Commemorating 20 years of Learning and Exchange
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.

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How does an organisation come to exist?

Its impetus begins with the spark of an idea – the notion that some thing, or some situation, can be made better. This inspiration takes shape and grows into a collective understanding of a critical need, and subsequent drive for action.

In 1994, Commonwealth countries recognized the necessity for action by establishing the Commonwealth Association for Public Administration and Management (CAPAM) – an institution where cooperation and dialogue regarding public sector administration and management amongst participating countries would serve to strengthen all governments and the people that they serve.

CAPAM marks its 20th anniversary through the creation of this commemorative publication dedicated to the many members who have supported and been involved with our organisation over the years. Presented during the CAPAM 2014 Biennial Conference in Putrajaya, Malaysia, this work celebrates our history, our shared experiences, and our successes. Only by reflecting on the past can we see how far we’ve come and dream about where we could possibly go.
On the occasion of CAPAM’s 20th anniversary, I am reminded of the confluence of events that has helped to bring this very special organisation together. From the initial understanding that public administration and management would interminably benefit from the learning opportunities afforded by a professional association – to the ceaseless energies of those early pioneers in devising the mandate and structures that would eventually form CAPAM, Commonwealth countries have consistently come together with steadfast enthusiasm and support. It is now clear that this allegiance has paid off.

CAPAM’s history of providing various mechanisms and fora around the world for members to discuss progressive approaches associated with improved governance has resulted in a new age of cooperation and learning in the Commonwealth. Since CAPAM’s inception, we have been exposed to countless innovations and best practices that have made the public service simply function better. Moreover, we now have an institution in CAPAM that recognizes these advances and accomplishments through its International Innovation Awards and the Gordon Draper Award. By promoting the achievements of our colleagues, the Association continues to inspire excellence throughout its membership.

It has been my privilege to be CAPAM’s president and to lead the organisation over the last four years. The experience has reinforced for me why the organisation continues to be important for our nations. I invite you to examine the pages of this commemorative book with both fond recollections of the past, and renewed optimism for CAPAM’s future role in promoting good governance and public administration in the Commonwealth.
2014 represents a landmark year for CAPAM. Over the past two decades, the organisation has delivered events, conferences and learning opportunities in over 30 Commonwealth countries around the world. It has championed the notion that together, we can achieve greater advances in governance and public administration than could be realized alone – that through an open, committed, and innovative environment, the collective will always benefit from the shared experiences of its individual members.

Due to the dedicated and steadfast stewardship of past presidents and chief executive officers, CAPAM has become a centre of expertise that leads the way in revealing progressive approaches of the day. While CAPAM continues to expand upon past successes, celebrating our 20th anniversary also provides members and stakeholders the occasion to consider what the next decade might hold.

More than ever before, how governments provide public services is influenced by an interconnected and wired world. For some countries, citizens will increasingly demand two-way dialogue and faster delivery from their governments. For other countries, expanding their infrastructure to allow greater access to this connectivity will be top priority. It is this very dichotomy of Commonwealth nations facing differing realities that creates a deeper combined knowledge base than could ever be experienced separately.

We know that meeting tomorrow’s diverse challenges will require new approaches. History has shown that as the world changes, we must be ever diligent in preparing our governments and institutions to manage that change. CAPAM’s first conference in 1994 followed the theme of “Government in Transition”, and it is particularly apropos that the Biennial theme for this 20th anniversary is “Public Service Transformation – A New Conversation”. We must continually transform and adapt to our new realities. We must continually engage our next generation of public administrators and policy leaders to ensure ongoing collaboration and knowledge exchange. Ultimately, we must continually build upon what we have achieved in the past and strive towards anticipating what we may face tomorrow.

CAPAM will purposefully provide Commonwealth countries with the means and ability to realize this future together.
MAP of COMMONWEALTH COUNTRIES

1. Antigua and Barbuda
2. Australia
3. The Bahamas
4. Bangladesh
5. Barbados
6. Belize
7. Botswana
8. Brunei Darussalam
9. Cameroon
10. Canada
11. Cyprus
12. Dominica
13. Fiji Islands
14. Ghana

Commemorating 20 Years of Learning and Exchange
46. Tonga
47. Trinidad and Tobago
48. Tuvalu
49. Uganda
50. United Kingdom
51. United Republic of Tanzania
52. Vanuatu
53. Zambia

15. Grenada
16. Guyana
17. India
18. Jamaica
19. Kenya
20. Kiribati
21. Lesotho

22. Malawi
23. Malaysia
24. Maldives
25. Malta
26. Mauritius
27. Mozambique
28. Namibia

29. Nauru
30. New Zealand
31. Nigeria
32. Pakistan
33. Papua New Guinea
34. Rwanda
35. St Kitts and Nevis

36. St Lucia
37. St Vincent and the Grenadines
38. Samoa
39. Seychelles
40. Sierra Leone
41. Singapore
42. Solomon Islands

43. South Africa
44. Sri Lanka
45. Swaziland
46. Tonga
47. Trinidad and Tobago
48. Tuvalu
49. Uganda
50. United Kingdom
51. United Republic of Tanzania
52. Vanuatu
53. Zambia

COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT
From frequent information exchange, Sir Kenneth Stowe chaired the pan-Commonwealth Steering Committee of founding members that would ultimately lead towards the formation of CAPAM.

