Commonwealth Association for Public Administration and Management

CAPAM 2014 BIENNIAL CONFERENCE
PUBLIC SERVICE TRANSFORMATION: A NEW CONVERSATION

18-21 October 2014
Putrajaya International Convention Centre (PICC)
Putrajaya, Malaysia
The central theme of the conference is **Public Service Transformation - A New Conversation**. As public service transformation moves forward across the Commonwealth a new strategic direction is emerging in terms of leadership, process and implementation. Leaders increasingly understand that success rests with clear articulation of strategies and involvement of employees and citizens if reform is to take hold. This is a major change in the mindset of public service management - from a top down to a more collaborative model. Conference sessions will explore theory and practice with regard to people, methods and sustainability within this new narrative and framework of public service reform.

**Day 1. Shaping the Future Together**

focuses on the “people” aspect of transformation, highlighting the critical importance of active engagement with both citizens and the public service itself.

**Day 2. Towards a Better Future**

emphasizes the “mechanisms” employed during transformation and details what processes, technologies, policies and/or other devices have been utilized.

**Day 3. Building Global Resilience**

provides insightful lessons and country-specific context that governments have experienced when building a public service that can nimbly react to shifting trends in the future.

**THEME**

**SCHEDULE**

**October 18, 2014**

12:00-5:00 pm
General Registration
PICC

4:45 pm
General Members Meeting*
PICC

* All General Members Meeting documentation is available at www.capam.org

**October 19, 2014**

6:30 am
CAPAM Run
Putrajaya

9:00 am – 4:00 pm
CAPAM Biennial Conference
PICC

Evening
Welcome Dinner and Cultural Evening
Malacca

**October 20, 2014**

9:00 am – 1:30 pm
CAPAM Biennial Conference
PICC

9:00 am – 4:00 pm
Spouses Programme
PICC

10:45 am – 5:00 pm
Public Service Ministers Forum
PICC

1:15 pm – 5:00 pm
Learning Excursions for Delegates
PICC

5:30 pm
Commonwealth Secretary-General’s Reception
PICC

**October 21, 2014**

9:00 am – 4:00 pm
CAPAM Biennial Conference
PICC

9:00 am – 4:00 pm
International Media Forum
PICC

8:00 pm
CAPAM President’s Dinner and 20th Anniversary Celebration / International Innovations Awards
PICC
Promoting the practical requirements of good governance, just and honest government across Commonwealth countries and beyond, the Commonwealth Association for Public Administration and Management (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.

www.capam.org

The Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) is a central agency responsible for modernising and transforming the public service delivery system. MAMPU's roles include being the catalyst and change agent in the administration and management of the public service, the leader in the development of information and communications technology (ICT) in the public sector, consultant in the areas of organisational management and ICT for the public sector, and facilitator in modernisation programmes and transformation of the public service delivery system. Established in 1977, MAMPU is placed under the Prime Minister's Department and assists various governmental organisations at the federal, state and local levels.

For more information, please visit us at www.mampu.gov.my

The Commonwealth is a voluntary association of 53 independent countries. It is home to 2.2 billion citizens and over 60% of these are under the age of 30. The Commonwealth includes some of the world’s largest, smallest, richest and poorest countries, spanning five regions. Thirty-one of its members are small states, many of them island nations.

Commonwealth policies are shaped by member countries, who have an equal say on decisions affecting them. The Commonwealth Secretariat implements the decisions and plans of Commonwealth leaders. It delivers its work through the following divisions: Political Division, Rule of Law Division, Youth Affairs Division, Human Rights Unit, Economic Division, Trade and Debt Division, Governance and Natural Resources Division and Health and Education Unit.

www.thecommonwealth.org
In October 2014, CAPAM members, colleagues and special guests are convening in Malaysia to celebrate the organisation’s 20th anniversary with three days of inspirational presentations, educational workshops and cutting-edge discussions about public service transformation. Topics will touch on the public service of recent years and most particularly on the reform of public sector institutions – universal themes designed to better serve Commonwealth countries and their citizens who recognize the need for change in order to live within society’s collective means. 

The CAPAM 2014 Biennial Conference will look back on a remarkable two decades of growth and discovery and share ideas about improving the efficiency, effectiveness, professionalism and democratic character of the civil service. 

Throughout its history CAPAM has contributed to important chapters about the role of the public service and about reforming public sector institutions. Today, we continue that tradition by inviting the best minds to share their research, case studies and award-winning projects. Members know that CAPAM is, above all, a networking organization. We hope that you will take advantage of the presence of many senior public servants, academics and dignitaries from around the Commonwealth to gain major insights into the realignment of public service roles, the importance of leadership in engaging both citizens and public servants themselves, and a new openness to innovative practices and procedures. Brought together, these constitute the ‘new conversation’ that is central to this year’s theme. 

It is absolutely appropriate that CAPAM’s 20th anniversary be celebrated with one of our founding members and a government that has been consistently involved with our governance and activities throughout the organisation’s lifetime. This year, we are hosted by the Government of Malaysia, which has done an outstanding job in organizing a conference that is greater in scope that any we have undertaken in the past. CAPAM largely engages with its members through strong partnership such as this, forged among Commonwealth countries as well as the Commonwealth Secretariat. 

The Fifth Commonwealth Public Service Ministers Forum organized by the Commonwealth Secretariat further enhances the CAPAM 2014 Biennial Conference. The Commonwealth Secretariat, as many will recall, has also been an important partner to CAPAM from its very beginnings. 

We hope that our delegates and invited guests enjoy the conference and we look forward to their continued support in the coming years.

Paul Zahra
Permanent Secretary, European Affairs, Government of Malta
CAPAM President, 2010-2014

Gay Hamilton
CAPAM Executive Director and Chief Executive Officer
Welcome to Malaysia!
DIGNITARIES

His Excellency, Kamalesh Sharma, Secretary General of the Commonwealth

The Honourable Tan Sri Dato’ Hj Muhyiddin Hj Mohd Yassin, Deputy Prime Minister of Malaysia

Datuk Joseph Entulu Belaun, Minister in the Prime Minister’s Department

Senator Dato’ Sri Idris Jala, Minister in the Prime Minister’s Department
Tun Mohd. Khalil bin Yaakob, TYT Yang Dipertua Negeri of Melaka

Datuk Seri Ir. Hj. Idris bin Hj. Haron, Chief Minister of Melaka

Tan Sri Dr. Ali Hamsa, Chief Secretary to the Government of Malaysia & CAPAM 2014 Biennial Patron
**ORGANIZERS**

**CAPAM**

**Gay Hamilton**
CAPAM Executive Director and Chief Executive Officer

**Rabii Haji**
Knowledge Exchange and Research Officer

**Pamela George**
Communications Coordinator

**Anna Tibbetts**
Office Administrator & Member Services Coordinator

**Lead Rapporteur**
**Paul Crookall**
Executive Director
National Capitol Region, Excellence Canada

**Event Communications**
**Duane Herperger**
President
ideaConnect Marketing and Communications

**Event Assistants**
**William Rezel**
**Leona Wall**

**MALAYSIAN ORGANIZING COMMITTEES**

**Patron**
**Tan Sri Dr. Ali Hamsa**
Chief Secretary to the Government of Malaysia

**Advisor**
**Tan Sri Mohamad Zabidi Zainal**
Director General of Public Service Malaysia

**Chairman**
**Datuk Wira Omar Kaseh**
Director General of Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), Prime Minister’s Department
Secretariat

Main Secretariat
MAMPU

VIPs and Protocol
Ceremonial and International Conference
Secretariat Division (BIUPA) (Chief)
Ministry Of Foreign Affairs
Immigration Department
Malaysia Airport Holding Berhad

Rapporteur, Substantive and Speech
Public Service Department (Chief)
National Institute of Public Administration
Razak School of Government

Security and Traffic
Ministry of Home Affairs (Chief)
Royal Malaysia Police
Volunteer Department of Malaysia (Rela)
Malaysia Civil Defence Department
Prison Department
Fire And Rescue Department

Transportation
Ministry of Transport (Chief)
Ceremonial and International Conference
Secretariat Division (BIUPA)

Medical and Health
Ministry of Health (Chief)
Wilayah Persekutuan Kuala Lumpur Health Department
Hospital Putrajaya
Malaysia Civil Defence Department

Arts and Performance
National Department for Culture and Arts (Chief)

CAPAM International Run
Maksak (Chief)
Ministry of Youth and Sports

Commonwealth Media Forum
Chief Secretary to the Government of Malaysia Office (Chief)
Corporate Communication Unit, Prime Minister's Department

Learning Excursion and Ministers Forum
Ministry of Tourism and Culture (Chief)
Putrajaya Corporation (PPJ)
Royal Malaysia Police
Performance Management Delivery Unit

Spouse Programme
Puspanita (Chief)
Royal Malaysia Police

Publicity, Promotion and Media
Corporate Communication Unit, Prime Minister's Department (Chief)
Ministry of Communications and Multimedia

Registration and Welcoming
MAMPU (Chief)
Ministry of Foreign Affairs
Ceremonial and International Conference
Secretariat Division (BIUPA)
Malaysia Airport Holding Berhad

Financial, Sponsorship and Logistics
MAMPU (Chief)

Souvenirs
MAMPU (Chief)

Audio Visual and Multimedia
MAMPU (Chief)

Exhibition
MAMPU (Chief)

CAPAM International Innovation Award
MAMPU (Chief)
Event Management Division, Prime Minister's Department

Banquet and Event Management
MAMPU (Chief)
Melaka State Government
Ceremonial And International Conference Secretariat Division (BIUPA)

Publication and Portal
MAMPU (Chief)

CAPAM Membership
MAMPU (Chief)

Memorandum of Understanding
Public Private Partnership Unit (Chief)
DAY 1 AT A GLANCE: SUNDAY, OCTOBER 19, 2014

9:00 a.m. OPENING PLENARY
Words From Malaysia: Tan Sri Dr. Ali Hamsa, Chief Secretary to the Government of Malaysia
Welcoming Address: Paul Zahra, CAPAM President
Opening Remarks: His Excellency HE Kamalesh Sharma, Commonwealth Secretary-General
Keynote Speaker: Hon. Jocelyne Bourgon, P.C., O.C., President of Public Governance International (PGI)
Main Speaker: Tan Sri Dato’ Hj Muhyiddin Hj Mohd Yassin, Deputy Prime Minister of Malaysia

10:45 a.m. PLENARY SESSION
Speaker: Tan Sri Dr. Madinah binti Mohamad, Secretary General, Ministry of Education (Malaysia)
Speaker: Hon. Carolyn Seepersad-Bachan, Minister of Public Administration (Trinidad and Tobago)

1:00 – 2:15 p.m. CONCURRENT SESSIONS

| Hall 1 | 1.1 Leadership – Driving Change |
| Hall 2 | 1.2 Motivating the Public Service in Uncertain Times |
| Hall 3 | 1.3 Bridging the Gap Between the Public Service and the Public it Serves |
| Hall 4 | 1.4 The New Sustainable Development Goals (SDG) and the Post-2015 Development Agenda: Implications for Cities and Local Government |
| Hall 5 | 1.5 Citizen-Centred Services and Citizen Engagement |

2:45 – 3:45 p.m. INTERNATIONAL INNOVATIONS AWARDS FINALISTS’ PRESENTATIONS

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5:30 p.m. WELCOME EVENTS (for Ministers Forum attendees and international delegates)
Excursion to Malacca Urban Transformation Centre (UTC)
Welcoming Dinner and Cultural Evening
Malacca River Cruise

Refer to page 21 for more details and information.
Day 1: Session 1.1  Leadership – Driving Change

As the public sector enters a significant era of accelerated change, leadership becomes more than ever, a sine qua non condition for the success of all reform and modernisation policies. Experience shows that only organisations that benefit from strong leadership backed by clear strategy and vision are able to achieve development goals and better respond to citizens’ needs and expectations.

