

# ANNUAL REPORT 2017

COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT



**CAPAM**

# CONTENTS

ABOUT CAPAM	1
MESSAGE FROM LEADERSHIP	2
2017 IN REVIEW	
Events and Activities	3
Communications	6
LOOKING FORWARD	8
CAPAM 2017 BOARD OF DIRECTORS	9
FINANCIAL STATEMENTS	10

© Commonwealth Association for Public Administration and Management  
All rights reserved.

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.

## **Vision**

Inspiring excellence across the public service.

## **Mission**

CAPAM enables public service professionals to effectively solve challenges and pursue interests by exchanging knowledge, networking, and engaging in shared learning about leading practices.

## **Principles that Guide CAPAM's Work and Interactions**

- Collaborative: Identify needs, define priorities and determine how to achieve results together.
- Agile and Responsive to Context: Tailor learning opportunities and approaches to each context.
- Innovative: Nurture idea incubation, experimentation, responsible risk-taking and development.
- Impact-focused: Demonstrate impact through continuous evaluation and monitoring.
- Mindful of Diversity: Embrace and promote a variety of perspectives, interests and needs.

CAPAM  
291 Dalhousie Street, Suite 202  
Ottawa, Ontario, Canada K1N 7E5  
P: +1 819 956 7952 (main)  
F: +1 613 701 4236  
[www.capam.org](http://www.capam.org)

## ABOUT CAPAM

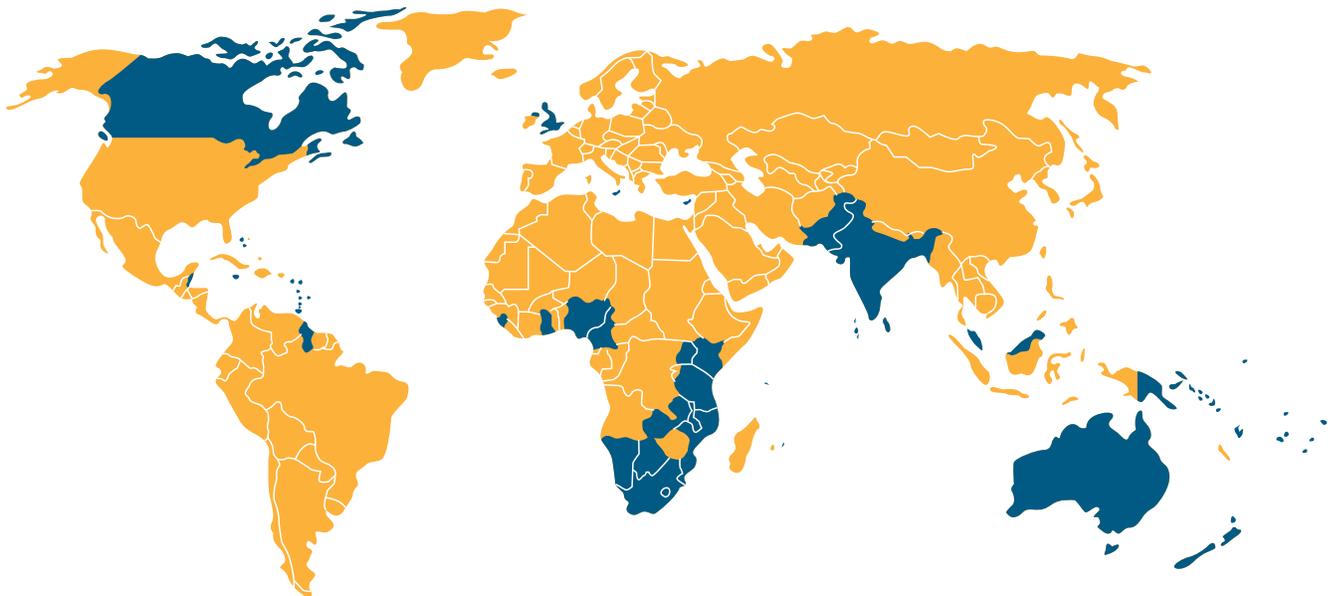
*CAPAM was established in 1994* to encourage the exchange of knowledge about public administration and good governance between Commonwealth countries. The organisation grew from the commitment of its members who are most often senior public servants, elected officials or academics with a vested interest 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.