The foresight, resolve, and interminable energy of those early Commonwealth members was rewarded when, in 1994, CAPAM kicked off its inaugural conference in Charlottetown, Canada. Jointly sponsored by the Commonwealth Secretariat in London and the Institute of Public Administration in Canada, combined with initial funding provided by the Australian International Development Assistance Bureau, Canadian International Development Agency, Commonwealth Foundation, Commonwealth Secretariat and the Overseas Development Administration, CAPAM was at long last poised to embark on a journey of shared learning, exchange and excellence in public service. At the end of the day, the CAPAM early history represents an account of firm resolve – a united determination that each participating government would substantially benefit within a diverse community advocating common values, collaboration, and ongoing learning and networking opportunities.

Armed with this clear direction, and with increasing recognition that public service administrators and managers could benefit

The Commonwealth of Nations’ October 1991 Harare Commonwealth Declaration in Zimbabwe laid the groundwork for CAPAM’s genesis. For the first time, countries were required to produce democratic credentials to be considered for membership in the Commonwealth.1 The Declaration also pledged, in part, that its members would work with renewed vigour on priority areas such as “democracy, democratic processes and institutions that reflect national circumstances, the rule of law and the independence of the judiciary, just and honest government”.2

“Following the (Harare) Declaration the (Commonwealth) Secretariat initiated the work programme related to the review of administrative structure and reforms in the context of the changing role of government and took the steps in setting up CAPAM.” Dr. Mohan Kaul, Commonwealth Secretariat and Member of Founding Steering Committee.


“… the essence of CAPAM is to enable Commonwealth governments to perform better, in the hands of those elected and appointed to deliver public services, by fostering an environment of shared experience and collaboration.” Sir Kenneth Stowe, CAPAM Founding Chair.


“CAPAM is uniquely placed to develop the networks and build a professional constituency with the potential to add the real value of practical knowledge and hands-on experience to the Secretariat’s work in this area.” Commonwealth Secretary-General Chief Emeka Anyaoku welcoming the President and Board Members in London on January 20, 1995.

Organisational transformation is often facilitated when some tangible early wins can be realized. This is the case with CAPAM. Our first interventions in the dialogue of public service reform in the commonwealth were therefore critical. We were aided in this by other historic developments in 1994, most notably the election of South Africa’s first democratic government.


CAPAM has also evolved and matured along side of many historic developments including... the international reflection on the value of public service in the post-September 11th, 2001 context and the uncertainty stemming from several natural and human health crises and the AIDS pandemic impacting many Commonwealth countries.

Ordinary people around the world have seen their savings diminish greatly, their livelihoods seriously threatened and there is a real fear that many working poor around the world are on the verge of slipping irretrievably into poverty. The macro-economic and fiscal stability of many countries is under threat and the role of the state and in particular the vital regulatory role of the state has assumed its rightful place in the global discourse on the appropriate balance between centralization and decentralization and between unfettered markets and controls on markets.

From the CAPAM President Geraldine Fraser-Moleketi welcome at the CAPAM 2008 Biennial Conference

...we live in an interconnected world, where social, political, economic and ecological changes are not restricted by national borders. Difficulties in one country can trigger events across borders and can quickly cascade into global crisis. We need only think about events of the past two years – a global financial crisis, ongoing terrorism threats or the H1N1 flu pandemic – to understand this reality.

At the same time, it has become increasingly clear that governments, acting alone, cannot solve all the issues facing modern society. Increasingly complex problems need the active involvement of others, including the private sector, civil society, local communities and even citizens themselves in order to achieve results.

From CAPAM President Lynelle Briggs’ welcome at the CAPAM 2010 Biennial Conference

2002
CAPAM and the Commonwealth Secretariat hold a Senior Executive Seminar for the Southern African Development Community (SADC) countries held in Namibia.
• The Practice Knowledge Centre (PKC) is made available on-line to CAPAM members via the website.
• International Innovations Cascading Programme announced.

2004
CAPAM celebrates its 10th anniversary.
• CAPAM and the University of Birmingham, United Kingdom, offer a series of in-depth, topic-specific courses.
• The first Gordon Draper Award presented to Gordon Draper, posthumously.

2005
CAPAM and the Government of India host inaugural gathering of public service training institutes (PSTI)-based executives.

2008
CAPAM receives funding through the Canadian International Development Agency to establish a Network of Public Service Training and Development Institutes (PSTDI).

2009
Regional Thematic Conferences introduced to improve access to CAPAM conferences and to provide a forum for in-depth examination of priority themes.
• A suite of learning programmes delivered in partnership with numerous institutions.
• Online forums developed for CAPAM members.

2011
Library of Public Administration Case Studies created in CAPAM E-Library in partnership with the Commonwealth Secretariat.

2014
CAPAM celebrates its 20th anniversary.
CAPAM enters its third decade facing both challenge and opportunity.

Following the global financial crisis of the late 2000s and continuing today, many governments around the world have tightened travel budgets and limited discretionary activities. While their commitment to learning and knowledge exchange remains strong, the ability to participate in events at locations around the world may at times be constrained. As a result, being able to work smarter and more efficiently has simply become the “modus operandi” of the way we all do business.

