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

CAPAM
291 Dalhousie Street, Suite 202
Ottawa, Ontario, Canada K1N 7E5
P: +1 819 956 7952 (main)
F: +1 613 701 4236
www.capam.org
The central theme of the conference is Innovation: A Public Service Imperative. Increasingly, the success of public administration and management around the world depends on effective innovation through the timely adoption of new approaches to solving existing problems and meeting emerging societal needs. The conference agenda is designed to offer insightful dialogue, theoretical and practical knowledge exchange and networking to an international audience of senior managers and administrators charged with leading innovation in policies and practices in various jurisdictions across the Commonwealth and beyond.

Day 1. Leading Innovation: The New Normal investigates how senior administrators and managers best prepare themselves and equip their employees to embrace innovation.

Day 2. Preparing the Organisation: Creating a Culture of Innovation explores methods for achieving a culture of innovation within the public service.

Day 3. Implementing Innovation and Measuring Impact reviews successful innovations that have worked for governments and shares how they successfully get from concept to realisation.

**SCHEDULE**

<table>
<thead>
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<th>17 August 2016</th>
<th>18 August 2016</th>
<th>19 August 2016</th>
<th>20 August 2016</th>
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<td>11:30 am – 5:00 pm</td>
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<td>General Registration</td>
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<td>General Members Meeting*</td>
<td>CAPAM Biennial Conference</td>
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<td>CAPAM Networking Activity (with light refreshments)</td>
<td>Learning Excursions for International Delegates</td>
<td>CAPAM President’s Dinner / International Innovations Awards</td>
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* All General Members Meeting documentation is available at www.capam.org.
PUTRAJAYA INTERNATIONAL CONFERENCE CENTRE (PICC)
FLOOR PLAN
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<td>Co-organisers and Partners</td>
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</table>
It is with great enthusiasm that the Commonwealth Association for Public Administration and Management (CAPAM) welcomes delegates and guests to its 2016 Biennial Conference in Putrajaya, Malaysia. Preparing for this event within a shortened timeframe required the decisive action and generous spirit of a multitude of contributors that include our presenters, International Innovations Awards (IIA) assessors, and our host country Malaysia. Their collective efforts, support and flexibility in the face of uncertainty have been nothing less than inspiring.

Uncertainty is a reality that many in public service must deal with on a daily basis. We live in a world that is in a constant state of flux politically, economically, socially and environmentally. Perhaps then, it is fitting that the Conference theme this year is Innovation: A Public Service Imperative. Only by continually adapting, inventing and innovating to meet the challenges we face, are we able to improve the way we govern and provide services to citizens. For the 2016 Biennial Conference we have assembled a stellar slate of speakers and IIA presenters who will share innovative experiences and practices. This year we are also incorporating interactive workshops through which delegates will gain practical insights on new approaches in promoting innovation.

During the past few years, CAPAM has increasingly embraced the ideal of exploring new ways of sharing knowledge and providing networking opportunities for public servants within the Commonwealth and beyond. Whether through deployment of our new conference app, our exploration of SmartGov Online, or our CAPAM networking session during the conference, we are striving to improve the ways in which delegates at this event are able to learn, interact and share. Take full advantage of the technologies and opportunities to meet fellow delegates and learn about the many innovations developed by your colleagues and others within government.

Tan Sri Dr Ali Hamsa  
President of CAPAM and Chief Secretary to the Government of Malaysia

Gay Hamilton  
CAPAM Executive Director and Chief Executive Officer
DIGNITARIES

Hon Dato’ Sri Mohd Najib Tun Abdul Razak, Prime Minister of Malaysia

Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth of Nations

Hon Dato’ Seri Dr Ahmad Zahid Hamidi, Deputy Prime Minister of Malaysia

Tan Sri Dr Ali Hamsa, President of CAPAM and Chief Secretary to the Government of Malaysia
ORGANIZERS

CAPAM TEAM

Gay Hamilton
CAPAM Executive Director and Chief Executive Officer

Leona Wall
Administration and Projects Coordinator

Renuka Gamage
Project Officer

William Rezel
Event Support

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

Strategic Communications Liaison
Duane Herperger
President ideaConnect Marketing and Communications

Marvin Bedward
Project Liaison

MALAYSIAN ORGANIZING COMMITTEES

Patron
Hon 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
Dato’ Sri Zainal Rahim bin Seman
Director General of Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), Prime Minister’s Department
Secretariat

Main Secretariat
MAMPU

Invitations of Official Event and
Registration
MAMPU (Chief)
Ceremonial and International Conference
Secretariat Division (BIUPA)
Ministry Of Foreign Affairs
Ministry of Home Affairs
Immigration Department

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

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

Financial, Logistics and Sponsorship
MAMPU

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

Official Dinner
Prime Minister's Department (Chief )
MAMPU
Ceremonial And International Conference
Secretariat Division (BIUPA)

Event Management
MAMPU (Chief )
Ceremonial And International Conference
Secretariat Division (BIUPA)

Souvenirs
Ministry of Tourism and Culture (Chief )
Malaysia Handicraft Development
Corporation
MAMPU

Audio Visual, Technical, Montage and
Multimedia
Ministry of Communications and
Multimedia/MAMPU (Chief)
Department of Information

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

Speech and Rapporteur
Public Service Department/Razak School of
Government (Chief )
Ministry of Foreign Affairs
National Institute of Public Administration
MAMPU

Exhibition
MAMPU

Performance
National Department for Culture and Arts
(Chief )
MAMPU

Transportation
Ministry of Transport (Chief )
Ceremonial and International Conference
Secretariat Division (BIUPA)
Royal Malaysia Police
Road Transport Department
MAMPU

Ministers Meeting
MAMPU
Ministry of Science, Technology and
Innovation
Ministry of Foreign Affairs
Public Service Deparment

Publication, Printing and Conference
Portal
MAMPU

Learning Excursion
MAMPU
Tourism Malaysia
Leading Innovation: The New Normal - Without the support of leadership, no innovative endeavour has much chance of coming to fruition. However, not all senior public servants are comfortable with innovation, its inherent risk of failure, and the changes that could result. Those leaders who see the value in promoting new ideas may not have the tools and competencies to actively promote an innovative culture within their organisation. So how does a public service ensure that its senior administrators and managers are able to champion innovation in moving from traditional management to new designs and alternate ways of working? How do leaders best prepare themselves and equip their employees to embrace innovation?

DAY 1: THURSDAY, 18 AUGUST 2016

9:00 a.m. | CONFERENCE WELCOME | Hall B
Opening Remarks: Ms Gay Hamilton, CAPAM Chief Executive Officer
Welcoming Address: Tan Sri Dr. Ali Hamsa, President of CAPAM and Chief Secretary to the Government of Malaysia
Commonwealth Address: Rt Hon Patricia Scotland QC, Secretary-General of the Commonwealth of Nations
Keynote Address: The Hon. Dato’ Sri Mohd Najib Tun Abdul Razak, Prime Minister of Malaysia

10:15 a.m. | GROUP PHOTOGRAPH | Hall B
10:30 a.m. Tea Break

11:00 a.m. | PLENARY SESSION | Hall B
Moderator: Mr Paul Zahra, Permanent Secretary, European Affairs, Office of the Deputy Prime Minister (Malta)
Speakers: Mr Phil LeNir, President at CoachingOurselves International Inc. (Canada)
Hon Tan Sri Dr Mohd Irwan Serigar Abdullah, Secretary General of Treasury, Ministry of Finance (Malaysia)

12:00 p.m. | IIA FINALISTS’ PRESENTATIONS | Halls 6,7,8
Hall 6: Balancing Enforcement and Customer Service in Central Provident Fund Board (CPF Board) (Singapore)
Lado (Beloved Child) Campaign – An Innovative Initiative for Eradicating Child Marriages (India)
Hall 7: National Registration Department of Malaysia Outreach Program (Malaysia)
Revival of Sasur Khaderi Rivulet & Lake Thithora (India)
Hall 8: Scaling-Up Cervical Cancer Screening, Early Detection and Treatment (India)
Trinidad and Tobago Diamond Standard Buzz (Trinidad and Tobago)

2:00 p.m. | CONCURRENT SESSIONS | Hall 6
Session 1.1 Preparing Executive Leaders to Support Innovation
Public service leaders are often encouraged to promote innovation within their organisations. In order to truly foster innovation however, leaders must demonstrate active and meaningful commitment and an environment within which employees feel comfortable exploring new ideas and pushing boundaries. At the same time, senior leadership must manage upwards by balancing political intolerance for failure with the need to take risks in order to innovate. This session explores how leaders develop the skills and competencies to act as innovation champions, and identifies some of the tools available for managing risk while enabling risk-taking.

