participated in the presentation by AOs and exchanges with ministers and the Intergovernmental Commonwealth and Commonwealth civil society. This assisted in demonstrating the focus which AOs have on achieving concrete results and maximum efficiencies and impact through better harmonised Commonwealth activities. AOs further welcomed the opportunity afforded them by the Commonwealth Secretariat to be included in such key international meetings as the 2014 SIDS Conference and the 2015 Conference on Financing for Development.

Commonwealth Day

CAPAM was invited to attend Commonwealth Day at Marlborough House in London and participated in various other Commonwealth events in March 2015.

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**United Nations Committee of Experts on Public Administration (CEPA)**

CAPAM attends the United Nations Committee of Experts on Public Administration as an observer. It is one of the ways that CAPAM gauges the preoccupations of public servants from year to year. At its fourteenth session, CEPA addressed the issue of building trust in government in pursuit of the sustainable development goals, with an emphasis on the question “What will it take?” The outline of an answer was reflected in the sub-issues discussed, namely redefining relationships and responsibilities in support of participatory governance and responsive public service delivery, including through e-solutions; strengthening innovation, prioritization, informed decision-making and integration of policy development processes; and promoting accountable institutions, ethical leadership and integrity. The full report may be found at http://workspace.unpan.org/sites/Internet/Documents/UNPAN94626.pdf

**Conferences**

Jeannine Comma represented CAPAM and made a presentation at the Commonwealth Secretariat/Gender Section annual consultation of national women’s machineries in the margins of the UN Commission on the Status of Women.

CAPAM attended a conference entitled *Fail Adapt Innovate: institutions for changing society*. The conference, organised by the Pierre Elliot Trudeau Foundation, addressed the future of new governance arrangements, of new civil society initiatives, of innovative technologies, of leadership and institutions’ capacity to overcome their innate resistance to change in order to adapt in the face of disruption. This is a timely topic and much of it is reflected in the programme planning for the 2016 Biennial Conference.

CAPAM was a sponsor and attended the University of the West Indies (UWI) First International Research Society for Public Management (IR-SPM) Regional Conference in Jamaica.

A CAPAM presentation on project management was featured at the Public sector Leadership Conference led by the Cave Hill School of Business, UWI Barbados. The overall theme was *Overcoming the implementation deficit: from planning to performance.*
2015 IN REVIEW: Communications

Commonwealth Innovations Review

CAPAM published three editions of the Commonwealth Innovations Review. The publication is made available to a broad spectrum of interested parties by being posted for a limited time on the CAPAM website. Editions are archived in the CAPAM e-library for further and permanent consultation by members. Editions in 2015 focused on:

“Exploring Open Innovation”

“Dare to Fail: a mindset shift in the public service”

“Think Outside the Box”

CAPAM launched a new website early in 2015. It further engaged a firm to integrate its membership, event registration and communications functions with web portal capability using software called Association DNA. Members now have the capacity to establish, amend and manage their respective profiles. Member data now links to other functions such as conference registration and the e-library. Conference staff can now use the system to manage invoicing and send communications to members.
CAPAM performed an administrative review of the International Innovations Awards programme, in particular the structure of the application and selection processes to ensure efficiency, effectiveness, and objectivity. As well, innovation categories were revised to ensure they were topical, timely and relevant.

The review aimed to identify opportunities for improvement to the administration of the International Innovation Awards programme and the innovation categories and made recommendations in this regard that could be applied for the 2016 IIA cycle. The scope of the review included:

1. Relevance of programme categories
2. Governance (assessment panel composition and practices)
3. Selection parameters (criteria and conditions that applicants must meet)
4. Internal business process (from dissemination and communication of the programme to file administration and support to the assessment panel).

Categories were adjusted for the 2016 cycle of the competition and were announced as follows:

**INNOVATION DNA**
A celebration of innovation as a strategic imperative in the public service, this category recognises initiatives centred on building internal capacity for creativity and innovation, embedding open innovation practices in government, and systematically soliciting input at all levels. It is characterised by an environment where innovation, creativity, space to challenge, and noble failure have become, or are becoming, inherent to the climate, mind-set, attitudes and structures of the organisation and its leadership.

**INNOVATION IN PUBLIC SERVICE MANAGEMENT**
This category recognises innovations that are largely internal/inward-facing to government and consist of functional or whole-of-system policies or business processes. It showcases innovative solutions to the everyday underlying demands of running a public service organisation in any number of fields.