For CAPAM, this environment of fiscal prudence has triggered a renewed focus on expanding the ways in which we connect with our members. The organisation is expanding its capabilities to engage audiences through popular social media and web-based technologies. At the same time, the invaluable experiences and networking opportunities available through CAPAM conferences and learning programmes cannot be understated. Commonwealth countries continue to benefit greatly from face-to-face discussion of cutting-edge ideas associated with good governance and public administration. CAPAM is working hard to aggressively pursue new partnerships and sponsorship opportunities that build upon these events and allow even greater opportunities for all members to participate.

The world is changing at an ever-increasing pace, and the importance of CAPAM has never been more apparent.

As governments face their own distinct realities and challenges, all can take comfort that others are likely facing similar situations. Together, through CAPAM, members will continue to share both our successes and trials in order to collectively tackle the challenges of tomorrow.
During CAPAM’s 20th anniversary celebrations, Malaysia takes great pride and honour in having contributed to the organisation’s success.

From serving on its first board of directors through to hosting the CAPAM 2014 Biennial Conference, Malaysia has been an active and invested member.

Chief Secretary to the Government, Tan Sri Ahmad Sarji Abdul Hamid (now Tun), who had been responsible for the introduction of several reform programmes in the Malaysian public service, was elected as CAPAM’s Vice President from 1994-1996. He was further elected as CAPAM President from 1996-1998, and later represented Malaysia as a member of the CAPAM Board of Directors from 1998 until 2000. Tun Ahmad Sarji served as the CAPAM Emeritus Director from 2000 until 2012.

Tun Ahmad Sarji’s ideas of reform spanned from issues associated with privatisation, economics, and office automation, to quality standards of government services that helped to contribute towards the nation’s growth. He further envisioned that governance in the future would be met with challenges coming from three entities: non-governmental
organisations (NGO); market forces; and information and communications technology (ICT). To face these challenges, the administrative machinery must make adjustments and be innovative to accept the three entities as part of a country’s governance.

CAPAM Board Members visited Public Service Library and Tun Abdul Razak Memorial on August 31st, 1995.

CAPAM Board Members visited Sunway Lagoon Theme Park on September 2nd, 1995.
Another breakthrough for Malaysia was the introduction of the CAPAM *International Innovation Awards* (IIA) in 1998, during which Tan Sri Abdul Halim Ali was the Chief Secretary to the Government. This award programme aimed at spurring the growth of new innovations within the public service of Commonwealth countries by recognising organisations that have made significant contributions towards improving governance and services in the public sector. Tan Sri Abdul Halim Ali represented Malaysia as a member in the CAPAM Board of Directors for the 2000-2002 tenure. In the Malaysian context, the nation witnessed that ICT has taken a centre stage in the national ICT agenda towards high quality services and performance targets under his leadership.

From 2004 until 2006, Malaysia returned as a board member, represented by Tan Sri Samsudin Osman. He instilled the idea that the public service should not conduct business as usual but should re-examine how it could contribute more effectively to remain relevant. Tan Sri Samsudin Osman took his strong conviction to the CAPAM Board meetings, often sharing his views. In 2004, Malaysia’s innovation on ICT was recognised by CAPAM through its winning bronze medal IIA win for the *Multi-Purpose Smart Card* initiative. His idea on ICT, such as the e-Government initiative undertaken by the Malaysian government, was in line with the New Public Management (NPM) concept aimed at providing high quality services to the people.

Being a CAPAM Board of Directors member, Tan Sri Mohd Sidek Hassan has played a significant and effective role. During his time, Malaysia has twice won the CAPAM IIAs. Aiming at providing equal access to ICT for rural communities in Bario, Sarawak, the *eBario* initiative was awarded the gold medal in 2006. Similarly in 2008, Malaysia won the bronze medal award for the *Local to Global* initiative which focused on improving the welfare of indigenous people in entrepreneurship and education training. Tan Sri Mohd Sidek has served three terms on the CAPAM Board of Directors since 2006.
When Tan Sri Dr. Ali Hamsa was appointed as the Chief Secretary to the Government in June 2012, the mantra of co-creation and co-development was being translated into the practical concept of *Humanising the Public Service*. Being part of the citizenry, civil servants and public institutions were now accountable not only to the people but also to themselves as they similarly received services from their fellow colleagues. In striving towards a more efficient, dynamic, competitive and market-driven government machinery, initiatives of high impact, low cost and rapid execution were implemented through strategic collaboration under the *National Blue Ocean Strategy*. The strategy fosters citizens and public service co-operation while removing silos and overlapping functions between different agencies and different levels of government. Tan Sri Dr. Ali Hamsa, who was elected as the Vice President for the 2012-2014 tenure, has indeed shed some light in designing public services of the future.

The Accountability Index Monitoring System (AIMS) by the Ministry of Defence won the CAPAM International Innovation Award under the Innovations in Public Service Management category during the 2012 Biennial Conference in India.
CAPAM has only been able to function successfully through the generous participation, dedication, and encouragement of its membership, elected board of directors, partners and affiliates. Envisaged as an entity designed for public administration practitioners, CAPAM is guided by an elected cross-section of its members.