**Moderator:**
Tan Sri Dato’ Dr. Michael Yeoh
Chief Executive Officer
Asian Strategy & Leadership Institute (Malaysia)

**Speakers:**
Peter Achterstraat
President, New South Wales Division, Institute of Public Administration (Australia)
Shaping the Future: Leadership Qualities Needed for Tomorrow’s Public Sector Leaders

Dr. Joan Nwasike
Head, Thematic Programmes Group, Governance & Institutional Development Division, Commonwealth Secretariat

Dato’ Dr. Mazlan Bin Yussof
Director, National Institute of Public Administration (Malaysia)

Day 1: Session 1.2  Motivating the Public Service in Uncertain Times

Public service managers are being asked to motivate employees towards achieving public purposes. All the while, these very employees are working in a world of pay freezes, job cuts, austerity measures and unprecedented expectations from citizens. For services to be better targeted and more responsive to citizen needs and to achieve efficiencies along the way, managers must engage employees and promote behaviour that leads to the realisation of desired outcomes and performance in policy development, programme design and service delivery. This session examines innovative approaches to achieving public service motivation.

**Moderator:**
Meredith Edwards
Professor Emeritus, Institute for Governance and Policy Analysis, University of Canberra (Australia)

**Speakers:**
Daniel Watson
Chief Human Resources Officer, Treasury Board of Canada Secretariat

Tan Sri Dr. Zulkurnain bin Haji Awang,
Former Director of INTAN, and former Secretary General of Ministry of Education (Malaysia)

Dorothy Mpabanga
Director, University of Botswana, CESPAM (Botswana)
Day 1: Session 1.3  Bridging the Gap Between the Public Service and the Public it Serves

Is there any other job that impacts society as a whole more than a public service job? Yet as we acknowledge the importance of citizen engagement in defining policy, programmes and means of service delivery, we might also wonder how one gleans useful information from citizens who may not fully understand the public service itself. This session discusses how government can inform the public and create dialogue with citizens in order to shape the future.

**PRESENTATION**

**Moderator:**
Tan Sri Dr. Madinah bt. Mohamad
Secretary General, Ministry of Education (Malaysia)

**Speakers:**
- Dato’ Saw Choo Boon
  Co-Chair, Special Task Force to Facilitate Business (Malaysia)
- Juma Gabriel Okumu
  Deputy Director, Training and Development, Public Service Commission (Kenya)

*The Critical Importance of Active Engagement with both Citizens and the Public Service*

Day 1: Session 1.4  The New Sustainable Development Goals (SDG) and the Post-2015 Development Agenda: Implications for Cities and Local Government

Given their geographical proximity to citizens, local governments are well situated to better understand and respond to the needs of their residents. Making cities and human settlements inclusive, safe, resilient and sustainable is a proposed target for 2015. There will surely be significant new tasks for both local government officials and politicians in terms of implementation. The Commonwealth Local Government Forum Munyonyo Statement, endorsed by the 2013 CHOGM and supported by UNDP, entails such a component of ‘localisation’. This discussion panel will shed light on the challenges, best practices, and means that local governments can use to engage citizens, and build strong and effective relationships with all stakeholders.

**PANEL DISCUSSION**

**Moderator:**
Carl Wright
Secretary-General, Commonwealth Local Government Forum (United Kingdom)

**Panelists:**
- Carl Wright
  Secretary-General, Commonwealth Local Government Forum (United Kingdom)
- Dato’ Seri Arpah binti Abdul Razak
  Secretary General, Ministry of Urban Wellbeing, Housing and Local government (Malaysia)

*continued on following page*
Day 1: Session 1.5  Citizen-Centred Services and Citizen Engagement

One of the most remarkable areas of transformation within the public service is the shift in the style of management and methods of service delivery. Governments are being stressed and called upon to place the citizen at the centre of policymaking, not just as a simple service receiver, but also as an agent and an active actor that can bring ideas and insights to the process. The objective of the citizen engagement approach is to develop policies and design services that respond better to citizens’ needs and are relevant to their aspirations. In this regard, concepts such as “crowdsourcing”, “co-creation” and “co-production” have emerged recently to describe this systematic pursuit of continued collaboration between government departments and citizens. The main question this session will answer is: How can citizens be more involved and better empowered?

Moderator:
Tan Sri Datuk Amar Haji Mohamad Morshidi Abdul Ghani
Sarawak State Secretary (Malaysia)

Speakers:
Florence Nyokabi Wachira
Director, Recruitment and Selection, Public Service Commission (Kenya)
More Heads are Better than One – Gender Equality, Inclusiveness and Freedom from Discrimination for Citizen-Centred Services

Suzanne Walker
Assistant Director, Ministry of Communications and Information (Singapore)
Public Engagement Efforts for Whole of Government in Singapore

Bruce Findlay
Director, Christchurch Rebuild Programme, Inland Revenue (New Zealand)

Dr. Limin Hee
Director of Research
Centre for Liveable Cities (Singapore)

Max Everest-Phillips
Director, Global Centre for Public Service Excellence
United Nations Development Programme (UNDP) (Singapore)
Conducting Census in India is a massive exercise and the time taken to complete the entire process can be more than two years. With the introduction of Tablet PC for collecting door to door enumeration, the time requirement was drastically reduced to about eight months. In addition, it has helped create a near error-free database and resulted in significant savings in terms of manpower and resources. Ministry of Rural Development, Government of India entrusted the program SECC 2011 (Socio Economic Caste Census) to a consortium led by BEL to design a cost effective and innovative product to meet the above objective. The entire exercise was carried out on a paperless innovative Handheld Electronic Device (Tablet PC). The customized application software with multi-lingual support has enhanced the speed of the digital data collection. Additional battery packs and solar chargers were exclusively designed and developed for ensuring an uninterrupted data collection process. Lean manufacturing techniques were applied for the mass production of 640,000 Tablet PCs. In order to achieve this National mission program (SECC 2011), Tablet PC was provided at an affordable price for efficient e-governance.

The Safe City Monitoring System (SCMS) was developed on a GIS Web Based Application on an enterprise scale (nationwide). It is the ‘nerve centre’ that brings the sharing of crime data and information together with the monitoring of the effectiveness of crime prevention measures undertaken by the Royal Malaysian Police (RMP), Local Authorities (LA), Ministry of Home Affairs (MOHA), Ministry of Urban Well-being, Housing and Local Government (MUHLG) and other related agencies. SCMS integrates two major existing systems at two major government agencies – the Police Reporting System (PRS) at RMP with mapping system on GIS platform at the Federal Department of Town and Country Planning (FDTCP). The result is a breakthrough exercise towards more systematic approaches in crime data management, and archives management and analysis, thus enabling the identification of existing and potential crime patterns and hotspots for strategic implementation of crime prevention measures. This holistic crime prevention action has made Malaysia a safer place.
The Information, Communication and Resolution Portal (IRCP) was established as an innovative and revolutionary technology platform to provide important and far-reaching improvements to service delivery by the Public Service. The IRCP provides a system of real time two-way communication between the citizenry and the office of the Head of the Public Service. The information arm of the IRCP creates a “single stop” online venue for an array of information on the Government and Government Services. The resolution and communication arm of the IRCP, provides the opportunity for public servants, citizens, international visitors and even institutions to have access to the Head of the Public Service, to submit their complaints and/or suggestions for consideration and receive resolutions. The portal has made use of the rapid expansion of communication technology provided by the internet as well as the popular use of SMS messaging via cellular phone. Additionally, there are future plans to enhance communication via Interactive Voice Response technology. Further, the portal has been enhanced with a number of features such as live chat, blogs, surveys, “private” secure Facebook, etc. which will come on stream throughout the course of 2014.
“Sakala” is a revolutionary program of the Government of Karnataka, intended to standardize, simplify and put in place an efficient citizen service delivery system for making government more accountable to its citizens. Karnataka Sakala Services Act, 2011 empowers citizens to avail themselves of 478 services across 47 departments from the government in a time-bound manner. Where default occurs, government employees compensate the citizens @ Rs 20 per day up to Rs 500, depending on the duration of the default. Every citizen applying for a service, receives a computerized acknowledgement with a unique number that enables the citizen to track status of the application through the Sakala website / Call centre / SMS service. In case the service request is rejected or if the service is not provided within the stipulated time, the citizen may file an appeal to the next higher officer (i.e. the Appellate Authority). Appeals are also time-bound. In just 2 years, 45 million services were delivered on or before time. Delays are happening in only 2% of cases. A recent survey by IMRB shows that 99% of citizens are satisfied with service delivery under Sakala.

Forest Research Institute Malaysia (FRIM)’s mission is to deliver science-based innovations and solutions for the forestry industry. The High Temperature Drying (HTD) project is a successful model of FRIM’s strategic management in implementing programmes of national interest. Studies were initiated in direct response to calls by the European Union (EU) Directive for certain wood treatment chemicals, particularly borates, to be assigned to the “Repro-toxic Category” under the Dangerous Substance Directive 67/548. Boric acid is the primary preservative used in the processing of rubber wood. FRIM was directed by the Malaysian Cabinet to find alternatives to the use of this chemical substance in treatment of rubber wood. To date, the market acceptance of HTD™ products has been promising with trial consignments sent to IKEA (Thailand), China, Australia, Singapore and South Korea.
Procurement of public sector infrastructures and building projects is the key driver for construction demand in Singapore, with government expenditure of S$10-15 billion annually. Prior to 1985, contractors intending to undertake public sector projects had to register separately with each public agency which had its own set of requirements, thus incurring a costly exercise. In 1985, Contractors Registration System (CRS) was established to centralise the list of contractors held by the various agencies. The CRS, administered by the Building and Construction Authority (BCA), acts as an initial filter to verify that companies have sufficient financial capacity, technical capability and experience before they can tender for any public sector construction project. Throughout each project, CRS monitors the contractor's performance quarterly and shares the information with the agencies. The information is used to evaluate tenders before awarding contracts. The CRS has become well-known and the framework and implementation has been shared with many developing countries.

Kumbh Mela is a spiritual gathering held every 12 years on the banks of the ‘Sangam’- the confluence of the holy rivers Ganga, Yamuna and the mythical Saraswati. In 2013 it was held at Prayag-Allahabad in Uttar Pradesh and was recognized as the largest congregation of humanity in one place and at one time. The State Government of Uttar Pradesh set up TEAM KUMBH to facilitate the event. The team's mandate included ensuring the safety and security of the visitors and using technology without compromising the sanctity of the event. Kumbh Mela happened peacefully without any incidence of terror or crime and was a satisfying experience for millions of pilgrims. The overall standards of cleanliness, crowd management, quantity & quality of water at bathing ghats and the behaviour of the last mile service providers were exemplary and widely appreciated. The logistics and implementation experience may well be a model for bringing order to other large gatherings such a refugee camps.
The National Performance Framework
Submitted by: Ministry of Public Administration, Trinidad and Tobago

The National Performance Framework (NPF) 2012-2015 represents an innovative approach in Trinidad and Tobago to monitor and evaluate the efficiency and effectiveness of government performance. NPF outlines the measurement strategy for assessing and evaluating implementation of the Medium Term Policy Framework. The NPF shifts the focus from reporting on activities and outputs to the actual impacts of government interventions on the lives of the citizens. The Framework outlines a Results Chain for each priority area inclusive of Outcomes and Impacts and serves as a measurement tool to track the achievement of the goals and targets that have been outlined in the MTPF. The NPF has detailed 8 Key Result Areas (KRSs), 23 National Outcomes, and 52 National Indicators in order to assess the Medium Term Policy Framework. Based on this new performance measurement framework, two (2) Annual Reports on Performance were produced for 2012 and 2013 respectively.