Moderator: YBhg Dato’ Sri Dr Khair bin Mohamad Yusof, Director General, Ministry Of Education (Malaysia)
Speakers: Ms Kelly Culver, President and Principal Consultant, The Culver Group Inc
Mr Graham Teskey, Principal Global Lead for Governance, AbtJTA (Australia)
Hon Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani, Sarawak State Secretary (Malaysia)
CAPAM is currently exploring digital platforms powered by machine learning and social media platforms to encourage user-focused research and learning. The programme is called SmartGov and it involves two components: SmartGov Discovery and SmartGov Learning. Such technology moves away from searchable databases and web browsers and uses systems that continuously learn from searches, curation and interaction with users. They bridge the gap between data quantity and data insights, build knowledge and provide confidence-weighted responses.

CAPAM's objective is to provide a much broader scope of information, processed quickly and leveraged to detect patterns and links, make connections between different types of research, establish collaboration, equip public servants to be more effective and assist in evidence-based decision making. By empowering employees through access to this resource, governments are better able to fulfil their mandates and serve their citizens. CAPAM is also developing a learning portal to find, track, and recognise formal, informal, and social learning. Acquiring skills and knowledge to excel professionally is no longer constrained to traditional learning methods associated with mandatory training and compliance.

Come and see the presentation to explore these ideas, ask questions of the technical experts, and provide feedback and input to help CAPAM achieve its goals!

### DAY 1: THURSDAY, 18 AUGUST 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Session 1.2: Innovation as a Strategic Imperative for the Organisation</th>
<th>Hall 7</th>
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<tbody>
<tr>
<td>2:00 p.m.</td>
<td><strong>Moderator</strong> Dr Joan Nwasike, Adviser and Head Public Sector Governance Unit, Commonwealth Secretariat</td>
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<td></td>
<td><strong>Speakers</strong> [Ms Ong Toon Hui, Dean &amp; CEO, Civil Service College, and Deputy Secretary (Development), Public Service Division, Prime Minister’s Office (Singapore)]</td>
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<td>[Shri Chirruri Visnawath, Secretary, Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions (India)]</td>
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<td>[Hon Tan Sri Dr Madinah binti Mohamad, Secretary General, Ministry of Education (Malaysia)]</td>
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<tr>
<th>Time</th>
<th>Session 1.3: Case Studies in how Innovative Leadership is able to meet Challenges</th>
<th>Hall 8</th>
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<tr>
<td>2:00 p.m.</td>
<td><strong>Moderator</strong> YBhg Professor Datuk Dr John Antony Xavier, Ational University of Malaysia (Malaysia)</td>
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<td><strong>Speakers</strong> [Dr John Dzimba, Director Lesotho Institute of Public Service Management]</td>
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<td>[Ms Ntebohelen G. Mashapha, Lecturer, Faculty Of Creativity in Tourism and Hospitality Management, Limkokwing University of Creative Technology, Lesotho Campus]</td>
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<td>[Hon Datuk Dr Noor Hisham Abdulla, Director-General, Ministry of Health (Malaysia)]</td>
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<th>Time</th>
<th>CAPAM SmartGov</th>
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<td>3:30 p.m.</td>
<td>Tea Break</td>
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<th>Time</th>
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<td>4:00 p.m.</td>
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<td>CAPAM is currently exploring digital platforms powered by machine learning and social media platforms to encourage user-focused research and learning. The programme is called SmartGov and it involves two components: SmartGov Discovery and SmartGov Learning. Such technology moves away from searchable databases and web browsers and uses systems that continuously learn from searches, curation and interaction with users. They bridge the gap between data quantity and data insights, build knowledge and provide confidence-weighted responses.</td>
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<th>Time</th>
<th>CAPAM NETWORKING</th>
<th>Hall B</th>
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<td>5:00 p.m.</td>
<td><strong>CAPAM NETWORKING</strong></td>
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<td>Join CAPAM during this facilitated networking event to meet other conference delegates and discover the initiatives they are spearheading to make government better. Discuss with fellow colleagues their approaches and experiences on various topics covered during the conference. <strong>Light refreshments will be served after the session.</strong></td>
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<td><strong>Facilitator</strong> Ms Kelly Culver, President and Principal Consultant, The Culver Group Inc.</td>
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Preparing the Organisation: Creating a Culture of Innovation - The status quo is not an option when technologies, globalized market forces, and changing geo-politics are in a constant state of flux. Governments must prepare their public services to proactively anticipate and effectively respond to the many challenges that they face. They must create a sustainable culture of innovation to achieve lasting and meaningful change within. Key pieces towards achieving this relate to public service motivation and engagement, tolerance for risk, bridging organisational boundaries, and responding to societal pressures.

Day 2: Friday, 19 August 2016

9:45 a.m.  Plenary Session  Hall B

Moderator  YBhg Dato’ Sri Sharifah Zarah Syed Ahmad, Secretary General, Ministry of Communications and Multimedia (Malaysia)

Speakers  Mr Mark Rozario, Chief Executive Officer (CEO), National Innovation Agency Malaysia (AIM) (Malaysia)

Mr David Hazlehurst, Deputy Secretary (a/g), Department of Industry, Innovation and Science (Australia)

11:15 a.m.  Concurrent Workshops  Hall 6

Session 2.1  Creating a Culture of Innovation: The Henry Mintzberg Approach

Everyone has the capacity to be innovative. In fact, most people display the most creative innovations when they have to juggle their personal finances to achieve their life goals, or when they support their children or their loved ones. But in many cases, when they come to work in our organisations, much of that innovation seems to disappear. Their insights, innovations and drive, along with our efforts at increasing innovation seem to falter and the organisation returns to business as usual.

In this workshop participants will explore Henry Mintzberg’s approach to leadership development and change. Through this session participants will learn how Henry Mintzberg’s social learning approach has been used to enhance engagement and motivation, increase tolerance to risk, and break down silos. Participants will take away key lessons learned in applying management and leadership development to increase innovation in private and public organisations.

Facilitator  Mr Phil LeNir, President, CoachingOurselves International Inc. (Canada)

11:15 a.m.  Concurrent Workshops  Hall 7

Session 2.2  Are you Ready for the Futures?

In this session, we will be looking at how strategic foresight can enhance the ability of governments to navigate an increasingly volatile, uncertain, complex and ambiguous world and continue to assertively shape the future of their nations. The practical application of foresight and alternative futures in government processes has moved far beyond its original aim of identifying new strategic opportunities (‘forecasting’) and its traditional subject areas (e.g. technological and military matters). Nowadays, foresight methodologies are productively applied to (national) visioning processes, whole-of-government strategic management, planning practices and public service innovation. Join us, not only to find out about government applications of (strategic) foresight, but also to discuss how this is practically done.

Facilitator  Mr Peter van de Pol, Senior Advisor at the Global Centre for Public Service Excellence (GCPSE)

11:15 a.m.  Concurrent Workshops  Hall 8

Session 2.3  Design Thinking

In this workshop, Mr Alexander Lau will be sharing experiences through The Human Experience Lab of the Singapore Public Service Division. The focus will be on how Design-Led Innovation is applied to help the Singapore Public Service transform to be more empathetic, collaborative and experimental in its mindset. The presenters will use a hands-on activity to illustrate why a design mindset is critical in developing Public Policies, Services and Communications.

Facilitators  Mr Alexander Lau, Senior Design Lead, The Human Experience Lab (THE LAB), Prime Minister’s Office (Singapore)

Ms Diana Yusoff, Senior Executive (Innovation and Delivery), Prime Minister’s Office (Singapore)

Ms Sheriza Faisal, Communications Designer (Senior Executive), The Human Experience Lab (THE LAB), Prime Minister’s Office (Singapore)
2:00 P.M. EXCURSION PROGRAMME
MAMPU has organised excursions for international attendees of the CAPAM 2016 Biennial Conference. To register for one of these events, visit the information desk in the PICC concourse.

1. SOCIAL & ART CLUSTER

**PERMATA KURNIA**
On this Learning Excursion Cluster, you will visit PERMATA Kurnia, a programme for children with autism. Autism is a neurological disorder which negatively impacts a child’s social interaction skills and imagination.

**Site Visit**
- Blok A (Learning room, Intervention room, Gimnasium, Bilik muzik)
- Blok B (Movement & Sensory Room, Living Skill Room)
- Swimming pool, garden & playground

**NATIONAL ART GALLERY**
This National Art Gallery was established on 28 August 1958, a year after Malaysia achieved its independence from the British colony. In an effort to promote arts awareness and appreciation at the community level, the main objective of the National Art Gallery is to present displays from inside and outside the country, to hold seminars, workshops, other arts competitions and activities, and strive to expand its fixed collection that now includes more than 2,500 works.

