

## 1. INTRODUCTION

The origins of the Commonwealth Association for Public Administration and Management (CAPAM), and of its Inaugural Conference, lie in the Declaration by the Commonwealth Heads of Government at their Conference in Harare, Zimbabwe, in October 1991. In their Declaration, they re-affirmed the principles of Government to which the Commonwealth aspires and their commitment to focus and improve Commonwealth co-operation in these areas.

The idea of a new Commonwealth professional association dedicated to the realisation of the "just and honest government" of the Harare Declaration was put forward and endorsed by the Commonwealth Secretary-General, HE Chief Emeka Anyaoku, in his Report for 1991. It was later developed at two Pan-Commonwealth expert meetings in London and Kuala Lumpur. As a result of the hospitality of the Institute of Public Administration of Canada (IPAC), the generosity of the Canadian Federal Government and of other governments and agencies, and the support of the Commonwealth Secretariat, the idea became a reality when the Inaugural Conference of the Commonwealth Association for Public Administration and Management was convened in Charlottetown, Prince Edward Island, Canada, from 28 to 31 August 1994.

The theme of the Conference was "Government in Transition". For the first time, under economic and social pressures, both developed and developing countries are experiencing the same kind of challenge to governance as their respective public servants, both elected and appointed, go about the tasks of public service renewal. The Conference provided a unique opportunity for positive, constructive thinking and dialogue about what government renewal means in a global environment. And it was unique also in the high level of "hands-on" experience of the participants: 150 distinguished politicians, senior administrators and scholars of public administration from 41 Commonwealth countries.

The Conference opening and the Secretary General's address provided the international context to the establishment of CAPAM. The first sessions then explored key themes in public sector reform, in particular the major pressures for improvement in the performance of the public sector: political change; evolving economic realities; and new perspectives on the role and capacity of government itself. A series of workshops then provided an opportunity to examine some very practical dimensions of transition: pathways to betterment in public administration and management and, very particularly, their consequences. The implications of the remarkable and heart-warming government transitions in South Africa were examined in a special joint session with IPAC before the Conference, in its final substantive session, looked at the opportunities to transfer success.

This publication sets out extracts from the many presentations made, with a short introduction highlighting for each session some particular implications, and opportunities for CAPAM, which were identified in the discussion.

The Conference can be credited with two important achievements. First, it offered participants (elected and appointed) an opportunity for debate and for sharing developments in the public sector which has been without parallel in recent years. Second, and of even greater significance in the long term, was to establish a constitutional structure for CAPAM and to appoint the first Board of Directors who had their first meeting after the close. This publication includes further details of the professional services of the Association, its intended direction, its structure and how to join.

I am confident this distillation of the proceedings of a unique and uplifting occasion will be fruitful reading for all in the Commonwealth who carry responsibilities for government and aspire to fulfil within it the Commonwealth's ideals.

**Sir Kenneth Stowe**  
**Chairperson**  
**CAPAM Steering Committee**