In fact, prime ministers, ministers, permanent secretaries, senior civil servants, academics and leaders of non-governmental organisations all share in the governance, leadership and programme development and delivery in which CAPAM is engaged.

By encouraging a representative composition and a two-term position limit for its Board members, CAPAM ensures the spirit of an objective, comprehensive, self-renewing association.
The Hon. Jocelyne Bourgon, Canada
Tun Ahmad Sarji, Malaysia

Hon. Zola Skweyiya, South Africa
Mohan Kaul, United Kingdom

Sir Richard Mottram, United Kingdom
Sir Kenneth Stowe, United Kingdom

H. Ian MacDonald, President Emeritus and Director of MPA Programme, York University, Canada
Over the past two decades, CAPAM has been fortunate to have experienced and exceptional leadership provided by both its Presidents and Chief Executive Officers. Their unwavering efforts and dedication have been instrumental in expanding the organisation throughout the years.

Gordon Draper
Trinidad & Tobago
President 1994-96

Ahmad Sarji
Malaysia
President 1996-98

Jola Skweyiya
South Africa
President 1998-2000

Richard Mottram
United Kingdom
President 2000-2002

“We are all partners in this enormous challenge to respond to the new paradigm in public administration. We encourage our founding members, our associates and all those who are convinced of the importance of sound public administration as the cornerstone of development, to assist in this journey by supporting the development of CAPAM in the coming years.”

Ahmad Sarji introduced the idea that CAPAM, as a new organisation, must take stock of its history and development in order to grow and adapt as an organisation. This also led to the Reflections publications that captured CAPAM’s history, progress and results in its first four years and its second four years.

“Ministers are expected to bring to their positions authority endorsed by the democratic process, skills of political leadership such as effectiveness in political debate and public presentation and an ability to grasp public concerns that form the basis of public policy. Appointed officials are expected to bring to their work a professionalism that is the product of ability, knowledge and experience. Thus, their status is derived from appointment on merit rather than through patronage.”

“Since its establishment in 1994, CAPAM has been responding to demand to exchange timely information on the practical experiences of Commonwealth elected and appointed public officials in the reform of government. CAPAM now not only provides traditional membership services such as the international journal, the quarterly newsletter, relevant publications, a regularly updated web site, conferences and seminars, but also programmes that delve more deeply into our experiences so that we can share our learnings.”

Commemorating 20 Years of Learning and Exchange
“Your Association becomes stronger with your active involvement. And the stronger your Association, the more able it is to represent your interests and provide the products and services that you need and want. Each and every one of us has a responsibility to ensure the CAPAM’s vitality and growth through our active participation, and by spreading the word about this unique organisation.”

“CAPAM is without a doubt an Association whose reach and influence far exceeds its resources. We are an Association that is now more inclusive than ever, we reach out to our members in the South and we seek to influence the global discourse on administration and governance.”

“…we cannot serve if we just stand and wait – the mountain will certainly not come to us – and we must be strategic in how we get to the summit. There are many paths to the top of a mountain. All nations are different and will develop approaches that are adapted to their particular context and circumstances. But, while we will pursue different paths, these differences also create important reasons for collaboration, sharing of ideas and learning from each other.”

“The mandate and mission of CAPAM are as relevant today as in 1994 when our Association was established. The requirement for a strong, well-trained, highly motivated and ethical public service is essential as governments tackle formidable challenges that threaten the wellbeing and potential of their citizens. Public servants are called upon to provide sound policy advice, undertake meticulous programme design, execute programme strategies, conscientiously manage public resources, and be focused on delivering results for citizens.”
“The rationale for creating the new association was that the forces of globalisation are affecting governments everywhere, and administrators can benefit from increased contacts with their counterparts in other countries. There are already strong networks among academics, but public administration practitioners need to have better contacts. Since the Commonwealth countries have similar government structures and institutions based on the Westminster model, it will be particularly useful for them to have information about innovations - successful or otherwise, in other Commonwealth countries.”

“Through CAPAM you have an uncommon opportunity to meet and exchange your experience and knowledge with your colleagues across the world. Because of the shared heritage of our institutions, I would argue there is immediacy and a richness of dialogue that takes place that cannot be replicated in other international settings.”

“Faced with the reality of a turbulent, unpredictable and interconnected world it is increasingly evident that models for public policy and public administration of the past will not be adequate for 21st century challenges. The tried and true public administration regimes of in-depth analysis, comprehensive planning, meticulous implementation and stringent controls may be rendered irrelevant in the new environment of rapid change, volatile dynamics and unpredictable interdependencies.”

“For years, attempts have been made to examine how the provision of public services can be improved. The process is at times thwarted by a variety of political and economic factors. Countries have nevertheless persevered, and innovative leaders, committed public servants and involved citizens have had huge impacts on organisational redesign in government. CAPAM is uniquely situated in that it provides a platform for sharing those experiences, connecting individuals and promoting replication of the very best experiences.”
Quite simply, CAPAM members drive our organisation.

Through their contributions, innovations, and resolute support, this professional network of individuals and institutions has consistently shaped the way in which CAPAM leads the exchange of ideas on public administration and good governance. Whether a head of government, senior public service professional, or academic – each member has an equal voice with which to advance best practices and promote dialogue on governance issues of the day.