Map of Commonwealth Countries



## MESSAGE FROM LEADERSHIP

Dear CAPAM Members and Supporters,

2017 was a genuinely transitional year for CAPAM. The organisation emerged from a strong 2016 Biennial Conference in Putrajaya which, with the generous support of the Government of Malaysia, brought more delegates together than ever before. We moved into 2017 on sure footing, ready to take on challenges. However, even in the face of this success, it has been clear for some time that adjustments are needed to provide more inclusiveness, more variety in programmes and better reach to a broader audience for CAPAM to continue at the forefront of public service trends and developments and remain useful to its base. In other words, we needed to take a good look at our value proposition and ensure that the organisation remains relevant.

The Board has taken the feedback very seriously and is speaking to members and advisors everywhere to get a clear picture of what stakeholders need and want to enable them to improve their outcomes. CAPAM pursued its strategic planning initiatives, explored the possibility of integrating more technology into our outreach and knowledge exchange programming and endeavoured to research new business models for efficiencies and to stay abreast of a shifting environment.

The key to successfully re-conceptualising an organisation is communication. Communication among those who are actively working on change and dialogue with those who will be most impacted. Reorganising our work is not merely a reshuffle of the organisational chart. Rather, it is about our ability to be responsive to public service needs as they change and enable public services professional to get more information, the right information based on evidence and make better decisions.

CAPAM will call upon our members and partners to support change and help us renew our mandate and embrace new models to serve the public service.

**Tan Sri Dr Ali Hamsa**  
*CAPAM President*

**Gay Hamilton**  
*CAPAM Chief Executive Officer*



*Tan Sri Dr Ali Hamsa*  
*CAPAM President*



*Gay Hamilton*  
*CAPAM*  
*Chief Executive Officer*

## 2017 IN REVIEW: Events and Activities

### CAPAM Strategic Planning Exercise

CAPAM engaged a consultant to work with staff, interview stakeholders, and conduct research in preparation for a strategic planning session with members of the Board of Directors in New York City during April 2017. This frank and fruitful discourse resulted in the updated Mission, Vision, and Principles that guide CAPAM's work and interactions. They are reflected in the "About CAPAM" section of this report.

Building on these consultations and research, the Board of Directors, staff and key advisors mapped out CAPAM's strategic directions for the next few years along with the elements that are required for the organisation to remain relevant and responsive to its constituency base. Resulting deliberations confirmed the following areas of strategic focus:

- **Unleash the Power of the Network** - CAPAM will re-double its efforts to reach out and actively engage public service professionals and key partners; it will raise the profile of the network and strive to be recognised as a top international network that addresses relevant issues and provides mechanisms to enable and facilitate engagement.
- **Cultivate Broad Access to Shared Knowledge** - CAPAM will expand the pool of accessible, high-quality, relevant knowledge for the public service. It will further strive to increase the number of public service professionals who actively contribute to the knowledge pool.
- **Foster Organisational Agility with the Capacity for Impact** - CAPAM will address organisational capacity in order to respond to baseline operating issues and to position itself to advance strategic directions 1 and 2.



*CAPAM Board of Directors and staff at strategic planning session*

## 2017 IN REVIEW: Events and Activities

### *General Members Meeting on the activities and financial position for fiscal year ending December 31, 2016*

CAPAM's 2017 General Members Meeting was held on Saturday, 29 April 2017 at 8:30 a.m. at the Permanent Mission of Malaysia to the United Nations, 313 East 43rd Street, New York, NY, USA.

### *Engaging with other Organisations*

#### **Committee of Experts on Public Administration, 16th session**

The Committee of Experts on Public Administration held its sixteenth session at the United Nations in New York from 24 to 28 April 2017. CAPAM attended with a delegation of two staff. The theme was "Ensuring effective implementation of the Sustainable Development Goals: leadership, action and means". A key message of the session was that government and public institutions have the leading role to implement the SDGs and pursue policies to leave no one behind.