Mobile Seva
Submitted by: Department of Electronics & IT, Government of India

Mobile Seva is the first nationwide ‘whole-of-government’ initiative on mobile governance launched in July 2011 by the Department of Electronics and Information Technology (DeitY), Government of India, for enabling delivery of public services through mobile devices. The project aims to broaden access to e-governance services as the penetration of mobile phones in the country is much higher compared to that for Internet, especially in rural areas. It is a cloud-based infrastructure for mobile enablement of public services for all government departments and agencies at central, state and local levels. To date, 990 government departments across the country are using this platform for delivering their mobile based services. The total number of SMS transactions has surpassed 800 million. The initiative has resulted in huge benefits for both government departments and citizens and businesses. The departments can immediately start using the platform without creating their own infrastructure and the citizens can access a wide range of government services through mobile devices without visiting government offices.
The Ministry of Trade, Industry, Investment and Communications (MTIIC) launched the Single Electronic Window (SEW) for Trade and Business Facilitation Project, with the trade name TTBizLink in 2009. TTBizLink, the first of its kind in the Caribbean, is a secure business portal that provides 24/7 access to applications for various trade and business related government services by linking multiple partners via a single electronic platform.

Applications submitted online are automatically routed to the relevant approving agency for electronic processing. The agency then communicates with the applicant electronically on the application’s status indicating whether it has been approved, rejected or queried. Benefits to stakeholders include greater operational efficiency, increase in the speed of trade and business facilitation, enhanced data sharing, reduction of information duplication and improved application of government regulations rules.

Since communication is central to the success of development and democracy, the Ministry of Information and Broadcasting (MIB) has invested in the growth of Community Radio (CR), especially in communities with low levels of literacy. CR stations are essentially low power radio stations, meant to be set up and operated by local communities, who can use it to communicate on issues of health, nutrition, education etc., with development goals in mind. MIB has 170 CR stations operating in various parts of India and it is planning for more than 300 additional stations. Simplification of the application process, improved transparency, faster approvals, better coordination, enhanced awareness, technical support to communities, enhanced synergy between stakeholders and involvement of government ministries are the bedrock of CR broadcast and have laid a solid foundation for meaningful growth of CR in India.
Electronic Voting Machine
Submitted by: Bharat Electronics Limited, India

Bharat Electronics has designed, manufactured and supplied 900,000 Electronic Voting Machines (EVM) to the Election Commission of India. The technical features of the EVM include the use of a secure processor, hardware encryption, low power consumption and adaptation for add-on units to modernise other Election Day processes. The innovations from the project list the technological features and their adaptation to a public domain platform especially for the uneducated masses. The quantifiable benefits are the huge saving of paper which is about 10,000 tons for a single election (roughly 200,000 trees), reduction in man power requirement for polling and ballot counting time reduced to a few hours from 40 hours.

Clean & Green Hackathon
Submitted by: National Environment Agency (NEA), Singapore

The Clean & Green Hackathon is the first-ever government-led hackathon organised by the National Environment Agency (NEA) of Singapore to provide a platform for different stakeholders to come together to collaborate and co-create environmental solutions with data provided by NEA. Targeted at the developer community, corporations and environmental groups, the Clean & Green Hackathon aims to create a vibrant eco-system of idea generators. The inaugural Hackathon in April 2013 involved 250 participants who generated 21 prototypes, while the second one held in November 2013 with 200 participants produced 15 app prototypes. In collaboration with industry partners, NEA provides funding and works with selected teams to incubate their ideas and transform prototypes into functioning applications. Three prototypes from the inaugural Clean & Green Hackathon have been developed and are now available for download on ‘Google Play’.
SUNDAY, October 19, 2014, 5:30 p.m.
WELCOME EVENTS (for Ministers Forum attendees and international delegates)

Excursion to Malacca Urban Transformation Centre (UTC)
Urban Transformation Centre (UTC) Malacca started its operation on 23 June 2012. UTC is an initiative under the National Blue Ocean Strategy (NBOS), which was introduced to improve the quality of government services through strategic partnership between various government agencies and the private sector. The function of UTC is as a one-stop center that provides a range of government and private sector services under one roof. Wisma DMDI (Dunia Melayu Dunia Islam) was the first building that has been transformed as a UTC in Malaysia.

UTC is divided into 10 clusters as below:
- Health Service
- Security Service
- Education, Training, and Employment Service
- Financial Service
- Business Development and entrepreneurship Service
- Government Service
- Utility Service
- Youth Development Service
- Social & Community Development Service
- Non-Governmental Organisation Services

Welcoming Dinner and Cultural Evening

Malacca River Cruise
The Malacca River is the river that cuts across Malacca town, on its way to the Straits of Malacca. A flotilla of small boats transports sightseers up and down past historic buildings, old warehouses (godowns), interesting mangrove stands, churches, and villages.
9:00 a.m.  PLENARY SESSION
Speaker: Datuk Sharifah Zarah Syed Ahmad, Deputy Director General of Public Service (Malaysia)

Speaker: Dennis Hilgers, Professor of Public and Nonprofit Management, Johannes Kepler University Linz (Austria)

10:00 a.m.  GROUP PHOTO

10:45 a.m. - 12:15 p.m.  CONCURRENT SESSIONS

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1:15 p.m.  LEARNING EXCURSIONS
(for International Delegates)
Refer to page 27 for more details and information.

5:30 p.m.  COMMONWEALTH RECEPTION
(for all Delegates and Ministers)
Day 2: Session 2.1 Delivering the Change Agenda: Structure and Process Issue

Institutions must have the capacity to deliver on a change agenda. Effective structures and processes drive change forward at central and local levels, promote change at the organisational level and involve internal and external audiences in the change process. This institutional context is an important variable in determining the impact of change. Service delivery and policy implementation need to be adapted to provide a responsive and seamless service to the citizen. Public service providers also need to be attuned to the changing nature of society. This comes at a time when strenuous cries for improved governance, accountability and transparency are heard everywhere. The various new arms-length delivery systems have been initiated with the result that efforts at improved governance, accountability and transparency continue to lag behind. Not surprisingly then, there have been numerous crises of confidence in these newer forms of delivery systems.

Presentation

Moderator: Tan Sri Dato’ Setia Haji Ambrin Bin Buang  
Auditor General  
Office of the Auditor General (Malaysia)

Speakers:

Leighanne Naicker  
Assistant Director, Skills Development, Department of Trade and Industry (South Africa)  
“Fostering a culture of continuous change in the work environment: A case study profiling the South African National Department of Trade and Industry’s Rea aga project”

Christine Burton  
Director General, Marketing, Service Canada (Canada)  
The Challenges of Implementing Discretionary Change

Dato’ Sri Alias bin Haji Ahmad  
Secretary General, Ministry of Domestic Trade, Cooperatives and Consumerism (Malaysia)
The so-called Information Society, through a myriad of rapid advances, presents major opportunities and challenges to public service managers. Continued innovation in ICTs offers the potential for a radical transformation in public management systems, as well as the quality of services provided for the public.

**Moderator:**
Margaret Saner  
Chairperson of the United Nations Committee of Experts on Public Administration (CEPA)

**Speakers:**
Elida Reci  
Public Administration and Governance Officer, United Nations Department of Economic and Social Affairs (UNDESA)  
**UNDESA’s Work on Innovation**

Encik Wan Mohd Rosdi bin Wan Dolah  
Head of ICT Advisory MAMPU (Malaysia)  
**Malaysian Electronic Government: Journey to Success**

N. Ravi Shanker  
Secretary, Ministry of Personnel, Public Grievances and Pensions (India)

In this session, the difficulties and challenges that governments face in adopting new technologies and implementing digital policies will be discussed. One presentation will focus on the cases of the United Kingdom and Australia, and how in spite of all the financial resources they have devoted to digitalise their public services, they are still unable to take full advantage of the development of new technologies to overhaul the way they design and operate public services.

The other presentation will look at how social media has not only changed the way governments interact with citizens in delivering services, but the speed of delivery and level of expectations. The presenter will outline the opportunities offered by social media for governments to better serve citizens and engage them in public affairs.

**Moderator:**  
Datuk Dr. Rebecca Fatima Sta Maria  
Secretary General, Ministry of International Trade and Industry (Malaysia)

**Speakers:**
Marie Johnson  
Managing Director and Chief Digital Officer, Centre for Digital Business Pty Limited (Australia)  
**A Tale of Two Countries: The Digital Disruption of Government**

Cassandra Crowley  
Former CEO of Local Government Online Limited (LGOL), (New Zealand)  
**Has Social Media Changed What Government Means?**
Governments have stewardship over significant resources and yet many fail to meet basic financial reporting requirements expected of many organisations in the private sector. Getting the numbers right is the foundation for effective accountability and is critical to ensuring that other aspects of public sector financial management reform achieve the desired outcomes. This session will explore why governments need to improve the quality of their financial reporting, the nature of accountability in the public sector and the role the accounting profession can play in improving financial management – and why engaging citizens, civil society organizations and others in the process is a key factor in promoting genuine transparency and accountability.

**PANEL DISCUSSION**

**Moderator:**
Fayezul Choudhury  
Chief Executive Officer, International Federation of Accountants (IFAC)

**Panelists:**
Fayezul Choudhury  
Chief Executive Officer, International Federation of Accountants (IFAC)

Vinod Rai  
Former Auditor-General of India, IFAC (India)

Johan Idris  
President, Malaysian Institute of Accountants

**Rajat Narula**  
Senior Financial Management Specialist, Governance Global Practice  
World Bank

**Day 2: Session 2.5  Human Resource Management**

What could be more central to innovation in the public service than effective HRM? In order to maintain and strengthen social and economic progress, the right people need to be in the right place at the right time to deliver the services required.

**Moderator:**
Daniel Watson  
Chief Human Resources Officer, Treasury Board of Canada Secretariat

**Speakers:**
Gillian Macintyre  
Permanent Secretary, Ministry of Public Administration (Trinidad and Tobago)

Datin Dr. Rosslina Bt Ahmad Mokhtar  
Service Division, Public Service Department (Malaysia)

Odette Ramsingh  
Group Human Resources Executive, Metropolitan Health (South Africa)  
*Invigorating Professionalism and Morale of the Public Service In Africa*
The need to examine the appropriate public governance procedures comes at an interesting time in the evolution of public sector models of service delivery. Increasingly both the private and the public sectors are calling for better control over government spending and the best possible use of government resources. Considerable progress has been made in a number of directions, but the process has often resembled a dog chasing its tail. This is because a variety of new arms-length delivery systems have been initiated with the result that efforts at improved governance, accountability and transparency continue to lag behind what is deemed to be necessary. Not surprisingly then, there have been numerous crises of confidence in these newer forms of delivery systems. As a result, the public insists that these initiatives be drawn back within the traditional oversight of government.

**Moderator:**
Elida Reci  
Public Administration and Governance Officer, Department of Economic and Social Affairs, United Nations (UNDESA)

**Speakers:**

- **Ian Macdonald**  
  President Emeritus of York University (Canada)  
  *Public Governance for Public Services*

- **Dr. Patrick M. Sokhela**  
  Chief Director, Research and Public Administration Discourse, Department of Public Service and Administration (South Africa)  
  *Planning and Managing the Change Process: The Good Practice Guide for the Public Service in South Africa*

- **Datuk Dr. Md. Tap Salleh**  
  President, Institute of Integrity Malaysia
As the host of the CAPAM 2014 Biennial Conference, the Malaysian government is proud to offer international conference participants the opportunity to learn more about the unique projects of the host country, specifically implemented to enhance the Malaysian public service delivery for the betterment of Malaysian citizens. International participants may only participate in one of the three packages that have been specially designed and transportation to all locations will be provided.