**Gallery 1A** Located on the first floor, the largest exhibition floor with a size of 1650 sq ft, this gallery is suitable to hold large exhibitions for art painting, printing, sculpture, photography and installation. The area is equipped with a controllable lighting system for creative ambience. This gallery also houses exhibits and sculpture of famous artists.

**Gallery 2C (Children)** The gallery exhibits artworks by children.

**Gallery REKA** Located on the first floor, this gallery provides facilities for display of photography, textiles, fashion, prototypes, models, posters, architecture and instruments. The gallery has a 36.52 meter wall, a 3.6 to 4.2 meter ceiling height, and two mobile side panels measuring 2.44 meters x 1.22 meters. This gallery also features an Ultra Violet Filter.

2. TOURISM CLUSTER

**KUALA LUMPUR CRAFT COMPLEX**
**The One-Stop Craft Centre** Kuala Lumpur (KL) Craft Complex, the city’s iconic art centre, offers local and international visitors a variety of tourism craft products. The complex features a Malay Terengganu architecture showcasing a collection of traditional as well as modern contemporary handicrafts products from across the country.

**Authentic Malaysian Craft** The complex offers a variety of authentic products such as souvenirs, interior decorations, costumes, jewellery, latest fashion textiles, garden and landscape decorations as well as everyday-use products.

**Education** Express yourself at the Craft Village by getting involved in the art of making batik, bags, wood carvings, ceramics, metal, pewter and costume jewellery.

**Design Centre Information Hub** PrekaCentre is a place for knowledge-sharing activities undertaken between designers, entrepreneurs, academicians and craft activists, through five major programmes.

~ CULTURAL PERFORMANCE ~ *will be presented at end of the visit for each cluster.
Malaysia’s multi-cultural and multi-racial heritage is most prominently exhibited in its diverse music and dance forms.

**Zapin** Islamic influence on Malaysian traditional dance is perhaps most evident in Zapin, a popular dance in the state of Johor.

**Joget** Malaysia’s most popular traditional dance is a lively dance with an upbeat tempo. It is performed by couples combining fast, graceful movements with playful humour.

**Sabah & Sarawak Ngajat** The Warrior Dance is a traditional dance of Sarawak’s Iban people.

**Chinese Lion Dance** Usually performed during the Chinese New Year festival, Lion Dance is energetic and entertaining.

**Indian Bharata Natyam** This classical Indian dance is poetry in motion. Based on ancient Indian epics, this highly intense and dramatic dance form uses over 100 dance steps and gestures.
DAY 3

Implementing Innovation and Measuring Impact - While leadership support and organisational preparation are critical to creating a culture of innovation and nurturing innovative ideas, it is the implementation and measurement of these visions that truly define whether a new approach is successful. A good idea on paper only becomes an innovation when it is executed and the processes and outcomes employed are properly assessed. What innovations have worked for governments and how did they successfully get from concept to realisation? How does the public sector know when an innovation has achieved the intended results?

DAY 3: SATURDAY, 20 AUGUST 2016

9:00 a.m. PLENARY SESSION Hall B

Moderator
YBhg Tan Sri Rastam Mohd Isa, Chairman, Institute of Strategic & International Studies (ISIS) (Malaysia)

Speakers
Mr Michael Woolcock, Lead Social Development Specialist in the World Bank’s Development Research Group (World Bank)
Hon Tan Sri Dr Noorul Ainur Mohd Nur, Secretary General, Ministry of Higher Education (Malaysia)

10:00 a.m. IIA FINALISTS’ PRESENTATIONS Halls 6, 7, 8

Hall 6
Canal-Top Solar Power Plant (India)
Create and Innovate, Make a Difference: Story of Our Journey (Malaysia)

Hall 7
Gram Varta, Village Dialogue: A Women’s Group Lead Initiative for Improved Health, Nutrition and Sanitation Outcomes (India)
Public Sector ICT Supplier Panels (PSICT) (Singapore)

Hall 8
The All Women Polling Station & Counting Centre of Gaya (Bihar) – A Way Forward or Women Empowerment (India)
The Sarawak Civil Service 2010-2020 (SCS10-20) Action Plan (Malaysia)

11:00 a.m. Tea Break

11:30 a.m. CONCURRENT SESSIONS Hall 6

Session 3.1 Inspiring Innovation in the Public Service
The public service is often characterised as a place of bureaucracy and red tape – an attribution that (fairly or unfairly) results from government’s responsibility to provide diligent oversight on how taxpayer revenues are spent. Within this context of rules and regulations, creating a culture of innovation requires steadfast direction and enduring effort throughout the organisation to establish an environment whereby employees feel not only safe, but also compelled to be innovative. This session provides an overview and examples of recent thinking on the importance and approaches towards creating and sustaining a culture of innovation within government.

 Moderator
HK Yong, Senior Fellow, Institute of Strategic and International Studies (Malaysia)

Speakers
Mr Juma Gabriel Okumu, Deputy Director Training and Development, Public Service Commission (Kenya)
Ms Joan Nwasike, Adviser and Head, Public Sector Governance Unit, Commonwealth Secretariat
Hon Datuk J. Jayasiri, Secretary General, Ministry of International Trade and Industries (Malaysia)

Hall 7

11:30 a.m. CONCURRENT SESSIONS Hall 7

Session 3.2 Innovation through Peer-2-Peer Learning
In recent years attention has focused on the potential for practitioner to practitioner support (peer-2-peer) to provide an alternative to expensive consultancy companies and other sources of technical expertise. Recent work from groups such as the Effective Institutional Platform (EIP), and the UK National School for Government International (NSGI), suggests that fellow practitioners can help to prompt new ideas on local solutions to problems and can play an important role in flexible, iterative and locally-owned reform. This session, organised by NSGI and the UNDP Global Centre for Public Service Excellence, will explore whether Peer-2-Peer offers an alternative way to explore and test ideas, and will ask whether the approach is innovation or evolution in international approaches to reform.

 Facilitator
Mr Alan Whaites, Senior Adviser and Head of Profession at National School of Government International (United Kingdom)

Panelists
Mr Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence
Blessings Chilabade, Permanent Secretary responsible for HRM (Malawi)
Prof Margaret Kobia, Commissioner, Public Service Commission (Kenya)
### Day 3: Saturday, 20 August 2016

#### 1:00 p.m. Lunch (Perdana Hall B)

<table>
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<tr>
<td><strong>Session 3.5</strong> Case Studies 2 - Innovative Programme Solutions</td>
<td>In this session, programme-wide innovation case studies are introduced and discussed. One presentation will focus on the Huduma Kenya programme as a major public service innovation. Highlights on Huduma model and the approaches used in its implementation are presented with specific focus on the programme supply and demand side impacts. Strategic options for leveraging the Kenyan experience are reviewed. Another presentation will explore the genesis and implementation of the Jamaican approach for improving Corporate Governance (CG) among Public Bodies. The key objective of the CG Framework is to improve accountability, transparency and probity while achieving a more compliant, efficient and effective public service.</td>
<td>Moderator Mrs Bridget Katsriku, Chairman, Public Services Commission (Ghana) Speakers Dr Vindel L. Kerr, Assistant Professor, Department of Management Studies, The UWI, St. Augustine Campus (Trinidad and Tobago) Prof Margaret Kobia, Commissioner, Public Service Commission (Kenya) Mr Daniel Oliech, Senior Assistant Director, Research &amp; Public Policy, Public Service Commission (Kenya) YBhg Tan Sri Dr Ong Hong Peng, Secretary General, Ministry of Tourism and Culture (Malaysia)</td>
</tr>
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#### 2:00 p.m. CONCURRENT SESSIONS

<table>
<thead>
<tr>
<th>Session 3.3</th>
<th>The Sustainable Development Goals: Are We Prepared to Make a Difference?</th>
<th>Hall 6</th>
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</thead>
<tbody>
<tr>
<td>The 2030 Agenda for Sustainable Development sets out 17 Goals to which all Member States of the United Nations have agreed. These Goals address some of the world’s most difficult challenges and have a resonance beyond competing political perspectives. Achieving the Goals will require fresh perspectives and approaches by individual countries in addressing each of the interlinked areas. At the same time the Agenda calls for ‘win-win’ cooperation amongst member countries and whilst recognising national variation and priorities encourages greater policy coherence and collaboration between countries.</td>
<td>Facilitator Ms Margaret Saner CBE Panelists Mr Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence Ms Angelita Gregorio-Medel, United Nations, Committee of Experts on Public Administration Mr John Mary Kauzya, Chief, Public Administration Capacity Branch, Division for Public Administration and Development Management, United Nations Hon Profesor Tan Sri Dzulkifli Abdul Razak, Chairman, Board of Directors, Islamic Science University of Malaysia (USIM) (Malaysia)</td>
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#### 2:00 p.m. CONCURRENT SESSIONS