This truly inclusive nature of CAPAM combined with the unique and broad expertise of our members has encouraged an exceptional and long-standing environment of sharing and learning.
CAPAM’s core commitment is to provide opportunities for learning and knowledge exchange to all members. Only by examining what has worked well – and maybe even as importantly – what has not gone as planned, can CAPAM members collectively advance public administration excellence throughout the Commonwealth. In order to promote good governance, CAPAM has created several instruments for knowledge exchange.

PUBLIC SERVICE TRAINING INSTITUTE (PSTI) NETWORK

CAPAM has built strong partnerships with numerous Commonwealth entities over the past 20 years. What has made these associations particularly special is the spirit of mutual respect and enduring goodwill within which our organisations have collaborated. One such example, the PSTI Network (later named the Network of Public Service Training and Development Institutes), was established by CAPAM in 2008 to disseminate good practices and lessons learned in the delivery of training programmes to public servants. During its peak, the Network promoted the interchange of experts, programme design models and key strategic practices in developing leadership and effective management in the public service.

The first meeting of the CAPAM Public Service Training Institute Network took place in Barbados, Oct. 18, 2008. The meeting was attended by senior representatives of training institutes from countries across the Commonwealth.
The 2007 Leadership, Learning, Institutes and Public Service Conference in Ghana set the stage for a CAPAM network in learning and development.
LEARNING PROGRAMMES

Since 1998, CAPAM has worked with national and local partners to provide customised Learning Programmes to many senior public executives in Commonwealth countries. Each Programme has been designed to meet the needs of the host country and its participants, addressing practical topics such as service delivery, management, governance, training, and leadership.

CAPAM Learning Programmes have had a widespread influence, being conducted in numerous locations throughout the years:

- 2011 – Nigeria
- 2011 – Botswana
- 2010 – Botswana
- 2009 – India
- 2009 – Botswana
- 2009 – Jamaica
- 2009 – Canada
- 2008 – Samoa
- 2008 – Niue
- 2008 – India
- 2008 – Botswana
- 2007 – Trinidad and Tobago
- 2007 – Malawi
- 2007 – Botswana
- 2007 – Dominica
- 2007 – Namibia
- 2007 – Barbados
- 2006 – Samoa
- 2006 – Nigeria
- 2006 – United Kingdom
- 2005 – Tanzania
- 2004 – United Kingdom
- 2004 – South Africa
- 2004 – Namibia
- 2003 – Botswana
- 2003 – South Africa
- 2003 – St. Vincent and the Grenadines
- 2002 – Maldives
- 2002 – Belize
- 2002 – United Kingdom
- 2002 – St. Vincent and the Grenadines
- 1999 – Trinidad and Tobago
- 1999 – Seychelles
- 1998 – South Africa
- 1998 – Barbados

2001 – Namibia
2001 – St. Lucia
2001 – United Kingdom
2001 – United Kingdom
2001 – Uganda
2001 – Sri Lanka
2001 – Seychelles
2001 – South Africa
2001 – Samoa
2000 – Uganda
2000 – United Kingdom
2000 – Mauritius
2000 – Cameroon
2000 – Fiji
1999 – Trinidad and Tobago
1999 – Seychelles
1999 – United Kingdom
1998 – South Africa
1998 – Barbados
Integrated Service Delivery – A Course for Executives and Senior Managers of the Public Service, Trinidad and Tobago, 2007

Generic Senior Public Executive Seminar
South Africa, 2004

Public-Private Partnerships: Negotiating Relationships, Implementing Agreements and Managing Risk, Tanzania, 2005

In-Country Senior Public Executive Programme
Maldives, 2002

Commonwealth Case Writing and Development Workshop,
Nigeria, 2011

In-Country Senior Public Executive Seminar
St. Vincent and the Grenadines, 2003

Leading Leadership Programmes: A Workshop for Training Specialists, Jamaica, 2009

In-Country Senior Public Executive Programme
Lesotho, 2006

Innovations and Good Practices in New Public Management:
Executive Programme in Public Management, India, 2008

Integrated Service Delivery – A Course for Executives and Senior Managers of the Public Service, Trinidad and Tobago, 2007

Commonwealth Case Writing and Development Workshop,
Nigeria, 2011

COMMONWEALTH ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT
REGIONAL CONFERENCES

CAPAM regional conferences have provided members with many opportunities to interact in a variety of locations around the world. These events, combined with CAPAM’s premier Biennial Conferences, have allowed members significant exposure over the years to many of the countries that make up the Commonwealth.