**CITIZEN-FOCUSED INNOVATION**
Ultimately governments exist to serve their citizens, and this category honours innovative policies, programmes, services, and access to services that are outward-facing and client-based. This category showcases solutions that address root causes or emerging societal demands for the delivery of the organisation's programmes and services to citizens and other external partners.

**INNOVATION INCUBATION**
All innovations begin with the spark of an idea from organisations that dare to push the boundaries and try new approaches. This category celebrates innovation that represents early thinking and promotes unproven innovative ideas that have not yet become replicable actions. It highlights amazingly radical and promising forward thinking that can ignite further ideas for innovative practices. The Innovation Incubation category would typically showcase early creative thinking.
CAPAM is at a turning point. It has been facilitating the exchange of information and knowledge about public administration among Commonwealth countries for over twenty years.

In the face of today’s continually evolving, 24/7 global environment, governments need to become more agile and responsive to change. Further, human knowledge is doubling every 13 months. According to IBM, the build out of the “internet of things” will eventually lead to the doubling of knowledge every 12 hours. Adding to this, governments are coping with fiscal restraints and ever more demanding citizens.

CAPAM understands that to make significant inroads in knowledge exchange and networking in the public service, it must employ the most up-to-date means to tap information, ensure relevancy and deliver it to users in timely and meaningful ways. While CAPAM will pursue its tradition of convening public servants from around the Commonwealth to network, explore new approaches and share insights, it is currently exploring digital platforms powered by machine learning and social media platforms to encourage user-focused research and learning. The programme is called SmartGov and it involves two components: SmartGov Discovery and SmartGov Learning.

Such technology moves away from searchable databases and web browsers and uses systems that continuously learn from searches, curation and interaction with users. They bridge the gap between data quantity and data insights, build knowledge and provide confidence-weighted responses.

CAPAM’s objective is to provide a much broader scope of information, processed quickly and leveraged to detect patterns and links, make connections between different types of research, establish collaboration, equip public servants to be more effective and assist in evidence-based decision making. By empowering employees through access to this resource, governments are better able to fulfil their mandates and serve their citizens.

CAPAM is developing a learning portal to find, track, and recognise formal, informal, and social learning. 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.

CAPAM will be exploring these ideas at the 2016 Biennial Conference. Delegates will be invited to ask questions and provide feedback and input to help CAPAM achieve its goals.
CAPAM 2015 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
Sir Kenneth Stowe, United Kingdom
## Commonwealth Association for Public Administration and Management
### Statement of Financial Position

As at December 31, 2015

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<th>2015</th>
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<td><strong>Assets</strong></td>
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<td><strong>Current</strong></td>
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<td>Cash</td>
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<td><strong>Liabilities</strong></td>
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<td><strong>Current</strong></td>
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<td>Accounts payable and accrued liabilities</td>
<td>$26,971</td>
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<td>Deferred revenue</td>
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<td><strong>Total</strong></td>
<td>$131,993</td>
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<td><strong>Net Assets</strong></td>
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<tr>
<td>Unrestricted</td>
<td>376,452</td>
<td>340,131</td>
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<tr>
<td><strong>Total</strong></td>
<td>$508,445</td>
<td>$554,953</td>
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Commonwealth Association
for Public Administration and Management

Statement of Financial Activities and Net Assets

Year ended December 31, 2015                                                                 2015       2014

Revenue
Institutional membership $389,644 $306,638
Individual membership 12,704 84,944
Conference income 3,045 359,663
Innovation award income – 38,136

Total Revenue 405,393 789,381

Other Revenue
Contributed rent 60,000 60,000
Interest income 1,695 1,543
Sponsorship income 154,154 –
Foreign exchange gain (loss) 35,275 (9,633)

Total Other Revenue 251,124 51,910

Total Revenue 656,517 841,291

Expenditures
Salaries and benefits 270,192 276,938
Rent 60,000 60,000
Computer services and internet 56,068 32,975
Travel 35,811 87,295
Legal and audit 12,622 21,780
Interest and bank charges 4,904 12,334
Office and supplies 10,197 51,309
Promotion 3,261 641
Journal costs 22,828 23,948
Subcontractors 144,313 87,462

Total Expenditures 620,196 654,682

Net Surplus for the Year 36,321 186,609

Unrestricted Assets, beginning of year 340,131 153,522

Unrestricted Assets, end of year $376,452 $340,131