<table>
<thead>
<tr>
<th>Session 3.4</th>
<th>Case Studies 1 – Solving Everyday Problems</th>
<th>Hall 7</th>
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<td>For most citizens, their interaction with government begins with the ‘front lines’ of public service delivery, and the most deeply appreciated innovations are those that tackle everyday problems. Reducing wait times, enhancing service delivery, and simplifying processes are just some of the ways in which government innovations have a tangible impact to people’s lives. This session explores innovations that have resulted in substantial improvements in the lives of a country’s citizens.</td>
<td>Moderator YBhg Tan Sri Dato’ Dr Michael Yeoh, Co-Founder &amp; CEO, Asian Strategy and Leadership Institute (ASLI) (Malaysia) Speakers Ms Leighton Naicker, Assistant Director, Skills Development at the Department of Trade and Industry (the dti) (South Africa) Mr Jamiu Ayewale Ashimi, Permanent Secretary Ministry of Tourism Arts and Culture, Lagos State (Nigeria) YBhg Dato’ Sri Dr Halim Shafie, Chairman, Malaysian Communications and Multimedia Commission (MCMC) (Malaysia)</td>
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| 3:30 p.m. Tea Break |

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<th>3:45 p.m.</th>
<th>SESSION STATEMENTS</th>
<th>Hall B</th>
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<th>4:15 p.m.</th>
<th>CONFERENCE CLOSING</th>
<th>Hall B</th>
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| Closing Remarks | Tan Sri Dr. Ali Hamsa, President of CAPAM and Chief Secretary to the Government of Malaysia |
| Closing Remarks | Hon Dato’ Seri Dr Ahmad Zahid Hamidi, Deputy Prime Minister of Malaysia |

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<tr>
<th>8:00 p.m.</th>
<th>CAPAM PRESIDENT’S DINNER AND INTERNATIONAL INNOVATIONS AWARDS PRESENTATIONS</th>
<th>Perdana Hall B</th>
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| **Hall B** |

| Closing Remarks | Tan Sri Dr. Ali Hamsa, President of CAPAM and Chief Secretary to the Government of Malaysia |
| Closing Remarks | Hon Dato’ Seri Dr Ahmad Zahid Hamidi, Deputy Prime Minister of Malaysia |

| **Hall B** |

| Closing Remarks | Tan Sri Dr. Ali Hamsa, President of CAPAM and Chief Secretary to the Government of Malaysia |
| Closing Remarks | Hon Dato’ Seri Dr Ahmad Zahid Hamidi, Deputy Prime Minister of Malaysia |
### INNOVATION DNA

#### Public Sector ICT Supplier Panels (PSICT) (Singapore)

This new information and communications technology (ICT) procurement model was created to allow procurement from suppliers with new or innovative ICT solutions following pre-qualification using a set of technical and financial criteria. Pre-qualification allays the reluctance of government agencies in procuring from new or untested suppliers, while helping the latter to build up their track records, support their growth and allow for more rapid onboarding of new technologies, reducing processing time by 30% to 50%. As at March 2016, the government has awarded an estimated SGD $4 million in contract value to these companies. The PICT approach enables the government to take the lead in supporting the growth of technology, supporting growth of promising companies, and in building up Singapore’s ICT capabilities with greater emphasis on innovation and creation.

#### Create and Innovate, Make a Difference: Story of Our Journey (Malaysia)

The Sarawak Civil Service (SCS) embarked on a transformation journey in 2010 with a vision to be ‘a world class civil service’ and a mission ‘to provide excellent service delivery through high performance teamwork’. In order for innovation to flourish, the government introduced various initiatives and approaches to create an environment that fosters creativity – bringing together multi-talented groups of people who work in close collaboration – by exchanging knowledge, ideas and shaping the direction of the future. This environment required a framework and mechanism to operate effectively, including: innovation empowerment, governance structure, cascading and promotion, provision of support systems, collaboration and integration and enculturation of shared values.

#### Revival of Sasur Khaderi Rivulet & Lake Thithora - A “Bhagirath” endeavour in district Fatehpur of Uttar Pradesh (India)

Rising population with its inherent needs along with rapid industrialisation and urbanisation are some of the local elements that are adversely affecting the delicate ecological balance of the Sasur Khaderi Rivulet and Lake Thithora in the district of Fatehpur. The situation warranted a comprehensive plan, which included clearing of encroachment from these two bodies of water to ultimately maintain flow of the river with the use of gated check-dams at the lake and river reaches. Availability of water has increased for irrigation, improving the overall agro-climatic situation as well as the local hydrological cycle. The project was successfully implemented through the will of government and people and dedication to a cause.

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

### The CPF Board

**The CPF Board**

Learning lessons from a pilot project in two districts of Tamil Nadu, which used a simple screening tool for cervical cancer called VIA/VILI and replaces the conventional PAP test, this project is scaled up to include the entire state. It provides screening and treatment services for cervical cancer to all women aged 30 and above attending any government health facility in the state. The services have been brought to rural health facilities through a smooth integration into the existing health system. Women have overcome their fears and hesitations and are now accessing the programme with 9.5 million individuals having been screened to date. A large-scale, well-conceived, and strategically-planned programme, it is the first of its kind in India.

### The Sarawak Civil Service 2010-2020 (SCS10-20) Action Plan (Malaysia)

This Action Plan was introduced in 2010 and contains the roadmap to achieve the vision of becoming a world-class civil service with the following objectives: to be more efficient in its service delivery; to be a high income state and advance economy; and, to improve the quality of life of the Sarawak people. Key to attaining this vision are eight initiatives of the Action Plan that are further driven by six shared values, which are considered as the foundation of the SCS10-20 Action Plan. The eight initiatives are: managing culture change, HR talent management, innovation and creativity, managing customer needs, e-government, project and programmes delivery excellence, financial management transformation, and Sarawak excellent administration of legal services.

### The Sarawak Civil Service 2010-2020 (SCS10-20) Action Plan (Malaysia)

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### Balancing Enforcement and Customer Service in Central Provident Fund Board (CPF Board) (Singapore)

The CPF is a mandatory social security savings scheme with contributions from employees and employers. It is a key pillar of Singapore’s security system and serves to meet housing, retirement, healthcare and government-assistance needs. A need to balance stepped-up enforcement actions with quality customer service, the project team adopted an innovative three-pronged approach – education, deterrence, and enforcement – and integrated the entire service chain from collections to enforcement. Through the various enforcement processes, ranging from automated system detection, audits and complaint investigations, CPF Board was able to recover more than USD 360 million for about 360,000 employees in 2015.
CITIZEN-FOCUSED INNOVATION

Gram Varta, Village Dialogue: A Women’s Group Lead Initiative for Improved Health, Nutrition and Sanitation Outcomes (India)

Gram Varta leverages the state’s extensive networks of women’s Self Help Groups (SHGs) to empower women to improve family health, nutrition, water, sanitation and hygiene (HNWASH) practices, and be agents of change for their families and communities. It is an inclusive approach that reaches the most marginalized and poorest in the state and builds community solidarity to improve health and nutrition. It draws frontline workers from across government departments of health, social welfare and public health engineering into the community mobilization process to promote stronger linkages between communities and basic services, better convergence of sectors and increased demand for health, nutrition, water and sanitation services. The principal outcomes are improved HNWASH practices, increased use of health, nutrition and water and sanitation services, and increased women’s participation and behavioural change.

CITIZEN-FOCUSED INNOVATION

Lado (Beloved Child) Campaign - An Innovative Initiative for Eradicating Child Marriages (India)

The Government of Madhya Pradesh was the first in the country to conceive, formulate and fund a dedicated innovative programme against child marriage. The Lado Campaign was designed to change the socio-customary-psychological behaviour of the community with regard to child marriage. The programme brings all line departments as well as the community onto a single platform; enhances the capacities of implementers, core members, service providers and the community; nurtures and mentors children as change agents; and effectively uses communications tools. Within two years of implementation, Lado sensitised citizens through workshops, training, animation and rallies, leading to the reduction in numbers, prevention or annulment of over 85,000 underage marriages. This campaign is adaptable and replicable to any challenge where patriarchy and traditional/religious practice are the root cause of an issue.