The first package is a visit to government front-line agencies in Putrajaya, or a visit to 1 Malaysia One Call Centre (1MOCC).

Putrajaya Sightseeing
Putrajaya is a model township that has been constructed with detailed planning, innovative urban design and great respect for the environment. It is a city with a vision that also promises to keep the nation’s heritage for the country’s present and future generations. Its beautifully landscaped roads and parks as well as modern buildings are clearly reflected in the theme “City in the Garden”.

1MOCC
1Malaysia One Call Centre or 1MOCC is a National Blue Ocean Strategy initiative which allows the public to enjoy first class services through an efficient, accurate and centralised communication system using a unique single contact number, 03 8000 8000. The tour is aimed at providing a suitable platform for participants to gain a deeper understanding on the core function of 1MOCC in facilitating the communication between the public and government agencies through the use of a single point of contact for enquires, suggestions and complaints.

The second package is a visit to discover more of Kuala Lumpur City Center. A must for first time visitors to Kuala Lumpur! They say the best way to get to know a new city is through a tour. This interesting tour will unveil the beauty and charm of the old and new Kuala Lumpur known as the “Garden City of Lights”. See the contrast of the magnificent skyscrapers against buildings of the colonial days. The KL city tour will take you to many of the highlights that this beautiful city has to offer. By the end of the tour, you will probably feel as if you have “seen” the soul of Kuala Lumpur!

The third package is a visit to the Mass Rapid Transit (MRT), one of the finest future public transportation systems in Malaysia.

KVMRT
The Klang Valley Mass Rapid Transit (KVMRT) Project involves the construction of a rail network which, together with the existing light rail transit (LRT), monorail, KTM Komuter, KLIA Ekspres and KLIA Transit, will form the backbone of the Klang Valley’s public transport system.
### PROGRAMME

**DAY 3 AT A GLANCE: TUESDAY, OCTOBER 21, 2014**

#### 9:00 a.m.  PLENARY SESSION
Speaker: Graham Teskey, Principal Governance Specialist, Development Policy Division, Department of Foreign Affairs and Trade (Australia)

Speaker: Mark Rozario, CEO of Malaysia Innovation Agency

#### 10:45 a.m. - 12:15 p.m.  CONCURRENT SESSIONS

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#### 1:15 – 2:15 p.m.  INTERNATIONAL INNOVATIONS AWARDS FINALISTS’ PRESENTATIONS

- **Innovations in Public Service Management**
- **Innovative Use of Technology in the Public Service**
- **Innovations in Government Services & Programmes**
- **Innovations in Citizen Engagement and Dialogue**

- Unity Hall A • “TabletPC for Enumeration” India
  - “Safe City Monitoring System (SCMS/SPBS) Malaysia
  - “Information, Resolution and Communication Portal” Trinidad and Tobago

#### 2:45 p.m.  SESSION STATEMENTS
CAPAM 2014 Conference Statement
Fifth Commonwealth Public Sector Ministers’ Forum Statement

#### 3:30 p.m.  CLOSING REMARKS
Government of Malaysia

#### 8:00 p.m.  CAPAM PRESIDENT’S DINNER AND 20TH ANNIVERSARY CELEBRATIONS (FOR ALL MINISTERS AND DELEGATES)
Internationa Innovations Awards Winners Announcement
Day 3: Session 3.1  Enabling Framework for Transformation in the Public Sector

Governments strive for improvements to make their public services the best that they can be. To do this, they must consider the economic challenges of the day, establish balanced and long-term fiscal positions and sharpen efficiencies in all aspects of public service activity. The session deals with what the international community is focussing on as well as examples of some of the overarching frameworks that are necessary to achieve a high degree of results.

**Moderator:**
Marie Johnson  
Managing Director and Chief Digital Officer, Centre for Digital Business Pty Limited (Australia)

**Speakers:**
Margaret Saner  
President, United Nations Committee of Experts on Public Administration (United Kingdom)  
*Findings of the United Nation Committee of Experts on Public Administration meeting held in April 2014*

Margaret Kobia, PhD  
Chairperson, Public Service Commission (Kenya)  
*Public Service Transformation through Constitution Review: The Kenyan Experience*

Dr. Matyawa Busieka  
Acting Chief Director, International Cooperation Programmes, Department of Public Service and Administration (South Africa)  
*The African Charter an enabling framework for the transformation of Public Service and Administration in Africa*

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**DAY 3 CONCURRENT SESSION DETAILS  10:45 a.m. – 12:15 p.m.**

**PICC UNIT HALL A**

**Building Global Resilience** — provides insightful lessons and country-specific context that governments have experienced when building a public service that can nimbly react to shifting trends in the future. The issues that countries face as they engage in public service transformation pose major challenges to their ability to meet economic pressures and citizen expectations. The public service must plan and implement transformative activities, but it must also develop capabilities to respond to ongoing demands and challenges once change is achieved. In this day and age, it is expected that a culture of change will be the new norm. Governments are being challenged to resolve the problems of today with an eye on how to build reliable systems to cope with decision-making, competing demands and very different priorities for tomorrow. Resilience becomes central to good performance and leadership.
Day 3: Session 3.2  Women as Equal Partners in the Public Sector

Even though gender equality in the public sector is supposed to be an important pillar of human development and economic growth, statistics show that women’s representation, especially in decision-making roles remains low. The main objective of this session is to shed light on the best national and local experiences that promote the place of women as actors and vital partners in the conduct of public affairs.

**PRESENTATION**

**Moderator:**
Prof. Tan Sri Dato Seri Dr. Sharifah Hapsah bt. Syed Hasan Shahabudin
President, National Council of Women’s Organisations (Malaysia)

**Speakers:**
- Meredith Edwards
  Professor Emeritus, Institute for Governance and Policy Analysis, University of Canberra (Australia)
  *Barriers to the Progression of Senior Women in the Public Sector*
- Julius Mukunda
  Senior Programmes Director, Forum for Women in Democracy (Uganda)
  *Delivering Gender Sensitive Public Service: The Role of Women in Decision-Making Processes.*
- Dato’ Sabariah Hassan
  Secretary General, Ministry of Women, Family and Community Development (Malaysia)

Day 3: Session 3.3  Public Private Partnerships for a Better Impact

This session will engage discussions on the value and impact of PPPs projects, challenges and best practices based on experiences from Commonwealth countries and other regions of the world. The discussion will also focus on the impact of such partnerships on public service delivery and policy design. This session will explore the questions of: Why should governments partner with the private and philanthropic sectors to deliver public services? And, how to prevent mismanagement and corruption when other actors are involved in public service delivery?

**PANEL DISCUSSION**

**Panelists:**
- Ahmad Zamri Khairuddin
  Senior Director, PPP Policy Section
  Prime Minister’s Department (Malaysia)
- Ian MacDonald
  President Emeritus, York University (Canada)
- Jamie Tibbetts
  Assistant Deputy Minister and Chief Financial Officer, Health Canada
Day 3: Session 3.4 Innovation is the Solution!
This session will explore the role of innovation as a vehicle of change and transformation in the public sector. Innovation is regarded as one of the main factors to develop a modern and efficient public sector. In a context of increasing complexity and diversity of demands emanating from individuals and communities, public institutions are required not only to respond to citizens’ needs, but to respond in an innovative and smarter way that takes into consideration recent developments and challenges in other sectors and areas. For its part, the requirements of competition and economic competitiveness among regions and nations of the world constrain governments to adopt innovative approaches and strategies to stand out and develop a comparative advantage over competitors.

PRESENTATION

Moderator:
Christine Burton
Director General, Marketing, Service Canada

Speakers:
Elida Reci
Public Administration and Governance Officer
United Nations Department of Economic and Social Affairs (UNDESA)
UNDESA’s Work on Innovation

Dato’ Sri Dr. Noorul Ainur binti Mohd Nur
Secretary General, Ministry of Science, Technology, and Innovation (MOSTI) (Malaysia)

Dr. Atolagbe Alege Gambari
Director of Studies, Department of Research & Publications, The Administrative College of Nigeria (Nigeria)
Innovation and Change Management in the Public Sector

Day 3: Session 3.5 Overview of Financial Reporting Systems in the Public Service and Country Experiences in Adoption
High-quality, robust and effective accrual-based financial reporting systems are integral to enhancing accountability and transparency in government financial reporting. The International Public Sector Accounting Standards Board (IPSASB) is the global body dedicated to developing accounting standards for public sector entities. This session will provide an overview of the IPSASB as well as portraying specific experiences, both benefits and challenges, in the adoption of the IPSASs as governments strive to improve financial reporting.

PANEL DISCUSSION

Moderator:
Thomas Mueller-Marques Berger
Partner, Head of International Public Sector Accounting Standards, Ernst & Young (Germany)

Panelists:
Thomas Mueller-Marques Berger
Partner, Head of International Public Sector Accounting Standards, Ernst & Young (Germany)

Ken Warren
Chief Accounting Advisor, New Zealand Treasury (New Zealand)

Rachid El Bejjet
Head, Department of Accounting Cooperation, Treasury General of the Kingdom of Morocco

Datuk Wan Selamah Wan Sulaiman
Accountant General of Malaysia
Day 3: Session 3.6  Changing Systems – Changing Behaviours

Demographics are changing, citizen demands are intensifying and finances are stretched. Public servants must consider emerging trends and the latest science and engage in system change as well as a new relationship with the public if they wish to avoid a future of service retrenchment, potential irrelevance and perpetual crisis management. This session examines demand management as a technique that can help shift the starting point for policy and practice for the future of public services.

**PRESENTATION AND WORKSHOP**

**Moderator:**
N. Ravi Shanker  
Secretary, Ministry of Personnel, Public Grievances and Pensions (India)

**Speakers:**
Dr. Abd Halim Bin Mohd Hussin  
Director, Psychological Management Division, Public Service Department (Malaysia)

Dr. Suziana Ahmed Shukor, PhD (Law)  
University of Kent (United Kingdom)  
*Performance Measurements that Create Sustainable Improvements for Public Sector Organizations*
Honourable Carolyn Seepersad-Bachan

Honourable Carolyn Seepersad-Bachan is Minister of Public Administration, Trinidad and Tobago. An Engineer by profession, Honourable Seepersad-Bachan holds a Master of Science degree in Electrical Engineering. She is a former Lecturer in Engineering at the University of the West Indies, St. Augustine Campus and Member of the UWI Board of Engineering Institute. She has also served as Chairman of the National Petroleum Marketing Company of Trinidad and Tobago (NPMC) and has done consulting in the field of quality assurance. Mrs. Carolyn Seepersad-Bachan was appointed Trinidad and Tobago’s first female Minister of Energy and Energy Affairs and was later appointed Minister of Public Administration in June 2011. In that short space of time, she has achieved a firm grasp of the challenges facing the public sector and the required impetus needed to spur modernisation.

Madame Bourgon has enjoyed a distinguished career in the Canadian Public Service, having served as Deputy Minister of several major departments, Secretary to the Cabinet for federal-provincial relations, and later as Clerk of the Privy Council and Secretary to Cabinet. She also possesses extensive international experience, with former posts including President of the United Nations Committee of Experts on Public Administration, President of the Commonwealth Association for Public Administration and Management (CAPAM), and Canadian Ambassador to the Organisation for Economic Co-operation and Development (OECD).