The Committee stressed that leadership is critical for driving SDG implementation. It underscored that local governments have a critical role in reaching the SDGs and achieving equity and that decentralization may be necessary to accelerate progress on some of the SDG target. A further message of the Committee was that poverty eradication policies should be based on a solid consensus across all income groups. Policies should be developed in close consultation with all stakeholders, including the poorest. Poverty eradication should be established as an overarching objective of all parts of government and pursued through a whole-of-government approach.

Key messages linked to CAPAM's mandate included the need to develop the capacities of institutions to find new ways to promote job creation and decent work and the necessity to launch efforts to rally public servants around the SDGs and instil a sense of commitment, new ways of working based on participation and engagement, new skills, and a greater sense of professionalism and ethics. The Committee noted that the SDGs may call for specific governance improvements in a variety of different contexts. It accordingly started to define a set of voluntary principles and practices of effective governance for sustainable development grounded in the 2030 Agenda and other United Nations agreements.

During the session, CAPAM President Tan Sri Dr Ali Hamsa presented on Malaysia's efforts to promote effective implementation of the SDGs. The Committee conveyed its draft resolution and report to ECOSOC. It adopted a contribution to the high-level political forum.

#### **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 add significant global value in their respective fields of operation.

## SmartGov Discovery

This project aims to bring public service knowledge into a digital stream. CAPAM has consulted and presented the project plan to numerous experts in the field:

- Centre for Public Impact
- NESTA
- Commonwealth Telecommunications Organisation ICT Roundtable
- KSP database project, Canada Revenue Agency
- Apolitical
- Big Innovation Centre
- CWi Hub, Commonwealth Secretariat

## Subject Matter Expert Consultations

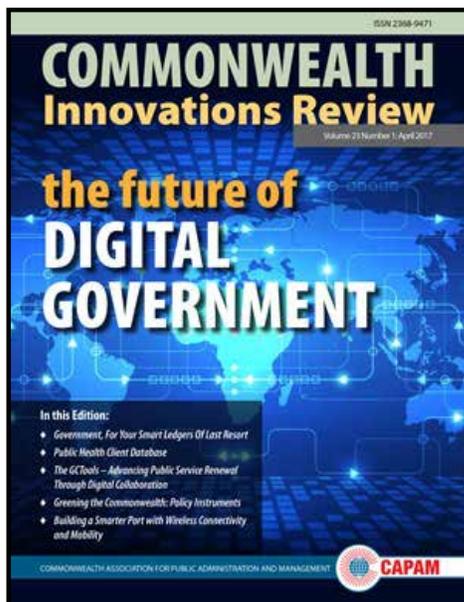
CAPAM brought experts together to consult on the SmartGov Discovery business plan, seek new sources of data and understand technical requirements. An advisory committee graciously gave of their time to support the project. The following provided expertise and direction:

- Anil Arora, Chief Statistician of Canada, Statistics Canada
- Stephane Dufour, Assistant Chief Statistician, Statistics Canada
- Nicholas Wise, Chief Information Officer, Public Safety
- Annette Butikofer, Assistant Commissioner and Chief Information Officer, Canada Revenue Agency
- Marc Butler, DG, Business and Enterprise Solutions Directorate, ITB, Canada Revenue Agency
- Sarah Paquet, Sen. Assistant Deputy Minister, Strategy Branch, Shared Services
- Marc Brouillard, Chief Technology Officer for Canada, TBS
- Chrystia Chudczak, Executive Director, Innovation Science and Economic Development Canada, Innovation Lab
- Sandy Kyriakatos, Employment and Social Development Canada, Innovation Lab
- Urvashi Dhawan-Biswal, Director, Employment and Social Development Canada
- Michael Karlin, Advisor, Treasury Board Secretariat
- Gary Devis, Business Intelligence Manager, Global Affairs Canada
- Lena Trudeau, Nuage Strategies and Senior Advisor, Canadian Digital Service
- Terry Ansari, Digital Strategist, Senior Advisor
- Jeremy Depow, Senior Vice President, ICTC
- Justin Longo, Cisco Systems Research Chair in Big Data and Open Government, Johnson Shoyama Graduate School of Public Policy, University of Regina Campus
- Dan Duguay, Senior Director Business Development, Canada, Thomson Reuters
- Dave Telka, Managing Director, Accenture Health & Public Service – Digital, Accenture
- Rodney MacDonald, Senior Manager, Global Public Policy, Intuit