CITIZEN-FOCUSED INNOVATION

National Registration Department of Malaysia Outreach Program (Malaysia)

The Outreach Program, which includes MyDaftar (Malaysian Registration) Program, Mobile Registration Program by the Special Mobile Unit of Sabah and Sarawak, and Mobile Unit in Peninsular Malaysia, is an on-the-field program for registering births, deaths and identification cards in rural areas and marginalized society. It ensures that eligible individuals receive a valid identity document. The main objectives are to: register eligible Malaysians – particularly those located in rural areas who do not have a valid identity document; provide awareness to the public about the importance of having a valid identification document; and give the best service to the people in line with NRD’s slogan of ‘Rakyat di Hati JPN’ and the 1Malaysia concept of ‘People First, Performance Now’.

CITIZEN-FOCUSED INNOVATION

Lado (Beloved Child) Campaign - An Innovative Initiative for Eradicating Child Marriages (India)

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INNOVATION INCUBATION – All innovations begin with the spark of an idea from organisations that dare to push the boundaries and try new approaches. This category celebrates innovation that represents early thinking and promotes unproven innovative ideas that have not yet become replicable actions. It highlights amazingly radical and promising forward thinking that can ignite further ideas for innovative practices.

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**Canal-Top Solar Power Plant – A New Direction to Green and Clean Energy (India)**

This project was primarily envisioned to utilize the large area readily available above existing water canal networks, thereby substantially reducing the effective land footprint of photovoltaic power plants. More than 4,000 tons of CO2 have been offset since the project was commissioned in 2012. The evaporation of water has also been reduced and has the potential to save about nine million litres per year. The clean electricity is utilized in nearby farmlands, avoiding transmission and distribution losses. This project encompasses three essential elements for sustainability: water, agriculture and energy.

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**The All Women Polling Station & Counting Centre of Gaya (Bibar) – A Way Forward or Women Empowerment (India)**

For the first time in the history of Bihar, seven model polling stations were managed completely by an all-women team during the Bihar Assembly Election 2015. The all-women model polling station enhanced voter participation and served as symbol of what future elections will look like. It has also served as a reminder of the potential of Indian women and stands out as a shining star marking women empowerment. After the successful implementation of the all-women polling station, the district administration decided to utilize female counting personnel at the 225-Guru Assembly Constituency.

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**Trinidad and Tobago Diamond Standard Buzz (Trinidad and Tobago)**

The aim of Diamond Buzz is to diversify the national economy for greater sustainability and job opportunities, leverage national resources in problem solving, and improve Trinidad and Tobago's global position through leadership and partnership. Diamond Buzz leverages young citizens to solve problems that face the public service using technology. This project harnesses the talents of a group of young, burgeoning software developers working alongside targeted public service agencies to conceptualize and create information and communication technologies (ICTs). Interestingly, Trinidad improved its Network Readiness Index rank and score in 2015.
**PLENARY SPEAKERS**

**Hon Tan Sri Dr Mohd Irwan Serigar Abdullah**  
Tan Sri Dr Mohd Irwan Serigar Abdullah hails from Kota Bharu, Kelantan. He joined the Malaysian Administrative and Diplomatic Service in 1974 and was assigned to the Economic Planning Unit. His career at the Ministry of Finance began in 2003 and he is currently the Secretary-General of Treasury, the Ministry of Finance. He is also the Chairman of Retirement Fund Incorporated (KWAP), Inland Revenue Board of Malaysia (LHDN), Malaysian Global Innovation & Creativity Centre (MaGIC) and Cyberview Sdn Bhd. Apart from his extensive experience in government administration, he also serves as a board member in several agencies and government bodies such as Malaysia Airline System (MAS), Petronial National Berhad (PETRONAS), Perbadanan Insurans Deposit Malaysia (PIDM) and Bank Negara Malaysia (BNM).

**Mr David Hazlehurst**  
David joined the Department of Industry, Innovation and Science, Australia as acting Deputy Secretary in August 2015. David is responsible for AusIndustry, the delivery hub for Australian Government services to business, Digital Strategy and Operations and is also leading implementation of the Government’s National Innovation and Science Agenda. David spent four years in the Department of Prime Minister and Cabinet, capped off by leading the initial implementation of the Australian Government’s digital transformation agenda. David was the interim CEO of the Digital Transformation Office, formally established in July 2015. In his 25 years in the Australian Public Service, David has worked across social and economic portfolios, including leading the Higher Education Division in the Department of Education and was Chief Adviser to the Henry Review of Taxation in the Treasury.

**Mr Phil LeNir**  
Mr Phil LeNir is president of CoachingOurselves, an organisation he co-founded with Henry Mintzberg. Through their unique approach to management and leadership development they have transformed organisations around the world by changing culture and the way in which management is practiced. Mr LeNir has a Master’s degree in international management and an electrical engineering degree from McGill University in Montreal, Canada. He has authored numerous articles on leadership development and published a book in Japan on Social Learning for Management development. Prior to CoachingOurselves, Mr LeNir held senior management positions in software firms specializing in speech recognition. He developed a patent in Speaker Verification systems and was responsible for developing speech recognition systems used by millions of people a year.
Hon Tan Sri Dr Noorul Ainur Mohd Nur

Dr Noorul Ainur Mohd Nur is spearheading the Ministry of Higher Education, Malaysia as the Secretary-General. Prior to this, she was the Secretary General of Ministry of Women, Family and Community Development (2010-2014) as well as Ministry of Science, Technology and Innovation (2014-2016). She obtained her PhD in Political Science at the Graduate Center, City University of New York and her Master of Social Science in Development Administration from University of Birmingham, United Kingdom. She was also a recipient of the Goldman Sachs Visiting Research Fellow at University of Oxford in 2002. In the international arena, Dr Noorul Ainur specializes in the fields of development, economics and administration and has served as the Senior Advisor in the Southeast Asia Group for the World Bank in Washington D.C. She was also a representative to the ASEAN Commission on the Promotion and Protection of the Rights of Women and Children (ACWC), Vice-President of the Intergovernmental Council of the Management of Social Transformations Programme (MOST IGC Bureau) of UNESCO, and Chairman of the UNESCO Natural Sciences (SC) Commission.

Mr Mark Rozario

Mark Rozario was Group Managing Director of a Malaysian listed property group, before stepping down to assume his current role as Chief Executive Officer, Agensi Inovasi Malaysia (AIM) in 2011. He is charged with driving AIM, a government statutory body chaired by the country’s Prime Minister, to implement a national innovation strategy. AIM was created to jump start wealth creation through knowledge, technology and innovation thereby stimulating and developing the innovation ecosystem in Malaysia. By laying down the foundation of innovation, AIM hopes to inspire and produce a new generation of innovative entrepreneurs.

Mr Michael Woolcock

Michael Woolcock is Lead Social Development Specialist with the World Bank’s Development Research Group, and a (part-time) Lecturer in Public Policy at Harvard University’s Kennedy School of Government. He is the author of over 75 journal articles and chapters, as well as eight books, including Building State Capability: Evidence, Analysis, Action (Oxford University Press; with Matt Andrews and Lant Pritchett, forthcoming January 2017) and Trust, Voice and Incentives: Learning from Local Success Stories in Service Delivery in the Middle East and North Africa (with Hana Brixi and Ellen Lust; World Bank 2015). He is currently based in Malaysia, helping establish the World Bank’s first ‘Knowledge and Research’ Hub. He is on the editorial board of numerous journals, and is the Asia-Pacific representative on the Scientific Advisory Committee of UNESCO’s largest research program (Management of Social Transformations). An Australian national, he has an MA and PhD in comparative-historical sociology from Brown University.
Hon Datuk Dr Noor Hisham Abdullah

Datuk Dr Noor Hisham Abdullah is the current Director-General of Health Malaysia since 1st March 2013. He is also a Senior Consultant in Breast and Endocrine Surgery, Hospital Putrajaya. Prior to this, he also held the post of Deputy Director-General of Health (Medical Programme) between January 2008 until end of February 2013. He obtained both his Medical Doctor (M.D.) degree in 1988 and his Master of Surgery (M.S.) in 1994 from Universiti Kebangsaan Malaysia (UKM). Four years later in between 1997-1998, he completed his Fellowship training in Breast & Endocrine Surgery from the Royal Australasian College of Surgeons.