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Good Governance, Accountability and Trust, Nigeria, 2010

In Pursuit of Excellence: Developing and Maintaining a High Quality Public Service, India, 2005

Leadership, Learning, Institutes and Public Service, Ghana, 2007

Building Leadership in the Public Service, Malaysia, 2009


Implementing a Public Sector Performance Management System, Mauritius, 2004

Public Service Research and Innovation: A Quest for Sustained Service Delivery, South Africa, 2013

Public Service Excellence: Embracing Innovation and Change, Trinidad and Tobago, 2011

Leadership, Learning, Institutes and Public Service, Ghana, 2007

Good Governance, Accountability and Trust, Nigeria, 2010
COMMONWEALTH INNOVATIONS REVIEW (CIR)

The Commonwealth Innovations Review is CAPAM’s quarterly magazine that focuses on CAPAM’s two main objectives of knowledge exchange and networking. The publication, which is published online on the CAPAM website, provides a space where expertise and research in the field of public administration and management may be shared, while also providing a forum for different voices and diverse public service priorities. It serves as a platform to report on CAPAM events, and to announce upcoming learning programmes and conferences as well as calls for presentations and articles.
CAPAM membership has included a subscription to the *International Review of Administrative Sciences* since 2000. This quarterly publication is an international peer-reviewed journal devoted to academic and professional public administration. It seeks to shape the future agenda of public administration around the world by encouraging reflection on international comparisons, new techniques and approaches, dialogue between academics and practitioners, and debates about the future of the field itself.

**E-LIBRARY**

CAPAM’s *E-Library* contains a collection of valuable articles, case studies, reports and presentations from CAPAM programmes, conferences and publications. This searchable database provides members with ready access to the substantial knowledge base that CAPAM has acquired over its history.
1994 – CANADA

Government in Transition

The inaugural CAPAM conference in Charlottetown was planned around the theme Government in Transition. Representatives of 22 diverse Commonwealth member nations presented papers demonstrating a surprising degree of agreement about the issues facing governments. So strong was this common pattern that it could be labelled a new paradigm in public administration.

“CAPAM owes its origins to the Commonwealth Secretary-General’s initiative in proposing the formation of what is now an independent self-supporting body comprising both elected and appointed officials, and the institutions they serve, as members committed to professional development of ‘just and honest government’.”

Sir Kenneth Stowe, CAPAM Founding Chair
1996 – MALTA

The New Public Administration: Global Challenges, Local Solutions

The 1996 CAPAM biennial was in all respects a doubling of the 1994 inaugural conference with 280 participants from 53 nations hearing 78 papers in Malta.

“With two more years’ experience of the new public administration, we are learning more about the result of these innovations. The conference’s title “Global challenges – local solutions” was also appropriate, because many speakers emphasised that while the public management reforms… are being undertaken all over the Commonwealth, successful implementation requires adaptation to local solutions. By learning from one another’s experience, these different local solutions can have global relevance.”

Mr. Sandford Borins, Conference Co-rapporteur
Hon. Glyne Murray, Barbados, Hon. Dr. Zola Skweyiya, South Africa and Hon. Simone de Comarmond, Seychelles

Outgoing CAPAM President Gordon Draper passes the gavel to Incoming President Ahmad Sarji

Conference delegates
1998 – MALAYSIA

The New Public Administration: Moving into the 21st Century

The third CAPAM biennial conference was characterised by a general atmosphere of uncertainty associated with a possible global recession and impacts from the “Millennium Bug” threatening computer systems on or after January 1, 2000.
2000 – SOUTH AFRICA

Globalization, Governance and Public Service

The themes emerging on the implications of globalization related to inequality among nations in material and social well-being and the costs and benefits of information technology were explored. Globalization continued to be a source of controversy, with economically advanced and developing countries adopting widely differing perspectives.
2002 – UNITED KINGDOM

Creating Self-Confident Government: Reflections and New Frontiers

Delegates from 47 Commonwealth countries gathered in Scotland to discuss the conference theme “Creating Self-Confident Government: Reflections and New Frontiers”. A year after the September 11th terrorist activities, the role of the public sector in managing and responding to crisis was a central theme. The 1998 economic crisis in Malaysia, the locust crisis in Australia, the foot-and-mouth disease in the UK, water contamination and blood scandal in Canada, natural disasters in many Commonwealth countries and the HIV/AIDS crisis in many developing countries were all highlighted as trials that challenge many governments across the Commonwealth.
2004 – SINGAPORE

Networked Government

450 delegates from 47 Commonwealth countries gathered to discuss the Conference theme of “Networked Government,” a leading edge issue in the pursuit of good governance. Given the new and diverse approaches to networking in a contemporary context, a fundamental purpose of the Conference was to draw out and discuss the many innovations to the concept of Networked Government. Secondarily, CAPAM hoped to create an open and welcoming Conference environment where the potential networking opportunity among delegates could be fully realised.
2006 – AUSTRALIA

Rising to the Challenge: Enhancing Public Sector Capability

The underlying themes of the CAPAM 2006 Biennial Conference were that a capable public sector:

- is founded on the principles of good governance;
- learns from past experience, manages risk and capitalizes on opportunities; and
- delivers quality services across a range of sectors, even in situations of crisis.

These themes were explored in depth over a period of three days through sessions that enabled participants to explore the prerequisites – human and structural – required for good governance; share lessons from the past; explore current and emerging directions in public sector management; and, discuss the practicalities of service delivery in a context of crisis and long-term social goals.
2008 – BARBADOS

Continuing the Shared Journey: Achieving Public Service Excellence

CAPAM’s Biennial Conference, from 19-22 October 2008 in Bridgetown Barbados, engaged participants in a discussion on achieving public service excellence in the context of improving service delivery, fostering good governance, and building institutional capacity. Under the conference theme “Continuing the Shared Journey: Achieving Public Service Excellence,” speakers and workshops identified strategies, pre-requisites – both human and structural, and shared lessons in the development of a public service that actively responds to the needs of citizens in the current context.
“I look forward to supporting CAPAM in the years ahead. Yours is an organisation that has developed strong and lively networks across the Commonwealth. You have created a platform on which to exchange best practice, promote innovation and development, and raise standards of public service. Time and again I repeat that good governance is both the oil and the machinery of Democracy – and of its sister Development – and that I want to see it taken so much further”.