In addition to her vast practical experience, Madame Bourgon has also published extensively on the subject of public administration. This includes her 2011 book, *A New Synthesis of Public Administration: Serving in the 21st Century*. Her leadership is central to the work of NS World.
Tan Sri Dr. Madinah Binti Mohamad

Tan Sri Dr. Madinah binti Mohamad held the position as the Secretary General, Ministry of Education Malaysia (MOE) since June 3rd, 2013. As the Secretary General of the Ministry, she is very much involved in policy guidance and the administration of the ministry and is directly involved in driving the education transformation agenda. These include creating a clear vision and direction for the execution of the Malaysia Education Blueprint 2013-2025 to meet the new demands and expectations of stakeholders and the citizens.

She began her career as an Administrative and Diplomatic Officer in 1981 with the Ministry of Foreign Affairs. Prior to her current position, Tan Sri Dr. Madinah binti Mohamad has had vast working experience in various Government agencies such as the Public Service Department, the Ministry of National and Rural Development, the Ministry of Works, the National Unity and Integration Department of the Prime Minister’s Department. She was also the former Secretary General of the Ministry of Science, Technology and Innovation (MOSTI) from April 2009 until June 2013.

Dato’ Sri Dr. Sharifah Zarah Syed Ahmad

Dato’ Sri Dr. Sharifah Zarah Syed Ahmad obtained her Ph.D in Strategic Social Planning from the School of Politics and International Relations, University of Leeds, UK, after completing a master’s degree in Personnel Management, specializing in Arbitration and Negotiations, from the Graduate School of Public and International Relations, University of Pittsburgh, USA. Her passion in social issues particularly on women and development is reflected in her publications including a book entitled “EnGendering the Public Service” that provides critical analysis of the barriers and obstacles faced by women in management and decision-making positions, particularly in the public sector. She was also an editor to quarterly magazines “Her Voice”, “Gender Agenda”, SAGE (Societal Advancement for Gender Equality) and “Window to Women’s Development”.

Appointed as a Malaysian Diplomatic and Administrative Officer in 1981, she has been working in various Ministries and agencies, including at State Secretariat of Malacca, the Ministry of Defense, Education, National Unity and Social Development, the Permanent Mission of Malaysia to the United Nations, New York, the Ministry of Women, Family and Community Development and the Ministry of Science, Technology & Innovation (MOSTI). In MOSTI, she had managed to bring the human dimension and new insights into the ministry by providing a deeper understanding of the interactions between technology, science, innovation and the society, and its impact on societal well-being and sustainability of development. As a Deputy Director-General of the Public Service, she is very instrumental in the development of Public Service Transformation Framework which is now being vigorously mainstreamed and implemented at all ministries and agencies.
Dennis Hilgers
Dennis Hilgers is a German professor of Public and Nonprofit Management at the Johannes Kepler University Linz in Austria. His research focuses on managing innovation and performance in the public sector. One of the phenomena of his particular interest is Open Government, the application of open innovation methods for innovation of services and offerings in the public sphere. He has been a coordinator of several large-scale project consortia in this field, funded by the European Union and the German Academy of Sciences.

Graham Teskey
Since 2012, Mr. Teskey has been the Principal Governance Specialist in the Australian Government’s Department of Foreign Affairs. He is responsible for advising DFAT on all matters relating to governance and public sector management in Australia’s international aid program. Prior to moving to Canberra, Mr. Teskey was Senior Adviser in Governance at the World Bank in Washington, where he was Head of the Governance and Anti-Corruption Secretariat, and was responsible for the preparation and drafting of the Bank’s 2012 ‘GAC’ Strategy. Before joining the World Bank in 2009, Mr. Teskey spent 15 years with the UK’s Departmental of International Development, with postings to Fiji, Kenya and Uganda. In 1996 he helped establish the first Governance group in DFID. His last two DFID posts were Head of Africa Policy Department and Head of Governance and Social Development.

Mark Rozario
Mark Rozario is the chief executive officer of Malaysia Innovation Agency.

Mr. Teskey was one of the lead contributors to the UK’s 2006 Development White Paper entitled “Making Governance work for the Poor”. Mr. Teskey spent the first six years of his career working as an economist in the Central Planning Office in Fiji and then in the National Planning and Statistics Office in Vanuatu. This was followed by spells in Tanzania with NORAD and teaching development studies at the University of Bradford in the UK. Mr. Teskey has degrees in economics, planning and business administration.
Peter Achterstraat
Professor Peter Achterstraat is the President of the NSW Division of the Institute of Public Administration, Australia (IPAA). Peter was appointed the Auditor-General of NSW in 2006, and ended his term of office in 2013. Prior to this, he was the Chief Commissioner State Revenue for New South Wales from July 1999. Before joining the New South Wales Office of State Revenue, he spent 20 years in the Australian Tax Office where he had a variety of roles.

Peter holds an honours degree in Economics as well as degrees in Law and Commerce from the ANU. He was admitted to the Bar of the NSW Supreme Court in 1983 and a Barrister in the High Court of Australia in 1985. In 2006 Peter was admitted into the ANU College of Business and Economics Hall of Fame. Peter is an Adjunct Professor at the University of Sydney’s Graduate School of Government and is a Principal at the Global Advisory firm Evans & Peck. He was awarded an Order of Australia in 2014 for his Financial Management and Governance roles.

Dato’ Sri Alias Bin Ahmad
Dato’ Sri Alias bin Ahmad was born on 22 May 1958 in Tumpat, Kelantan. He graduated from the University of Malaya with a Bachelor of Art and Social Science (Hons) in 1981 and pursued his Masters Degree in Strategic and Defense Studies, University Malaya in 2001. He also obtained a diploma in Intelligent and Security from Taiwan Military College, Taipei in 1996 and Certificate in Emergency Responses from College of Emergency and Disasters Responses, Yorkshire in 1997.

Appointed as a Diplomatic and Administrative Officer in 1982, he has been working in various Ministries, including in National Security Council, Ministry of Home Affairs and Immigration Department. Prior to his current appointment, he was the Director General in Immigration Department of Malaysia since October 2010 – February 2014. In 5 February 2014, he was promoted as Secretary General in the Ministry of Domestic Trade, Cooperatives and Consumerism.

He was conferred with various awards for his vast contributions in the Civil Service. In 2010, he was honoured with Darjah Kebesaran Sultan Ahmad Shah Pahang (DSAP) which carries the title ‘Dato’. He was further honoured with Darjah Kebesaran Sultan Ahmad Shah Pahang Yang Amat Dimuliakan (SSAP) which carries the title ‘Dato’ Sri’ in 2013. He is married to Datin Sri Nor Azizah binti Sulaiman and has five children.

Tan Sri Dr. Zulkurnain Bin Haji Awang
Tan Sri Dr. Zulkurnain Bin Haji Awang was born on 29 Disember 1950. He graduated from the University of Malaya with a Bachelor of Economics (Hons). He also obtained his Master in Political Science and Master in International Affairs from Ohio University, USA. He began his career as Assistant Director (Industries) in Ministry of Trade and Industries in 1974, serving in various government departments and holding key positions. Among them is Director of INTAN, Secretary General of Ministry of Federal Territories, and Secretary General of Ministry of Education. Prior to his retirement from Civil Service in 2010, he was appointed by the King as Chairman of Education Service Commission from 2010-2013.

Whilst serving in INTAN he contributed his knowledge by publishing a few books and articles. Among the books is Problem of Implementing Reform Based Transformation: Theory and Experience, Transforming Human Resource Management in Meeting the Challenges of the New Millennium, Globalization: Meeting Future Challengers and K. Based Economy: Forging Ahead for National Transformation.
He has actively participated in international conferences representing Malaysia. Beside his contribution in Civil Service he also has been appointed as Board of Director in various Malaysia Private agencies. He has also appointed as Deputy President in UNESCO Malaysia.

**Rachid El Bejjet**

Rachid El Bejjet became a member of the International Public Sector Accounting Standards Board in January 2012. Mr. El Bejjet is currently a head of department of Accounting Cooperation at the Treasury General of the Kingdom (TGK) related to the Moroccan Ministry of Economy and Finance, where he served as the director of the banking agency from 2007 to 2009. He is currently a participant in the annual International Cooperation Program of the TGK.

Throughout his career, Mr. El Bejjet has served in a variety of positions within the TGK, including chief of the department of banking processes, project manager of debt securities portfolio and banking operations, and as chief of the regional Centre of Information Systems. Mr. El Bejjet holds an MBA from the Ecole Nationale des Ponts et Chaussées in Paris. He is an engineer in information technologies, having graduated from the ENIM School in Morocco.

**Thomas Müller-Marqués Berger**

Thomas Müller-Marqués Berger became a member of the International Public Sector Accounting Standards Board in January 2009. He has been a member of the IFAC Public Sector Steering Committee on social policy obligations since 2003. Since 2003, he has been a member of the Fédération des Experts Comptables Européens Public Sector Committee and has served as chair since 2012. He is also a member of the German Public Sector Committee with the IDW.

A partner at Ernst & Young GmbH, Mr. Müller-Marqués Berger also serves as the firm’s global head of International Public Sector Accounting Standards. Additionally, he is the assurance leader, government and public sector for Europe, Middle East, India, and Africa since 2012, as well as the director of the Center of Competence for New Local Government Accounting for all of Germany. Along with his memberships in the IDW and in Wirtschaftsprüferkammer, Mr. Müller-Marqués Berger is also a member of the German Steuerberaterkammer.

**Dato’ Saw Choo Boon**

Dato’ Saw Choo Boon holds a Bachelor of Science (Chemistry) Honours from the University of Malaya. He joined Shell Malaysia in 1970 and served in various capacities in Manufacturing, Supply, Trading and Planning in Malaysia, Singapore and Netherlands. He was then appointed the Managing Director of Shell MDS (Malaysia) Sdn Bhd in 1996 and the Managing Director for Oil Products (Downstream) Shell Malaysia in 1998. In 1999, with the globalisation of the Shell Oil Products business, he assumed the role of Vice-President of the Commercial business in the Asia-Pacific region and in 2005, he managed Shell’s Global Marine Oil Products business. He was appointed the Chairman of Shell Malaysia from 2006 until 2009, and Senior Adviser until 30 June 2010, when he retired from Shell after 40 years of continuous service.

Currently, Dato’ Saw is a Non-Executive Independent Board Member of Shell Refining Company (FOM) Bhd., RHB Capital Bhd., RHB Investment Bank Bhd., Digi.Com Bhd., and Guinness Anchor Bhd. where he is also the Chairman. He is also the co-Chair of the Government’s Special Task Force To Facilitate Business (Pemudah), and President of the Federation Of Malaysian Manufacturers (FMM).
Christine Burton
Christine Burton is currently Director General of Marketing for Service Canada. While Assistant Deputy Minister for Manitoba Rural and Co-operative Affairs, she developed and implemented a social finance tax credit regime a decade before the model was recognised as a ‘best practice’. As Associate Executive Director of the federal Rural and Co-operative Secretariat she developed a strategy that successfully changed the United Nations’ definition of ‘rural’.

In addition to an undergraduate degree from the University of Regina, Burton has a law degree from the University of Saskatchewan and was a Fulbright scholar, earning a Master’s in Public Administration from the Harvard Kennedy School in 2010. Burton was AAFC’s first recipient of the Queen Elizabeth II Diamond Jubilee medal, cited for Leadership, including human resource management and the promotion of inclusiveness and diversity. She sits on several volunteer boards and writes two columns for a Canadian paper.

Matyawa Busieka
Dr. Busieka is currently the acting Chief Director for International Cooperation Programmes at the Department of Public Service and Administration in South Africa. He has held the position of Director for African Affairs in the same department for the past eight years. His main duties are to establish and manage the departmental multilateral, bilateral and institutional partnerships. During his tenure at the Department of Public Service, Dr. Busieka was part of the member states’ experts’ team that drafted the African Charter on Values and Principles of the Public Service and Administration, ratified by the African Union Heads of States Summit in 2011. Before joining the Department of Public Service, Dr. Busieka worked for Ernst & Young as an Assistant Manager, International Tax Services. Dr. Busieka received his Ph.D. degree from the University of Cape Town in 2004.