He received his Fellowship of the Academy of Medicine Malaysia in 2004 and an Honorary Fellowship of the Royal College of Physicians London in 2012. He has also been conferred an Honorary Degree of Doctor of Medicine from Newcastle University Medicine Malaysia (2014), Honorary Fellowship of the Academy of Family Physicians of Malaysia (2015) and Honorary Fellowship of the International College of Dentists (2016).

Mr Jamiu Adewale Ashimi

Mr Jamiu Adewale Ashimi is a University of Ibadan graduate with a Bachelors Degree in Zoology and has earned a post-graduate Diploma in Public Administration from the Administrative Staff College of Nigeria. His first place of work was at Lagos State University, Ojo. In September 2001 he transferred to the Lagos State Civil Service where he served in various capacities and participated in a number of state and national assignments. On 20th December 2012, he was appointed as Permanent Secretary in the Lagos State Public Service.

In 2005, Mr Jamiu Adewale Ashimi published the book 'Development Strategy and Management: The Nigerian Experience'. He has published articles in local and international journals including in Commonwealth Innovations vol.14 No.3 titled 'Strategic Management and Public Administration in Developing Countries: A Case Study of Nigeria.' He has presented papers at CAPAM Regional Conferences in Abuja (2010) and Trinidad and Tobago (2011) and has written the case study "Planning of a Local Government Housing Estate" published by CAPAM Library of Public Administration Case Study in Partnership with the Commonwealth Secretariat – June 2011. Mr Jamiu Adewale Ashimi is presently the Permanent Secretary Ministry of Tourism Arts and Culture, Lagos State, Nigeria.

Mr Blessings Chilabade

Mr Blessings Chilabade is currently serving as Principal Secretary, Department of Human Resource Management and Development in the Office of the President and Cabinet, Malawi. Before the current position he served as Principal Secretary for Public Sector Reforms, first in the Office of the President and Cabinet and later in the Office of the Vice President where the Public Service Reform Management Department supported the Public Service Reform Commission that was established to champion reforms in the Malawi Public Service. Earlier he also served as Director of the Staff Development Institute which is Malawi’s School of Government and various positions in the Human Resource in the Malawi Government. Blessings Chilabade has done many Consultancy assignments and taught Human Resource Management at the University of Malawi. He holds a Master of Science Degree (Human Resource Development) from University of Manchester and Bachelor of Social Science degree from the University of Malawi.

Ms Kelly Culver

Kelly Culver, B.A. (Hons), RPT, CMC is the President and Principal Consultant for The Culver Group Inc. This boutique Canadian management consulting company specializes in public sector transformation and government advisory services, helping national and international clients transform
their organizations and services by providing evidence-based advice drawn from best practices around the world. Kelly regularly collaborates with senior public sector leaders in Commonwealth countries on civil service reform and public sector modernisation, human resource development and institutional strengthening/capacity building. She is presently working as a Commonwealth Technical Expert advising the Government of Mauritius as it develops and implements an enterprise-wide Civil Service Reforms Strategy. Kelly is a Certified Management Consultant, Registered Professional Trainer and holds a Certificate in Mediation from the University of Western Ontario and a Certificate in Negotiation from the University of Toronto.

**Dr John Dzimba**

Dr Dzimba is the Director General (Head of Institute), Lesotho Institute of Public Administration and Management, Lesotho. He holds a PHD in Politics and International Relations from the University of Keele in the UK. He has been working at the Institute for the past fifteen years. Prior to this assignment, he lectured at the National University of Lesotho, University of Zimbabwe, University of Keele in the UK and University College of Dublin in Ireland. Dr Dzimba has served as a member of technical committee in varies government assignments. Currently he is a member of the Council of Higher Education of Lesotho, a Board Council Member of the Central University of Technology, Free State and Gender Technical Committee in Lesotho. He is also a member of the Commonwealth Steering Committee for Public Service Training and Development Institutes and a council member of the African Management Development Institutes Network (AMandin). Dr Dzimba has written and published widely in areas of policy, politics, administration and management.

**Mr Max Everest-Phillips**

Max Everest-Phillips is the Director of the UNDP 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.

**Ms Sheriza Faisal**

Sheriza joined the Singapore Public Service in 2011 as Communications Designer (Senior Executive), The Human Experience Lab (THE LAB) in the Prime Minister’s Office, Singapore. The unit was formed to help public agencies develop human-centric public policies through building capabilities in design thinking. A major part of her work was in developing visual communications to reflect to senior management the needs and voices of the people they serve. Prior to joining The Lab, Sheriza had worked for Avid Technology and Cisco Systems developing visual identities for their APAC product campaign and launches. She has also worked on developing marketing communication strategies with a strong focus on branding for SMEs.

**Dr Angelita Gregorio-Medel**

Angelita Gregorio-Medel is a Faculty Member of the School of Government, Ateneo de Manila University and has recently completed her term as Undersecretary (Deputy Minister) of the Department of Social Welfare and Development of the Philippine Government. Her longest involvement has been in civil society prior to joining government service. Her professional competencies have been drawn from a mix of field level community development and organising, project management, human resource development and management, capability building and training, and the founding and executive management of several Philippine based NGOs and Inter-country programs as well as network of civil society organisations in the Asia-Pacific region. She has a wide experience in participatory initiatives, social accountability, and CSO-Government cooperation platforms via
STRATEGIC INTERVENTIONS AT THE GRASSROOTS, REGIONAL AND INTERNATIONAL LEVELS. She has an undergraduate economics degree, a Masters in Social Psychology from Ateneo de Manila University and Doctorate in Development Sociology from the University of Bielefeld, Germany.

Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani
Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani was appointed Sarawak State Secretary on 2 August 2009. He holds a Bachelor of Economics (majoring in Statistics) from Universiti Kebangsaan Malaysia (UKM), Bangi and a Master of Human Resources Management from University of Scranton, Pennsylvania, USA. He has also attended a Senior Executive Fellowship programme at Harvard University, USA.

He began his career as a Management Executive with Petronas in 1980 before joining the Sarawak Civil Service in 1988 as the Director of Kuching North City Hall (DBKU). He has 26 years of experience in various state government agencies, including in the Chief Minister’s Department and the Ministry of Social Development and Urbanization. Between 2006 and 2009, he was the Deputy State Secretary (Planning & Development) and Deputy State Secretary (Administration, Security and Corporate Affairs). Since 2009, he has been the Sarawak State Secretary. He is also sits on the boards of Universiti Malaysia Sarawak (UNIMAS), Swinburne University, Malaysian Airlines Berhad (MAB), Sarawak Economi Development Corporation (SEDC), Kumpulan Wang Simpanan Pekerja (EPF), Bintulu Port Holding and other state agencies and NGOs.

He was awarded the Darjah Panglima Setia Mahkota, carrying the title “Tan Sri” by the Seri Paduka Baginda Yang Di-Pertuan Agong of Malaysia in addition to various other state awards by the Tuan Yang Terutama Yang di-Pertua Negeri Sarawak.

Mr Marlon Herft
Marlon Herft is Degreed Director for Partnerships and Development in the Asia Pacific (APAC) with more than 15 years experience in the learning technology space. Prior to joining Degreed, he was based in Singapore and worked with D2L and Skillsoft to develop both organisations across the APAC region with specific focus on direct and channel businesses. Marlon is currently based in Melbourne, Australia.

Ms Ong Toon Hui
Prior to her current appointment as Dean & CEO, Civil Service College, and Deputy Secretary (Development), Public Service Division, Prime Minister’s Office, Singapore, Ms Ong served in the Ministry of Health, Ministry of Education, Public Service Division and Ministry of Social and Family Development. Her public sector experience includes overseeing leadership development and human resource policies in the service, policies on social safety nets, family development, social sector development, rehabilitation and protection of youth-at-risk. Her current role is to develop people for a first class public service.

Ms Ong graduated from the National University of Singapore with a Bachelor of Science, Honours, (Chemistry) in 1989 and obtained her Ph.D. (Chemistry) University of Cambridge, United Kingdom in 1993. Ms Ong serves as a board member on the Civil Service College and the School Advisory Board in Peirce Secondary School.

Hon Datuk J. Jayasiri
Datuk J. Jayasiri is Secretary General, Ministry of International Trade and Industry of Malaysia. He joined the civil service in December 1981 as Assistant Secretary of International Affairs, Ministry of Primary Industries dealing with international commodity issues. He later assumed the post of First
Secretary in the Permanent Mission of Malaysia in Geneva from 1988 to 1997 representing Malaysia in the Uruguay Round of negotiations to establish the WTO. He returned to MITI in 1997 and served as Principal Assistant Director of Multilateral Trade Relations and subsequently Director of APEC. He was Malaysia’s Senior Official to APEC from 2002 – 2006. He went on to become Senior Director, Bilateral and Regional Relations and then Senior Director of Multilateral Trade Policy and Negotiations. He was Deputy Secretary General (Strategy & Monitoring) MITI from January 2015-June 2016. He led Malaysia’s team in the ASEAN-China FTA, Malaysia-Japan FTA and the TPPA negotiations.