Message from Kamalesh Sharma, Commonwealth Secretary-General
2010 – MALTA

Building a Common Future: Global Challenges, Local Responses

Close to 250 delegates from over 40 countries attended the CAPAM Biennial Conference in Malta from October 18th to 20th, 2010.

The Conference focused on how global challenges are shaping public sector reform agendas across the Commonwealth and how public sector organisations are working to align themselves with the global context, while addressing the expectations of citizens at the local level.
“The conference theme is as relevant as it is topical… countries can no longer be isolated as we live in an interconnected world. As a result, public service reforms are also interconnected.”

Mr. Paul Zahra, welcoming participants to the conference.
2012 – INDIA

A Public Service Fit for the Future

*The three-day conference* focused on the challenges of achieving national objectives for development, citizen service delivery and public administration. Organized in a highly interactive format, conference participants experienced ample opportunity to hear from and interact with political leaders, international experts and eminent practitioners.
“Like other public infrastructures such as water, telecommunication, or electricity; public administration is invisible when it is working well. But when essential infrastructures fail, the consequences are disastrous for the nation. Strong political leadership is needed to ensure that public administration is maintained, updated and kept sharp.”

Mr. Paul Zahra, CAPAM President, in his opening address.
2014 – MALAYSIA

Public Sector 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 explore theory and practice with regard to people, methods and sustainability within this new narrative and framework of public service reform.
No commemorative book would be complete without recognizing the valued assistance and encouragement CAPAM has received from numerous organisations, governments and individuals. Through their unwavering commitment, CAPAM has grown into the entity seen today. On our 20th anniversary, CAPAM gratefully acknowledges all supporters, and further distinguishes two organisations and two individuals that have been part of CAPAM since the beginning.

**Commonwealth Secretariat**
The Commonwealth Secretariat played a pivotal role in laying the groundwork for what would eventually become CAPAM. The Secretariat established general consensus amongst Commonwealth countries that a formal mechanism was needed allowing public servants to share experiences and best practices. During October 1991 in Harare, these efforts culminated in the Commonwealth Secretary-General’s recommendation at the Commonwealth Heads of Government Meeting to establish a new public sector association. The early efforts of the Secretariat’s Dr. Mohan Kaul and Mr. Nick Manning aided in CAPAM’s creation, and forged the long-lasting relationship that has endured between the two organisations to this day.

**Institute of Public Administration of Canada**
Once the notion of creating CAPAM was established, the Institute of Public Administration of Canada (IPAC) assumed the challenge of helping to incubate the fledgling organisation. IPAC Executive Director Mr. Joe Galimberti assisted in establishing and co-locating CAPAM’s headquarters with IPAC for several years in Toronto. IPAC additionally shared their organizational models as well as the basis for CAPAM’s International Innovations Awards and the CAPAM journal, *Commonwealth Innovations Review*.

**H. Ian Macdonald**
Dr. Ian Macdonald, a highly experienced Canadian public servant and academic, has been a steadfast supporter and advocate of CAPAM, taking an active role in advising the organisation. He has the distinction of being the only member to have attended every Biennial Conference since CAPAM’s founding.

**Nick Manning**
Mr. Nick Manning has worked tirelessly through his career at the Commonwealth Secretariat and the World Bank in support of public management and has been a valuable advisor to the CAPAM Board since day one.
GORDON DRAPER AWARD

The *Gordon Draper Award* recognises an individual who, in the estimation of their peers, has:

- made significant contributions to the advancement of public administration and management;
- demonstrated a commitment to excellence and visionary leadership in the achievement of tangible results for the Public Service and the people it serves; and
- effectively shared his/her knowledge, experience and influences at a regional or Commonwealth-wide level.

Past Winners

2004 – Awarded to Gordon Draper, posthumously

*Mr. Gordon Draper (1949 – 2004)*

Mr. Draper was the inaugural President of CAPAM and, from 1997, CAPAM Director of International Development. Mr. Draper’s stellar academic and leadership achievements have had significant impact on the lives of many public servants and indeed the wider public.

As a former Minister in the Office of the Prime Minister of Trinidad and Tobago, Mr. Draper was instrumental in advancing public administration in his country and regionally. Notable in his achievements were his efforts to modernise the public service through the transformation of key public management systems, and his contribution to the establishment of the Institute of Business, now the Arthur Lok Jack Graduate School of Business, University of West Indies.

Mr. Draper developed and cultivated a network of likeminded and highly experienced practitioners who worked tirelessly to share their knowledge and experiences with public servants across the Commonwealth. The legacy of Gordon Draper lives on in the mission and programmes of CAPAM today.

2008 – Adedeji Adebayo, Nigeria

*Professor Adedeji Adebayo*

Served as United Nations Assistant Secretary General and Executive Secretary of the UN Economic Commission for Africa in Addis Ababa from June 1975 and was promoted to the rank of United Nations Under-Secretary in January 1978, a position he held until July 1991. He then returned to his native country, Nigeria, after 16 years of international service and continued his contributions to public service administration and management.