Fayezul Choudhury
Fayezul Choudhury became Chief Executive Officer of the International Federation of Accountants (IFAC) in February 2013. He served previously with the World Bank, where his last two assignments were as vice president, corporate finance and risk management; and controller and vice president, strategic planning and resource management. In this latter role he was the World Bank’s spokesperson on global accounting and auditing issues.

Fayezul Choudhury started his career in 1974 with Pricewaterhouse in London, initially in public accounting and later management consulting. Choudhury has served on a number of high-level representative bodies. He was a member of the Public Interest Oversight Board (PIOB) from its formation in 2005 until 2010. He also chaired the Global Steering Committee of the International Forum for Accountability Development and was a member of the Standards Advisory Council of the International Accounting Standards Board. He served as a member of the Iraq Advisory and Monitoring Board established by the Security Council of the United Nations. Fayezul Choudhury has an MA (Hons) in Engineering Science and Economics from the University of Oxford. He is also a Fellow of the Institute of Chartered Accountants of England and Wales.

Cassandra Crowley
Cassandra is the former CEO of Local Government Online Limited (LGOL) a for profit company established by New Zealand’s local government administration associations to promote the use of technology in carrying out the business of local and regional government. During her time with LGOL, Cassandra lead a team focused on enhancing collaboration amongst separate local government bodies, interaction with citizens and encouraged a rethink and design
and changing consumer expectations. With experience working in central government, quasi and self-regulating organisations as well as the private sector, Cassandra is focused on challenging existing operating methods and delivering services better in line with modern expectations, all within existing budgets.

**Wan Mohd Rosdi Wan Dolah**

Wan Mohd Rosdi Wan Dolah is a Principal ICT Consultant with Malaysian Public Sector ICT Consultant Team, Malaysian Modernisation and Management Planning Unit (MAMPU), Prime Minister Department.

He has more than 30 years’ of hands-on experience. He has successfully implemented a wide range of ICT projects to numerous organisations including Registrar of Business/Companies, COMPASS at National Archives of Malaysia, and PANTAS of MyIPO. In his recent past life, he has worked for eKL project, which has won 2 international awards and 3 national level awards.

He had served as a member on Board of Directors of Sabah Commercial Vehicle Licensing Board (SCVLB), Board of Directors of Perak Development Corporation (PDC) and Board of Directors of Institute InfoTech MARA, a branch of University of Kuala Lumpur and Board Member of Sarawak ICT Resource Committee.

His current projects focus on technology transformation that driving the use of shared services such as consolidation of data centres, consolidation of government networks, and green ICT. He is providing leadership and advisory to the project team across wider public sector and enabled public service transformation through the strategic deployment of technology.

**Meredith Edwards**

Prof. Edwards is currently Professor Emeritus at the Institute for Governance and Policy Analysis, University of Canberra. She began her career at the University of Canberra before joining the Commonwealth Public Service, where, from 1983 to 1997, she worked in many departments advising on some major social policy, education and labour-market issues.

She became Deputy Secretary of the Department of the Prime Minister and Cabinet in 1993 and held that position until 1997. She served as Deputy Vice Chancellor of the University of Canberra from August 1997 to August 2002. She was appointed a Fellow of the Academy of the Social Sciences, Australia, in 1994 and a Fellow of the Institute of Public Administration, Australia, in 2001. Professor Edwards is currently a member of the United Nations Committee of Experts on Public Administration. Edwards was awarded the Order of Australia in 1992 for her services to education and welfare.

**Max Everest-Phillips**

Max Everest-Phillips is the Director of the United Nations Development Programme’s Global Centre for Public Service Excellence in Singapore. He served previously as Director of Governance and Institutional Development at the Commonwealth Secretariat in London. He started his career in the British Diplomatic Service, serving in Finland, Japan and Washington, and was Senior Governance Adviser at the UK’s Department for International Development.

He holds a BA (Hons, 1st Class) in History from Oxford University.
Bruce Findlay
Bruce is the Director of Inland Revenue’s Christchurch Rebuild Programme following the devastating earthquakes in Christchurch in 2011. Inland Revenue is New Zealand’s tax revenue authority. Bruce chairs the Canterbury Public Sector Leaders Group which has seen the collaboration of over 30 public sector organisations in Christchurch. They are working together in supporting achievement of objectives and through innovation by necessity to meet the needs of the Christchurch community and business sector. This includes working with the Canterbury Earthquake Recovery Authority responsible for leading the NZ Government’s Greater Christchurch Rebuild Strategy.

Prior to the earthquake events Bruce was senior manager responsible for delivery of the Child Support programme and also led Inland Revenue’s design and implementation of a natural language speech recognition IVR telephony platform. This platform has now registered over 1 million New Zealanders using voice biometrics technology with Inland Revenue contact centres.

Dr. Atolagbe Alege Gambari
Atolagbe Alege GAMBARI is a Nigerian and was born in 1957. He attended Ahmadu Bello University (ABU) Zaria, Nigeria, from 1979 to 1982. In 2006 Mr. Gambari attended Ghana Institute of Management and Public Administration (GIMPA) Accra, Ghana. He has also attended a number of skills development programs within and outside Nigeria. Mr. Gambari holds a Bachelor of Library Science Degree, Graduate Certificate in Education, (ABU 1982) and Master Degree in Public Sector Management (GIMPA 2006).

Since 1983 to date, Mr. Gambari has been a faculty member of The Administrative Staff College of Nigeria (ASCON). As a faculty member Mr. Gambari has worked in the various departments and he has taken part in the design, development and delivery of Training as well as Research and Consultancy. Today, Mr. Gambari is a Director of Studies in the Department of Research and Publications of the college. Apart from being a member of some professional bodies, Mr. Gambari has contributed to knowledge through presentations of papers at national and international forums and he has published articles in academic journals.

Dato Sabariah Hassan
Dato’ Sabariah Hassan is currently holding the post of Secretary General at the Ministry of Women, Family and Community Development, Malaysia. Being a wife and a mother to three lovely children, Dato’ Sabariah Hassan’s assignment to lead the ministry is a perfect setting to inculcate the importance of family values, welfare and uplifting the image of women in Malaysia.

Dato’ Sabariah obtained her Master’s degree in Health Management from the University of Birmingham, United Kingdom and she too holds a Bachelor’s degree in South East Asian Studies from University of Malaya, Malaysia.

With more than 30 years of experience in various departments and agencies, which include amongst others the Ministry of Finance, Public Service Department, the Ministry of Health, the Ministry of Science, Technology and Innovation, Dato’ Sabariah Hassan is an expert in public sector administration and human capital development in the Malaysian Civil Service.

Limin Hee
Limin Hee is Director of Research at Singapore’s Center for Liveable Cities (CLC), a knowledge nexus and think-tank for liveable and sustainable cities, where she has oversight of research strategies, initiatives and collaborations. At the CLC, she has helped to oversee the Urban Systems Studies series, which delve deep into the transformation of Singapore in the last 50
years. She is the project leader for collaborative research projects including those with the Urban Land Institute, “Creating Healthy Cities through Active Mobility,” and “10 Principles for Liveable High Density Cities.”

Prior to joining the CLC, she taught at the School of Design and Environment at the National University of Singapore, where she was a Principal Investigator at the Centre for Sustainable Asian Cities, as well as being jointly appointed at the Asia Research Institute. Hee has published widely on cities, including in international refereed journals and architectural reviews, and her recent book on Future Asian Space (NUS Press 2012). She obtained her Doctor of Design from Harvard University, her Master of Arts (Architecture) as well as her professional degree in Architecture from the National University of Singapore.

Abd Halim Mohd Hussin., Phd., RC.AP.
Abd Halim bin Mohd Hussin is currently Director of the Psychological Management Division in the Public Services Department, Malaysia. He earned his Bachelor’s degree in counselling from Universiti Putra Malaysia and a Master’s degree in the same field from Indiana University, USA. His doctoral research focused on drug addiction counsellor competency. He has designed various training modules for human resource development and continues to develop change management programs aimed at enhancing transformation in the public service.

As an associate professor in UiTM and USIM previously, he headed several research projects with RM1.6 million worth of research grants which won several research awards. He has published 12 books related to counselling and drug addiction and presented numerous papers at national and international conferences. As part of his service to the community and nation, he serves as Secretary General for the Malaysian Counselling Association, Fellow Researcher at the Asian Centre for Research on Drug Abuse and Fellow Executive of the Malaysia-Indonesia Counselling Association.

Johan Idris
Johan was appointed as MIA President on 22 July 2013. He is the Managing Partner in KPMG Malaysia and oversees all aspects of operations at the audit, tax and advisory services company. Johan, a chartered accountant since 1993, was admitted as partner in KPMG, Malaysia in 2002 and headed the audit practice in the firm as partner in charge prior to his appointment as managing partner on 1st January 2014. With more than 23 years of both local and international professional experience in the audit and business advisory services, Johan has worked on various assignments for multinational companies, which are in the Fortune 500 list, and several public listed companies quoted on Bursa Malaysia. Beyond Malaysia, he has advised on the restructuring of oil and gas businesses for one of the major oil and gas players in the US and Indonesia.

Backed by his expertise in energy and natural resources, Johan currently serves as the head of energy and natural resources line of business in the firm and is the project leader for extractive industries on the Malaysian Accounting Standards Board. Johan graduated from University Putra Malaysia’s (UPM) in accountancy programme and an alumnus of the second batch of UPM graduates to qualify professionally through the Malaysian Institute of Certified Public Accountants (MICPA).

Marie Johnson
Marie Johnson is the Managing Director and Chief Digital Officer of the Centre for Digital Business. An experienced CIO and CTA, Marie has delivered significant technology, innovation and digital services transformation programs across taxation, business, social services, payments and immigration operations in the Australian Government. At Microsoft, Marie was the Worldwide Executive Director of Public Services and eGovernment based in Redmond USA. In this role, Marie and Jerry were joint authors of the Microsoft Strategy
“The New World of Government Work”. In 2006-2007, Marie was named “Innovative CIO of the Year – Australia”. In 2013, Marie was named one of Australia’s “100 Women of Influence”.

Marie is a Board Director of the Australian Information Industry Association (AIIA). Marie is a member of the NSW Government ICT Advisory Panel, which advises on transformation and ICT strategic directions for the NSW Government. Marie is also a member of the NSW Digital Government Taskforce. Marie has an MBA (Melbourne Business School); Bachelor of Arts; Harvard University John F Kennedy School of Government Senior Executive Fellows Program; and a Graduate of Australian Institute of Company Directors.

Margaret Kobia
Prof. Margaret Kobia is the Chairperson of the Public Service Commission (PSC) of Kenya. She is also an Associate Professor of Management. Prof. Kobia holds a PhD in Human Resource Education from University of Illinois, MED from Kenyatta University and B.ED. from University of Nairobi. Prof. Kobia has taught Management, Entrepreneurship and Research Methods at university level. Her research interests include Public Sector Reforms and Performance Management Training.

Prof. Kobia is the editor of the African Journal of Public Administration and Management. Her Head of State Commendations and Awards include: Order of Grand Warrior (OGW), First Class Order of Chief of the Burning Spear (CBS) and Commonwealth Gordon Draper Award 2010. Before joining the Public Service Commission, she was the Director General, Kenya School of Government (2006-2013). Prof. Kobia also sits on several Public Sector Management Boards.