**Dr John Mary Kauzya**

Dr John Mary Kauzya is the Chief of Public Administration Capacity Branch (PACB) of the Division for Public Administration and Development Management (DPADM) in the Department of Economic and Social Affairs (DESA) at the United Nations in New York where he has also served in different capacities since 1999. Prior to joining the United Nations he taught at Makerere University in Uganda and worked as the Deputy Director of the Uganda Management Institute. He has also worked as an International consultant/Advisor in many African countries in various fields of governance and Public Administration. In recognition of his work he was awarded with the O.P DWIVEDI AWARD 2014 by the International Association of Schools and Institutes of Administration (IASIA) for Outstanding Contribution to Public Administration and Public Policy in the World. He has widely published in various areas of governance and public administration.

**Dr Vindel L. Kerr**

Dr Vindel L. Kerr, Assistant Professor, Department of Management Studies, The UWI, St. Augustine Campus, Trinidad and Tobago, W.I. is an entrepreneur, scholar, expert practitioner and public policy advisor in corporate governance. Since 2003, Dr Kerr has served more than 300 clients in 23 Countries through GovStrat Limited - an executive learning and management consulting firm he founded. He joined The University of the West Indies (UWI), Trinidad and Tobago, in January 2014 where he is since serving concurrently as an Assistant Professor of Business Ethics. Dr Kerr has facilitated hundreds of learning interventions and trained in excess of 4,000 Corporate Directors, senior executives/civil servants and government ministers spanning the Caribbean, South America and Southern Africa. He is the sole consultant who developed the Corporate Governance Framework for Public Bodies of Jamaica and many other CG Codes, Board Charters, Evaluation Frameworks and Strategic Plans. His seminal book, ‘Effective Corporate Governance’ was published in 2005. Dr Kerr earned undergraduate and graduate degrees in agriculture, business management, corporate governance and public policy from the University of Manchester, UK; Rutgers University, USA; The UWI, Trinidad & Tobago, and College of Agriculture, Science, & Education, Jamaica, W.I.

**Prof Margaret Kobia PhD**

Prof Margaret Kobia PhD is Chairperson of the Public Service Commission of Kenya and an Associate Professor of Management. She holds a PhD in Human Resource Education from University of Illinois, M.Ed. from Kenyatta University and B.Ed. from the University of Nairobi. Prof Kobia is the Vice President CAPAM. Prof Kobia has taught management, entrepreneurship and research methods at university level and her research interests include public sector reforms and performance management training. Her head of state commendations and awards include: Order of Grand Warrior (OGW), First Class Order of Chief of the Burning Spear (CBS) and CAPAM 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. Her research interests include Public Sector Reforms and Management Training.
SESSION SPEAKERS

Mr Alexander Lau
A veteran design professional with more than 20 years’ experience, Alexander owned and led award-winning multi-disciplinary design consultancies, working with international clients in the transportation, military, healthcare, security, hospitality, wellness, food and beverage and retail industries. The projects range from strategy and conceptualization for value creation, all the way through to production optimisation and project management. Today, it is unlikely for anyone out and about in Singapore not to encounter something designed by Alexander. In 2011, he went on to head the Design Excellence Centre at ITE College Central, where he refined the Design Thinking curriculum and developed Continuing Education Training Workshops for adult learners. Since 2012, more than 2,500 adult and student learners have been trained by Alexander. In his current role as Senior Design Lead, The Human Experience Lab (THE Lab), Prime Minister’s Office, Singapore, Alexander advocates for human-centric, collaborative and experimental mindsets in the design of government policies and services. He is applying his experience to build capabilities and capacity in design-led innovation in the Singapore Public Service.

Ms Nteboheleng Mashapha
Ms Nteboheleng Gladys Mashapha is a Lecturer at Limkokwing University of Creative Technology, Lesotho Campus. She received her Bachelor of Science (Honors) from Punjab Technical University, and her Masters of Business Administration from Sikkim Manipal Open University. She further graduated from Avion Aviation Academy as a cabin crew member and worked with South African Airlink for three years as a passenger handling and check-in agent. Nteboheleng also served as a lecturer at the Institute of British and American Languages, India.

Hon Tan Sri Dr Madinah Mohamad
Tan Sri Dr Madinah Mohamad is the Secretary General, Ministry of Education Malaysia, a position she has held since June 2013. She is directly involved in driving the education transformation agenda, including creating a clear vision and direction for the execution of the Malaysia Education Blueprint 2013-2025. Concurrently, she is Vice President of the Malaysian National Commission for UNESCO. Prior to her current position, Tan Sri Dr Madinah has worked in various government agencies such as the Ministry of Foreign Affairs, Public Service Department, Ministry of National and Rural Development, Ministry of Works, and the National Unity and Integration Department of the Prime Minister’s Department. She was also the former Secretary General, Ministry of Science, Technology and Innovation. She graduated with a bachelor’s degree in Political Science from Universiti Sains Malaysia and a master’s degree and a PhD in Human Resource Development from Universiti Putra Malaysia.

Mr Brian Miloski
Mr Miloski is Chief Financial Officer, Alqimi Group President, Q Energy and has extensive experience with strategy and capital development and execution with technology, energy and services companies. He has over 19 years of experience in the energy sector including biomass, solar, E&P, wind, IPP, storage and advanced lighting. Mr. Miloski holds a B.S. degree in Economics and Management Science from the State University of New York at Cortland College and a M.S. in Finance from the University of Baltimore.
Leighanne Naicker is the Assistant Director, Skills Development at the Department of Trade and Industry (the dti), South Africa. Prior to joining the dti, she worked at the South African Qualifications Authority in the Directorate: Foreign Qualifications. She also worked for Australia Awards, an international development initiative of AusAid. A graduate of the University of KwaZulu Natal and the University of Pretoria and a fellow of the Public Policy Partnership, Andrew W. Mellon Foundation, Leighanne is a PhD candidate at the University of Pretoria. Her thesis focuses on how policy development can advocate the right to education for the migrant and refugee child. A pragmatic and independent thinker, Leighanne is passionate about policy development and public sector innovation.

Joan Nwasike is Adviser and Head Public Sector Governance in the Commonwealth Secretariat. She is responsible for the development and implementation of six Thematic Programmes across all 53 Commonwealth countries in partnership with Commonwealth Associated Organisations as well as national and regional Agencies and the wider donor community. She has had a brilliant career in the public and private sectors and academia and has lived and worked across the Commonwealth countries (East Africa, West Africa, the United Kingdom and the Caribbean). 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). She holds a BSIM degree in Industrial Management, Masters of Business Administration degree (MBA), Masters degree (MA) in Professional and Applied Ethics and PhD in Management.

Mr Juma is Deputy Director Training and Development, Public Service Commission, Kenya. He 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, (between March 1992 and November 1998), rising to the position of Deputy Head Teacher. The Public Service Commission appointed Mr Juma to the position of Inspector of Schools I (Ministry of Education) between November 1998 and February 2004, and in March 2004 he was appointed Chief Examinations Officer. Mr Juma 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.

Mr Oliech is Senior Assistant Director in charge of Research and Public Policy Analysis at the Public Service Commission (PSC) in Kenya. At PSC Oliech is the design and quality assurance lead for the Commission’s research and evaluation programmes. Mr Oliech a CLEAR AA/World Bank certified technical impact evaluations practitioner. In the course of his professional practice, Daniel has successfully implemented major regional and client organisation commissioned studies. He holds a Masters Degree in Economics of Education of Kenyatta University and a Bachelors Degree in Education Science of Egerton University, Kenya. He is a joint editor and peer reviewer of the Kenya Education Management Institute Journal of Education Management (KEMIJEM). He has expertise
and professional grounding in study design, monitoring and evaluation, econometric modelling, and policy review and analysis. Previously, Oliech has led/participated in M&E tasks, research and capacity-building assignments across Sub-Saharan Africa.