Commemorating 20 Years of Learning and Exchange
2010 – Margaret Kobia, Kenya

**Professor Margaret Kobia** is the Chairperson of the Public Service Commission (PSC) of Kenya. She is an Associate Professor of Management teaching management, entrepreneurship and research methods at the university level. Her research interests include public sector reforms and performance management training. Professor Kobia is the editor of the African Journal of Public Administration and Management. Before joining the Public Service Commission, she was the Director General, Kenya School of Government. Professor Kobia sits on several public sector management boards.

2012 – Wayne Wouters, Canada

**Mr. Wayne Wouters** has had a distinguished public service career and continues to serve the government and citizens of Canada as a dedicated, conscientious and professional public servant. Throughout his career, Mr. Wouters has tackled difficult challenges of government with enthusiasm, dedication and skilled leadership. One of Mr. Wouters’ best attributes is not what he has been able to accomplish – although his accomplishments are significant and substantial – but how he accomplishes them:

- Mr. Wouters is a strong proponent of horizontal government and appreciates the value of speedy and effective collaboration across departmental lines, across government jurisdictions, and across borders. His collaborative leadership skills fostered a “whole of government” approach to resolving many difficult and vexing challenges.
- Mr. Wouters encouraged innovation and responsible risk taking across government organisations. He supported new ideas and gave them space for experimentation and development.
- Leading by example, Wayne Wouters was the first Secretary to Cabinet to establish a website and engage in dialogue with public servants using on-line collaborative tools.
INTERNATIONAL INNOVATIONS AWARDS

The CAPAM International Innovations Awards are the only international awards that recognize and celebrate innovation in the public service. Originally bestowed at three levels, recent honours are provided in the following four categories, with a gold award presented to the top innovation:

- Innovations in Public Service Management (IPSM)
- Innovations in Government Services & Programmes (IGSP)
- Innovations in Citizen Engagement and Dialogue (ICED)
- Innovative Use of Technology in the Public Service (IUTPS)

Past Winners

1998

Gold  India: Education Guarantee Scheme
      Canada: Ontario Delivers - Improving the Delivery of Quality Public Service in Ontario

Silver  South Africa: New Pension Delivery System
        Australia: A Matter of Life & Death - Victoria’s Civic Compliance Solution

Bronze  Bangladesh: Village Pay Phone
        Canada: Canada’s SchoolNet: Learning without Boundaries

2000

Gold  India: Malappuram CBNP: A Novel Experiment, A Unique Experience

Silver  Canada: The Citizen-Centred Service Network
        South Africa: Working for Water Programme

Bronze  Ghana: Civil Service Performance Improvement Programme
        Malaysia: Rapid Intervention Motorcycle Unit
        Singapore: eCitizen Centre: Delivery of Integrated Government Services

Commemorating 20 Years of Learning and Exchange
2002

**Gold**  
*India*: Trichy Community Policing: A Novel Experience  
*Canada*: Innovation in Governance: Working Together in a Connected Organisation

**Silver**  
*Australia*: Australian Plague Locust Incident 2000/2001  
*India*: “BHOMI” - Online Delivery of Land Record in Karnataka

**Bronze**  
*Australia*: Community Engagement: leading and facilitating an integrated multi-level initiative  
*Singapore*: The Enterprise Challenge (TEC)

2004

**Gold**  
*Australia*: The MARVIN System: Bringing Animation to Education and Learning to Life  
*India*: Gujarat Emergency Earthquake Reconstruction Project (GEERP)

**Silver**  
*South Africa*: “100 Spots”: Pikitup project to clean up illegal dumping  
*India*: eSeva in Andhra Pradesh

**Bronze**  
*Malaysia*: The Malaysian Government Multi Purpose Smart Card  
*United Kingdom*: Public Sector Benchmarking Service

2006

**Gold**  
*Malaysia*: eBario: Providing equal access to ICTs for rural communities, University of Malaysia Sarawak

**Silver**  
*India*: Stree Shakti Programme, Delhi Government

**Bronze**  
*Australia*: Boronia Pre-release Centre for Women Department of Corrective Services
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<td>2008</td>
<td>Gold</td>
<td>Canada</td>
<td>Govt. of Ontario - Traveller's Road Information Portal (TRIP)</td>
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<td>Silver</td>
<td>South Africa</td>
<td>The South African Depression and Anxiety Group: The Speaking Books</td>
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<td>Bronze</td>
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<th>Organisation</th>
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<td>2010</td>
<td>Gold</td>
<td>India</td>
<td>Mission Convergence, Government of Delhi</td>
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<td>IPSM</td>
<td>Singapore</td>
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<td></td>
<td>IGSP</td>
<td>India</td>
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<td>ICED</td>
<td>India</td>
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<td>Trinidad and Tobago</td>
<td>Ministry of Planning, Housing and the Environment</td>
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<td>2012</td>
<td>Gold</td>
<td>India</td>
<td>Uttar Pradesh Government, Sugarcane Development Department</td>
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<td>Nigeria</td>
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<td>Singapore</td>
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Commemorating 20 years of Learning and Exchange