Ian Macdonald
Ian Macdonald entered public service in the Government of Ontario as Chief Economist in 1965. He became Deputy Treasurer in 1967. In 1974, he was named President of York University, a position he held for more than ten years, following which he served as Director of York International from 1984-1994. Mr. Macdonald is now President Emeritus of York University. He is also Professor of Public Policy and Economics, and Director of the of Public Administration Program. He has been an Officer of the Order of Canada since 1977, was the recipient of the Vanier Medal for 2000, awarded by The Institute of Public Administration of Canada for distinction in public service and excellence in public administration. He served as Chairman of the Board of Governors of the Commonwealth of Learning from 1994 until 2003.

Ian Macdonald earned his B.Com. from the University of Toronto in 1952 and proceeded to Oxford University where, as a Rhodes Scholar, he received his M.A. in 1954 and his B.Phil. in 1955. He was awarded the LL.D degree by the University of Toronto in 1974, the Doctor of the University degree by The Open University (U.K.) in 1998, the Doctor of Letters degree by The Open University of Sri Lanka in 1999, the Doctor of Letters degree by the Dr. B.R. Ambedkar Open University in Hyderabad in 2001 and an Hon. D.Litt. degree by York University in June, 2007.
Gillian Macintyre
Ms. Macintyre has an undergraduate degree in Environmental Studies, a Post Graduate Diploma in Human Resource Management and a Masters degree in Public Policy and Administration.

She has served in several Ministries on a diverse range of projects including the corporatization of the postal sector; liberalization of the telecommunications sector; formulation and implementation of fastforward including initiatives such as the e-Government Portal and GovNett.

Her Ministry’s transformation programme has been branded the Gold to Diamond Journey (G2D). G2D has two major initiatives. Firstly, the Modernisation of the HRM Architecture of the public service which seeks to have the right person, in the right job, at the right time, as a pre-requisite for all other reforms. Secondly, the Trinidad and Tobago Diamond Standard Certification Programme, a homegrown ISO/accreditation type Programme for assessing service delivery excellence in the public service.

Dato’ Sri Dr. Noorul Ainur Mohd
Nur currently spearheads the Ministry of Science, Technology and Innovation as the Ministry’s Secretary-General.

Dato’ Sri Dr. Noorul Ainur has more than 25 years’ experience in the public sector which spanned across different key ministries, including the Ministry of Women, Family and Community Development, Ministry of Finance, Ministry of Education, Ministry of Information, and the National Institute of Public Administration Malaysia (INTAN). In the international arena, being an expert who specializes in the fields of development, administration and economics, she served as the Senior Advisor in the Southeast Asia Group, for the World Bank in Washington D.C. during the period of 2006-2008. Her significant contribution to social transformation has led to her appointment as Vice President of the Intergovernmental Council of the Management of Social Transformations Programme (MOST IGC Bureau) of UNESCO for the Asia and the Pacific region.

Dato’ Sri Dr. Noorul Ainur obtained her PhD in Political Science at the Graduate Center, CUNY. She was also a recipient of Goldman Sachs Visiting Research Fellow at the University of Oxford.

Dorothy Mpabanga
Dorothy Mpabanga (PhD) is a Director in the Center of Specialization in Public Administration and Management (CESPAM) and Senior Lecturer of Human Resource Management in the Department of Political and Administrative Studies (PAS), University of Botswana. CESPAM is a centre that offers short term executive training for South African Development Community (SADC) leaders and managers in public administration and management. Dorothy obtained her undergraduate degree in Public Administration and Sociology from the University of Botswana, an MSC in Development Economics and Project Planning and Appraisal from the University of Bradford in the UK. Mpabanga holds a PhD in Human Resource Management from the University of Strathclyde in Glasgow, Scotland in the UK.

Dorothy lectures at both undergraduate and graduate levels. Before joining the University of Botswana, Mpabanga brought in with her vast industry experience. She had worked for eleven (11) years at the Ministry of Commerce and Industry as an Industrial and Senior Industrial Officer (Project Analyst) and for three (3) years at the Central Bank of Botswana as a Research Officer and Acting Senior Economist. She has various publications in Human Resource Management, Constraints to industrial Development in Botswana, NGO management, Higher Education Management, Performance Management Systems, ICT in Botswana, governance, elections and electoral processes in Botswana.
Mukunda Julius Mugisha
An economist by profession with 12 years’ experience in implementing gender budget, accountability and governance programs at local, national and regional level. He has written four gender budget publications. Julius has worked in a number of NGOs in Uganda on gender economic policy advocacy including Uganda Debt Network and Uganda Women's Network. He is currently the Program Director at Forum for Women in Democracy (FOWODE) where he coordinates the activities of the Civil Society Budget Advocacy Group (CSBAG) a coalition of civil society organizations (CSOs) and individuals that advocate for pro-poor, and gender sensitive budget policies in Uganda.

Leighanne Naicker
Leighanne Naicker is currently an Assistant Director, Skills Development at the Department of Trade and Industry, South Africa. With a Master in Public Administration and qualifications in Education and Education Management, Leighanne has a wealth of knowledge and experience in education, both public and private. Having recently presented a paper at the African Association for Public Administration and Management (AAPAM) in Rwanda, she has identified the need for research into public policy as well as delving deeper into the conundrum that is the political/administrative interface in South Africa. Leighanne’s research focus includes organisational behavior, learning organisations and skills development in the public sector.

Rajat Narula
Mr. Rajat Narula is a Senior Financial Management Specialist in the World Bank, currently based in Indonesia. He is a Chartered Accountant from India and a Certified Internal Auditor from USA. He has 26 years’ experience in the area of public sector accounting and audit including 17 years with the Bank.

He is currently supporting Government of Indonesia in building its capacity in the areas of accounting, internal controls, internal and external audit. He is also leading the work in the area of Corporate Financial Reporting and is working with Indonesian regulators and professional accountancy organizations to improve the financial reporting and auditing practices in the country. He has worked in South Asia, Africa and Pacific island countries.

Dr. Joan Nwasike
As Head of Public Administration and Governance, Commonwealth Secretariat, Joan Nwasike is an experienced governance and public management specialist whose interests are in governance; the dynamics of public bureaucracies and their relationship with political executives; the structure and organisation of government, and social integrity of organisations. Over the last 10 years as a ‘trusted partner’ of the Commonwealth she has advised governments on issues of governance and development, as well as opposition governments in small states on development issues. She has also facilitated work with public accounts committees (PAC) across the Commonwealth.

A pragmatic and independent thinker, Dr Nwasike is excited about reforming public sector institutions to create public value. In her position as Head of Public Administration and Governance in the Governance and Natural Resources division of the Commonwealth Secretariat, she oversees programmes and projects ranging from public administration and governance to public financial
management and anti-corruption in Commonwealth developing countries, while also building and sustaining strategic partner relationships across the 53 countries of the Commonwealth. Dr Nwasike has had a strong career in the public and private sectors and in academia. She previously lived and worked across three continents, South America (Guyana), West Africa (Nigeria), East Africa (Tanzania) and presently resides and works in the United Kingdom. Dr Nwasike holds a BSIM degree in Industrial Management, a Masters of Business Administration (MBA), a Masters of Arts in Professional and Applied Ethics and PhD degrees. She has studied at three Universities: Purdue University, West Lafayette Indiana, USA; Ahmadu Bello University, Zaria, Nigeria and the University of Leeds in the UK. She has published numerous articles and books.

Gabriel Juma Okumu
Gabriel Juma Okumu holds a Master of Education Degree in Planning and Economics of Education from Maseno University, (2004), and a Bachelor of Education Degree from Moi University, (1992). After graduating from Moi University, he was employed as a graduate Teacher by the Teachers Service Commission, rising to the position of Deputy Headteacher. He was later appointed to the position of Inspector of Schools I (Ministry of Education) by the Kenyan Public Service Commission between November 1998 and February 2004. In March 2004 he was appointed Chief Examinations Officer by the Public Service Commission. He rose through the ranks to the position of Director Examinations. Due to the restructuring of the Commission in 2013, he was appointed Deputy Director Training and Development in July 2013. He has written various reports and papers and received various commendations. He is currently pursuing a Doctorate Degree in Leadership and Business Administration at Dedan Kimathi University.

Vinod Rai
Vinod Rai has a Master’s Degree in Economics from Delhi School of Economics, University of Delhi. He has a Master’s Degree in Public Administration from the Kennedy School of Government, Harvard University. He joined the Indian Administrative Service in 1972. Vinod has wide experience working in various capacities in the State Government of Kerala as well as in the Federal Government. His assignments in the State Government included stints as Secretary (Agriculture), Principal Secretary (Finance) and Managing Director, Kerala State Cooperative Marketing Federation. At the Federal level also Vinod has held senior positions including Deputy Secretary in Ministry of Commerce, Joint Secretary in the Ministry of Defence, and Secretary, Ministry of Finance. He has served as a Director on the Boards of State Bank of India, ICICI Bank, IDBI Bank, LIC of India and Infrastructure Development & Finance Company of India. Vinod Rai served as the Comptroller & Auditor General of India from January 2008 to May 2013. As the Comptroller and Auditor General his responsibilities in the international arena included Chairmanship of the U.N. Panel of External Auditors and membership of the Governing Board of the International Organization of Supreme Audit Institutions (INTOSAI).

Odette Ramsingh
Odette Ramsingh is currently the Group Human Resources Executive for Metropolitan Health. She has served at one of the highest levels in the public sector as the former Director General of the Public Service Commission, an independent knowledge-based institution responsible for overseeing the performance of the South African Public Service. She is currently a Member on the Committee of Experts on Public Administration (CEPA) for the United Nations. She is an attorney of the Supreme Court of the Republic of South Africa.
Ms. Ramsingh was the first head of the Interim Secretariat of the Association of African Public Services Commissions and is also the Deputy President of the African Public Services Human Resources Management Network (APS-HRMnet). She is an attorney of the Supreme Court of the Republic of South Africa, and holds a Bachelor of Arts, a Bachelor of Law, a Master of Business Administration and was awarded the prestigious Nelson Mandela Scholarship, through which she obtained her Master of Arts in Governance and Development from the University of Sussex in the United Kingdom of Great Britain and Northern Ireland.

Dato’ Seri Arpah Binti Abdul Razak
Dato’ Seri Arpah binti Abdul Razak was born in Penang on 27 May 1954. She holds a Bachelor of Urban Studies from University Sains Malaysia and a Master of Planning from the University of Southern California, United States of America.

Dato’ Seri Arpah binti Abdul Razak began her career in public service in 1978 as an Administrative Officer in the Municipal Council of Penang Island and later served as an Administrative and Diplomatic Officer in 1979 in the Ministry of Education. In 1983, Dato’ Seri Arpah serve as Senior Project Officer at National Institute of Public Administration (INTAN). She has appointed as Deputy President of Subang Jaya Municipal Council in 2000 and as Corporate Director of Perbadanan Putrajaya in 2005.

In October 2006, Dato’ Seri Arpah she served as Director General of the Local Government Department under the Ministry of Urban Wellbeing, Housing and Local Government and later promoted to Deputy Secretary General (Policy and Development) in the same Ministry. On 3 April 2012, Dato’ Seri Arpah was appointed as the Secretary General, Ministry of Urban Wellbeing, Housing and Local Government.

Ms. Reci a seasoned institutional economist joined UNDESA after 18 years of extensive experience in transition economies. A senior economic advisor to the Prime Minister of Albania, a former director at the Albanian Ministry of Finance and a Founder of Albanian Public-Private Finance Institute she has been advising and working closely with parliaments, governments, civil society and business community in a wide range of issues, including transparency, accountability and participation in public administration. A graduate of Brandeis and Harvard University, USA and a fellow of US-Ron Brown Fellowship she has also taught international trade and development economics at Tirana University.