Dr Ong Hong Peng
Dr Ong Hong Peng, Secretary General, Ministry of Tourism and Culture, Malaysia, started his career as Assistant Director of the Public Service Department in 1981. Currently, he is the Secretary General of the Ministry of Tourism and Culture, Malaysia, and has been since May 2008. His other positions include Chairman, Malaysia Convention & Exhibition Bureau (MyCEB), Chairman, National Arts Culture and Heritage Academy (ASWARA), Chairman, Islamic Tourism Centre (ITC) and Chairman of Steering Committee on National Key Economic Ares (NKEA) Tourism. He was the Chairman of UNWTO Commission for East Asia and the Pacific for the period 2011-2013, Chair of Heads of ASEAN National Tourism Organisations’ Meeting in 2014 and Chair of Senior Officials Committee for the ASEAN Socio-Cultural Community in 2015. He graduated from Michigan State University, USA in 2000 with a Ph.D in Economics.

Hon Prof Tan Sri Dzulkifli Abdul Razak
Dzulkifli Abdul Razak (or for short, Dzul) is the Chair of the Board of Governance, Universiti Sains Islam Malaysia (USIM) and Honorary Professor at the University of Nottingham. He also chairs the Steering Council of the Right Livelihood College Global Secretariat. Of late he has been appointed to the Advisory Board of Global Leadership Initiative, University of Tokyo, and a select member of the 2015 Hamburg Transnational University Leadership Council, a higher education think tank. Professionally, he is the 14th President of the International Association of Universities (IAU), a member of the Asia-Europe Meeting – Advisory Education Hub Committee since 2007, and Executive Council of the Association of Commonwealth Universities (2006-2011).

He has served as the 5th Vice-Chancellor of Universiti Sains Malaysia (USM) (from 2000 until 2011), as a member of the World Health Organization (WHO) Expert Advisory Panel on Drug Policy and Management (1995-2010). He is a Fellow of the Academy of Sciences Malaysia (FASc), the World Academy of Art and Sciences (FWAAS) and the Malaysian Institute of Malaysia (FMIM). He is also an Honorary Lifetime member of Asian Academy of Management. He is weekly columnist for the New Straits Times since 1995, and more recently, The Sun.

Ms Margaret Saner CBE
Margaret Saner CBE is an independent adviser specialising in Governance, Leadership, Change and Institution Building. Recent assignments include a diagnostic review of a public service in the Caribbean. In her career in the UK Civil Service, Margaret led a number of service-wide initiatives in the UK and worked extensively with other Governments, including a loan to the Government of Kenya. 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 also a former Director at CAPAM. She particularly enjoys the opportunities she now has to work with post graduate students, for example, at the University of Sussex. Margaret will complete 8 years as a member of the UN Committee of Experts on Public Administration (CEPA) in 2017 and is the immediate past President of CEPA.
Dato’ Sri Dr. Halim Shafie

Dr. Halim, aged 67, a Malaysian, was appointed Chairman of Malaysian Communications and Multimedia Commission (MCMC) on 12 January 2015. He graduated with a Bachelor of Economics (Hons), University of Malaya, Masters in Economic Development from University of Pittsburgh and Ph.D in Information Transfer from Syracuse University, USA.

He has served in many Government agencies including the Ministry of Education, Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) and The National Institute of Public Administration (INTAN). He was Secretary General, Ministry of Energy, Water and Communications in 2000, and Chairman of the MCMC from 2006 to 2009 before taking up position as Chairman of Telekom Malaysia from 2009 to 2015.

Dato’ Sri Dr. Halim has served on many Boards, including Tenaga Nasional Berhad, Multimedia Development Corporation, Pos Malaysia, National Library Advisory Board and Malaysian Electronic Clearing Corporation (MyClear), a subsidiary of Central Bank of Malaysia. He is also an Adjunct Professor at Universiti Utara Malaysia.

Mr Rajeev Sharma

With over 25 years experience in the information technology industry, Rajeev Sharma brings a track record of success and entrepreneurship as the Founder and CEO of Alqimi. Established in 1995, Mr. Sharma has steadily guided Alqimi from its origins as a technology systems integrator to a recognized innovator in the areas such as complex enterprise technology solutions, “Big Data”, Cybersecurity, Social Media Intelligence, Next Generation Renewable Energy and Sustainable Fuels. Mr. Sharma holds a B.S. degree in Economics from the University of Maryland.

Mr Graham Teskey

Graham Teskey is the Principal Global Lead for Governance for AbtJTA, a wholly owned Australian subsidiary of Abt Associates, which has its headquarters in Bethesda, Maryland. Before joining AbtJTA Graham had a long and distinguished career in the public service. Immediately prior to joining AbtJTA, Graham was the Principal Governance Specialist for the Australian Government’s Department of Foreign Affairs, where his role was to advise DFAT on its governance and public sector programs in the international aid program. Prior to moving to Canberra Graham was Senior Adviser and Head of the Governance and Anti-Corruption Secretariat Governance at the World Bank. He was responsible for the preparation and drafting of the Bank’s 2012 Governance and Anti-Corruption Strategy. Before joining the World Bank Graham spent 16 years with DFID and enjoyed postings to Fiji, Kenya and Uganda. Graham was one of the lead contributors to the UK’s 2006 Development White Paper, “Making Governance Work for the Poor”. Graham has degrees in economics, urban planning and business administration.

Mr Peter van de Pol

Peter van de Pol is Senior Advisor at the Global Centre for Public Service Excellence (GCPSE). Peter has over 15 years of experience in innovation, change management and organisational development in the public and private sector. He has worked for extensive periods in Africa, Asia and Latin America with local communities, academic institutions, corporations, ministries and President's and Prime Minister's Offices on strengthening their individual and organisational capacity for equitable development. Peter joined UNDP in 2009, as Project Manager and Change Management Expert of the Civil Service Change Management Project in Bangladesh. In 2012 he became Policy Advisor of the Knowledge, Innovation and Capacity Group of the Bureau for Policy Development of UNDP in New York. In that capacity he advised governments and public administrations on strategic planning, public innovation and capacity development. At GCPSE, Peter is responsible for foresight and strategic planning related activities in public service.
### SESSION SPEAKERS

**Shri Chirravuri Viswanath**

Shri Chirravuri Viswanath belongs to the 1981 batch of Indian Administrative Service and is presently holding charge of Secretary to the Government of India in the Department of Administrative Reforms & Public Grievances and Department of Pensions & Pensioners’ Welfare in the Ministry of Personnel, Public Grievances and Pensions since 2nd May, 2016. Shri C. Viswanath is a Post Graduate in Political Science from Jawaharlal Nehru University, New Delhi and did his Masters in Public Economic Management, Birmingham, UK. He has held many senior positions in the Government of Andhra Pradesh and Government of India, and handled several Departments like Environment & Forests, Food & Public Distribution, Irrigation, Information & Broadcasting, Department of Consumer Affairs, among others.

As Joint Secretary in the Ministry of Environment & Forests, Shri C. Viswanath was instrumental in India ratifying the Kyoto Protocol on Climate Change. As Joint Secretary in Department of Food & Public Distribution he drafted the National Food Security Bill. As Chairman & Managing Director, Food Corporation of India he successfully ensured liquidation of old stocks; enhancement of storage capacity; exploring alternate modes of transportation; mechanization; e-auction and other IT initiatives. As Secretary, Department of Consumer Affairs Shri Viswanath was actively involved in championing the cause of Consumer Advocacy.

**Mr Alan Whaites**

Alan Whaites is Senior Adviser and Head of Profession at the National School of Government International, a cross-departmental unit of the British Government focused on supporting civil service reform overseas, using UK public servants from a range of departments in both short- and long-term advisory roles. Since April 2015, it has been situated within the UK Stabilisation Unit, and is accountable to the UK National Security Council. Previously he worked for the OECD leading their development work on accountable and effective institutions, conflict and fragility. While at the OECD Whaites edited ‘A Governance Practitioner’s Notebook,’ and led the production of the annual ‘States of Fragility Report’ and the regular publications on illicit financial flows. Past roles also include Head of Profession for Governance for the Department for International Development and serving as DFID’s Regional Senior Governance Adviser for Asia, in addition to a number of overseas assignments.

**Ms Diana Yusoff**

Diana is an innovation strategist as Senior Executive (Innovation and Delivery), Public Service Division, Prime Minister’s Office, Singapore tasked to develop an innovation ecosystem for the Singapore Public Service. This ecosystem consists of an innovation process to see ideas through to implementation, a capability-building framework, a strategy for fostering close-knit communities of innovation advocates, as well as a culture conducive for innovation. Previously, whilst also supporting the engagement team of the PS21 Office, Diana guided the organising team to develop a branding concept and strategy for Public Service Month 2015. Prior to joining the PS21 Office, Diana was a process and finance auditor in one of the Big 4 accounting firms.
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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
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
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