## 2017 IN REVIEW: Communications

### Commonwealth Innovations Review

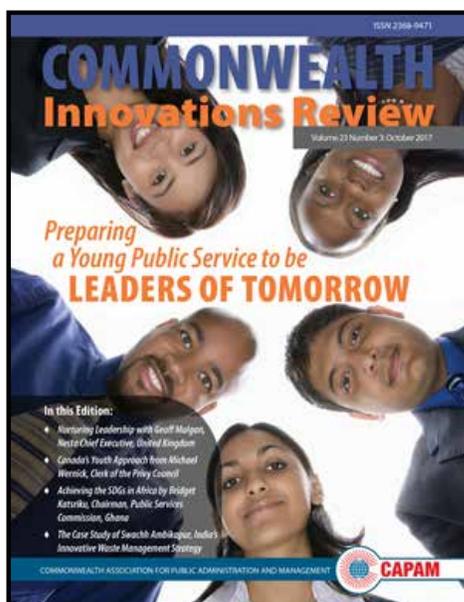
CAPAM published four editions of the Commonwealth Innovations Review. The publication is made available to a broad spectrum of interested parties by being posted on the CAPAM website. Editions are archived in the CAPAM e-library for further and permanent consultation by members. Editions in 2017 focused upon:



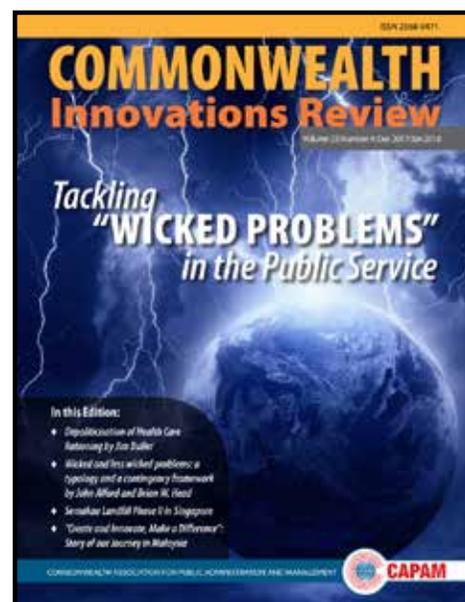
*The April 2017 edition covered “the future of Digital Government”*



*The July 2017 edition explored “the United Nations Sustainable Development Goals”*



*The October 2017 edition explored “Preparing a Young Public Service to be Leaders of Tomorrow”*



*The December 2017/January 2018 edition of the was about “Tackling Wicked Problems in the Public Service”*

## Electronic Newsletter

In 2017 CAPAM had over 3650 subscribers to its e-newsletter, broadcasting news on events and activities six times throughout the year. This represents a 10% increase over the previous year.

## Social Media

CAPAM employed its social media feeds throughout the year to promote its activities and those of partners and members. In 2017, CAPAM generated 337 tweets and retweets resulting in over 31,000 impressions. The organisation posted or shared on Facebook 95 times reaching 8,644 people. Analytics associated with CAPAM's LinkedIn account were unavailable.

## Website

CAPAM added website analytics to the *www.capam.org* site on 13 September 2017. Key analytics from that point until the end of the year include:

- Page views: 11,661 (CIR and online articles)
- Direct: 19.7% Referral: 16.7% Social: 10.1% Organic search: 53%

Country	Users	% Users
1.  Canada	1,406	32.62%
2.  Malaysia	512	11.88%
3.  India	275	6.38%
4.  United States	238	5.52%
5.  Kenya	224	5.20%
6.  Singapore	150	3.48%
7.  United Kingdom	144	3.34%
8.  Nigeria	100	2.32%
9.  Philippines	70	1.62%
10.  Australia	68	1.58%

*CAPAM website audience locations*

## LOOKING FORWARD

The Board of Directors took time in 2017 to develop a deep and shared understanding of the organisational 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 also reflected 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.