Elida Reci
Elida Reci joined the United Nations Department of Economic and Social Affairs (UNDESA), New York in 2005 as the Governance and Public Administration Officer. Since then she has been working on government development issues, serving as regional e-government coordinator for Africa and Middle East. She is currently leading the work on the UN Compendium on Innovative E-Government Practices, a recurrent publication of the Division and serving as a team member for several publications of DPADM/UNDESA.

Datuk Dr Mohd Tap bin Salleh
Datuk Dr Mohd Tap bin Salleh graduated with a Bachelor of Arts (Hons) from Monash University, Australia, a Master’s of Science (Social Planning) from the University of Wales, U.K. and he also holds a PhD (Development Planning) from the University of Bath, United Kingdom.

He has served as Deputy Director, Governance and Institutional Development Division of the Commonwealth Secretariat in London from 1996 – 2002. He became Deputy...
Secretary General; Ministry of Tourism Malaysia from 2003 to 2004 and from 2004 to 2006 he was the Secretary General, Ministry of Rural and Regional Development, Malaysia. Currently, Datuk Dr Mohd Tap Salleh is the President of the Malaysian Institute of Integrity, a post he holds since 2007.

Margaret Saner
Margaret Saner is an independent adviser specialising in Governance, Leadership, Change and Institution Building. Margaret is the current Chair of the United Nations Committee of Experts in Public Administration (UNCEPA). In her career in the UK Civil Service, Margaret led a number service-wide initiatives in the UK and elsewhere gaining extensive international experience including a loan to the Government of Kenya as adviser to the Prime Minister; initially on establishing his Office and Strategic Plan followed by implementation, including public sector transformation, leadership development and implementation of the new Constitution. Prior to this she supported the Head of the Prime Minister’s Delivery Unit in the UK in establishing cross government accountability for results. Margaret founded the Sunningdale Institute and is a former Chief Executive of the Civil Service College. She is a former Director at CAPAM and established the Institutes Network, working with Leaders of Reform, Heads of Public Service and Heads of Institutes to align learning and development more effectively with public service modernization and reform.

Dr. Suziana Shukor
Dr. Suziana Shukor started her career as a law lecturer in Malaysia. She received her PhD in Law from the University of Kent. She has worked as Northamptonshire County Council’s Corporate Equality Officer and then as a Policy Team Leader for Health and Adult Social Services, Northamptonshire County Council, UK. She then studied to be a Learning and Development practitioner specialising in corporate, global and mobile learning. She now works for Camden Borough Council, London, UK to support the organisation’s new Way of Working to achieve effectiveness and efficiency particularly in the current financial challenges where the public sector must learn to do more with less. She has also set up an online learning, LEARNTERRA.COM, introducing courses designed from a systems thinking perspective to support NGOs and public sector organisational learning to achieve sustainable effectiveness and efficiency from end-to-end.

Dr. Patrick Sokhela
Patrick Mzungezwa Sokhela is the Chief Director, Research and Public Administration Discourse at the Department of Public Service and administration (DPSA), South Africa. Prior to joining DPSA he worked as a Senior Manager in local government in various transformational projects during the pre-interim, interim and final phase of local government transformation; including working as an Executive Director in the Office of the City Manager at the City of Tshwane. He also worked for Eskom as a Senior Advisor for Labour Relations. Patrick Sokhela completed his PhD at the University of Pretoria in 2007 and his thesis focused on the efficacy of intergovernmental relations in facilitating service delivery in the local sphere of government and he also lectures on various programmes at the School of Public Management and Administration (University of Pretoria).

Datuk Wan Selamah
Datuk Wan Selamah joined the International Public Sector Accounting Standards Board in January 2013. She was nominated by the Malaysian Institute of Accountants and Malaysian Institute of Certified Public Accountants. Ms. Wan Selamah has more than 30 years of experience in government accounting. As Accountant General of Malaysia, her current role entails serving as the chief accountant of the federal
government responsible for the preparation of government accounts, including setting accounting standards and procedures, and handling transactions and processing. She also currently sits on the Inland Revenue Board and several government-linked companies. She also chairs Association of Chartered Certified Accountants’ Public Sector Global Forum (previously known as the Public Sector Technical Committee).

**Jamie Tibbetts**

Since 2011, Jamie Tibbetts serves as the Assistant Deputy Minister and Chief Financial Officer of Health Canada where he has been leading a wholesale transformation of Health Canada’s finance function. Mr. Tibbetts has been a CFO in the Government of Canada for 8 of the last 9 years. Prior to the HC position, he worked as Director General of Devolution and Territorial Relations with Aboriginal Affairs and Northern Development Canada.

Mr. Tibbetts brings with him a substantial and diversified array of financial and executive experience, including in headquarters and regional positions in five federal departments where he has utilized partnerships and collaboration efforts to improve federal government operations as well as those at the community level. Mr. Tibbetts is an alumni of Saint Mary's University in Halifax, Nova Scotia and is the recipient of the 2013-2014 Governor General of Canada Public Service Award of Excellence. He also received the 2013-2014 Chartered Professional Accountants (CPA) of Canada awards of Excellence in Public Sector Financial Management Innovation.

**Florence Nyokabi Wachira**

Florence Nyokabi Wachira is a career public servant with vast experience working in the civil service where her last appointment was Director of Recruitment and Selection at the Public Service Commission. She joined the National Gender and Equality Commission (NGEC) on 7th April 2014 as a Commissioner. NGEC is a Constitutional Commission to promote gender equality and freedom from discrimination for all Kenyans in the political, social and economic spheres of development. The Commission has a special focus on women, youth and persons with disability; minority and marginalized communities. Florence holds a PhD in Human Resource Management and a Master’s degree in Gender and Development Studies, and a second Master’s degree in Human Resource Development. She was recognized for her distinguished service in the Public Sector through a National award: Moran of the Order of the Burning Spear (MBS) on December 12, 2012.

**Suzanne Walker**

Suzanne Walker holds a Master of Public Policy from the Lee Kuan Yew School of Public Policy, National University of Singapore and a Bachelor of Political Science from Simon Fraser University, Canada. She began her broadcasting career with MediaCorp Radio, following which she joined Safra Radio under the Ministry of Defence, before being recruited to set up Singapore Press Holdings’ (SPH) first English broadcast station where she assisted integrating radio into a multimedia platform. She has also written exclusively for The New Paper, a daily afternoon broadsheet under SPH. She has worked in two United Nations Missions: in 2009 she supported the referendum exercise for Radio Miraya in Sudan under UNMIS; and in 2011 she executive produced UNMIL Radio’s electoral coverage of Liberia’s general elections. She is presently Assistant Director for Youth Engagement and Social Media for REACH, under the Ministry of Communications and Information (MCI).

**Ken Warren**

Ken Warren became a member of the International Public Sector Accounting Standards Board (IPSASB) in January 2009. He previously participated in the IFAC Public Sector Committee’s Steering Committee on Non-Exchange Revenue from 2002 to 2004, and was recently appointed to the IPSASB Task Force on
Long-Term Fiscal Sustainability Reporting. Mr. Warren is the chief accounting advisor for the New Zealand Treasury. He is currently a member of the New Zealand External Reporting Board, and has previously served on the Financial Reporting Standards Board, where he was also the chairman of the Public Benefit Entity Working Group. He holds a Bachelor of Commerce from the University of Canterbury.

Daniel Watson
Born in Saskatchewan, Daniel is a graduate of the University of British Columbia, and started his career as a supervisor at a Canada Employment Centre for Students in East Vancouver. He subsequently moved to Saskatchewan’s Department of Education, then to British Columbia’s Ministry of Aboriginal Affairs.

Daniel returned to the federal government in 1999, and held progressively senior roles in Departments such as Indian and Northern Affairs Canada, Justice Canada and Western Economic Diversification Canada. Mr. Watson was appointed Chief Human Resources Officer, Government of Canada, in September 2012.

Daniel enjoys sharing his enthusiasm about the Public Service of Canada. He never misses an opportunity to promote the public service and its great people, and to share his belief that it is a privilege to serve Canadians from within its ranks.

Daniel often speaks about two critical public service values: excellence in the quality of our work and excellence in the way we work together.

Carl Wright
Carl Wright has been the head of CLGF since it was founded in 1994/5 and has been responsible for initiating key programmes such as the CLGF Good Practice Scheme and establishing the organisation as one of the key Commonwealth organisations. He was previously Assistant Director at the Commonwealth Secretariat (1988-94) where he dealt with Commonwealth programmes for South Africa, Namibia and Mozambique.

From 1980-88 he was the founding Director of the Commonwealth Trade Union Council and campaigned for human and labour rights; he previously worked as Secretary of the International Confederation of Free Trade Unions (1974-80) and was one of the first UK nationals in the European Commission as adviser to Commissioner George Thomson from 1973-74. He has served on specialised Commonwealth, UN, EU, OECD and other international committees and expert groups and has been a senior delegate, secretary or chair at many international conferences. He has been an election observer in Ghana, Nigeria and Pakistan. Carl was educated at University College London and the University of Reading where he specialised in regional economic and urban planning and European politics.
SPONSORS

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QUILT OF BELONGING

Quilt of Belonging is a 120 foot (36 metres) long collaborative textile art project - a richly hued portrait of the human family. Its 263 blocks portray the rich cultural legacies of all the First Peoples in Canada and every nation of the world at the dawn of the new Millennium.

This impressive exhibit was chosen for display at the CAPAM 2014 Biennial Conference in Putrajaya, Malaysia, to mark CAPAM’s 20th anniversary. The Quilt, like CAPAM, finds its origins in Canada but it also embodies all the cultures of the Commonwealth and well beyond. Most particularly, it highlights how people in today’s context are citizens of the world who cross paths frequently, and like CAPAM’s members, network and share knowledge.

Many thanks to the Board of Directors and volunteers of Quilt of Belonging for contributing to CAPAM’s 20th anniversary celebrations and to Air Canada and Malaysia Airlines for making the Quilt’s journey to Malaysia a reality.
MEMBERSHIP IN CAPAM

CAPAM represents an international network of senior government decision makers, public service managers, global researchers and non-governmental organisations located in over 50 countries. The organisation promotes good governance for the betterment of citizens across the Commonwealth and beyond. Our programmes inspire collaboration and innovation among international leaders who believe in the importance of networking and knowledge exchange.

Benefits
CAPAM offers both individual and institutional membership levels. Regardless of level, all CAPAM members receive the following general benefits:

- voting rights at the CAPAM general members meeting;
- access to the CAPAM E-Library, which contains a collection of articles, case studies, reports and presentations from CAPAM events, programmes, conferences and publications;
- access to archived editions of the Commonwealth Innovations Review publication;
- preferential registration and pricing to CAPAM conferences and learning programmes;
- publication and research-sharing opportunities; and
- a subscription to the quarterly International Review of Administrative Sciences journal.

Individual Membership: $180USD (professional)/$90 USD (retiree/student)
CAPAM individual memberships include categories and pricing for working professionals and retirees/students. In addition to the benefits listed above, an Individual Membership offers:

- one vote per individual membership; and
- individual eligibility for the International Innovations Awards.

Institutional Membership: $3900 USD
CAPAM institutional members take an active role in shaping the innovation and direction of the CAPAM professional network. Each institutional membership includes benefits for up to five individual representatives.

In addition to the general benefits listed above, institutional membership benefits include:

- a block of five votes per institutional membership;
- invitations to join and form working groups of leading international experts in the field;
- partnerships in the development and delivery of learning programmes and seminars;
- the opportunity to publicize initiatives or upcoming conference and programme activities to the CAPAM network of members (through electronic notices, member publications and quarterly mailings);
- profiles and speaking roles in CAPAM conferences and programmes; and
- opportunity for agencies and projects affiliated with institutional members to participate in the International Innovations Awards.

For more information on how to become a CAPAM member, visit
www.capam.org/membership