New products and services are being discussed in the context of a shifting environment in the public service. Notably, the integration of new technology is being explored to improve how data is questioned and delivered to stakeholders. CAPAM's business model is being examined and decisions will be made regarding membership and how revenue is generated. The scope of CAPAM's interactions and whether to limit it to the Commonwealth alone or expand it to a more global audience is under consideration.

As decisions are made, CAPAM will develop a detailed plan that will include considerations for transition, branding and communications. CAPAM is fortunate to have a rich legacy from which to build and a committed network of supporters to help the organisation set new goals, establish new markers and emerge a more relevant and useful entity that will continue to serve the public administration community.

## CAPAM 2017 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*



### Treasurer

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

### Directors



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*



Mr Sateaved Seebaluck,  
*Secretary to Cabinet and  
Head of the Public Service,  
Mauritius*



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



Shri Chirravuri Viswanath,  
*Secretary, Department of  
Administrative Reforms  
and Public Grievances  
(DARPG), India*



Mr Daniel Watson, *Chief  
Executive Officer, Parks  
Canada*



Ms Bernadette Welch,  
*Permanent Secretary,  
Ministry of Civil Service,  
Fiji*

**Directors Emeritus:** Hon. Jocelyne Bourgon, Canada;  
Mohan Kaul, United Kingdom;

Tun Ahmad Sarji, Malaysia;  
Sir Richard Mottram, United Kingdom

# FINANCIAL STATEMENTS

## *Commonwealth Association for Public Administration and Management Statement of Financial Position*

As at December 31, 2017	2017	2016
<b>Assets</b>		
Current		
Cash	\$ 311,598	\$ 686,417
Investments	154,257	154,174
Accounts receivable	6,194	1,124
	<u>\$ 472,049</u>	<u>\$ 841,715</u>
<b>Liabilities</b>		
Current		
Accounts payable	\$ 12,514	\$ 30,851
Deferred revenue	66,561	132,184
	<u>\$ 79,075</u>	<u>\$ 163,035</u>
<b>Net Assets</b>		
Unrestricted	392,974	678,680
	<u>\$ 472,049</u>	<u>\$ 841,715</u>

**Commonwealth Association  
for Public Administration and Management  
Statement of Financial Activities and Changes in Net Assets**

Year ended December 31, 2017	2017	2016
<b>Revenue</b>		
Institutional membership	\$ 199,508	\$ 333,244
Individual membership	11,206	25,159
Conference income	-	560,838
Innovation award income	-	36,664
	<u>210,714</u>	<u>405,393</u>
<b>Other Revenue</b>		
Contributed rent	60,000	60,000
Interest income	1,573	3,362
Other income	-	132
Foreign exchange gain	(15,640)	3,813
	<u>45,933</u>	<u>67,307</u>
<b>Total Revenue</b>	<u>256,647</u>	<u>1,023,212</u>
<b>Expenditures</b>		
Salaries and benefits	293,980	217,236
Rent	60,000	60,000
Computer services and internet	14,263	22,951
Travel	20,487	71,190
Legal and audit	14,248	13,751
Interest and bank charges	3,316	13,750
Office and supplies	6,587	21,200
Promotion	-	8,455
Dues, subscriptions and journal costs	1,389	2,332
Project costs	-	107,328
Subcontractors	128,083	182,791
<b>Total Expenditures</b>	<u>542,353</u>	<u>720,984</u>
<b>Net (Deficit) Surplus for the Year</b>	<u>(285,706)</u>	<u>302,228</u>
<b>Unrestricted Net Assets, beginning of year</b>	<u>678,680</u>	<u>376,452</u>
<b>Unrestricted Net Assets, end of year</b>	<u>\$ 392,974</u>	<u>\$ 678,680</u>



[www.capam.org](http://www.capam.org)