

Acknowledgements

This publication is the product of some remarkable co-operation and some very generous assistance from experts who have given their time and knowledge as a signal of their commitment to the improvement of the public service in the Commonwealth.

The original edition was co-ordinated and authored by Nick Manning, currently Senior Advisor with the Public Sector Group at the World Bank. Other contributors to the first edition included Jane H. Cole, Cecil Wonham, Greg Covington, Sir Kenneth Stowe, Francis Plowden of Coopers and Lybrand, London and the Institute for Development Policy and Management at the University of Manchester. Their significant contributions to the first edition have in large part formed the foundation for this second edition.

The Commonwealth Association for Public Administration and Management (CAPAM) and the Commonwealth Secretariat are grateful to the late Dr. Sam Agere, former Special Adviser on Management and Development in the Commonwealth Fund for Technical Co-operation, and former independent Public Sector Management Consultant, based in Harare, Zimbabwe, for undertaking the update. Dr. Agere put together most of the important themes and topics that have been on the agenda for most of the conferences, seminars, workshops, and roundtables since 1996 when the last Portfolio was prepared.

Special thanks are due to Dr. Carolyn Johns, Assistant Professor in the Department of Politics & School of Public Administration at Ryerson University, Toronto, Canada, who compiled the numerous abstracts for CAPAM's Practice Knowledge Centre, the majority of which formed the basis upon which this update was prepared. Dr. Johns also contributed to the Introduction to the Portfolio and editing of the final draft.

Special thanks to Nick Manning, Peter Frost (Senior Special Advisor, the Commonwealth Secretariat), Gordon Draper (Director of International Development, CAPAM), and Mohan Kaul (Director General, Commonwealth Business Council), who all acted as reviewers of the second edition and provided expert input ensuring the production of a high quality product.

Thanks are also due to Art Stevenson (the Executive Director of CAPAM), Gillian Mason (Director of Programming and Marketing at CAPAM) and Randi Glass (Conference Manager/Accountant at CAPAM) who tirelessly assisted in the co-ordination of the consultants involved in this exercise and who made the final production of this publication possible based on CAPAM's desire to share current resources and thinking on public service management.

Finally, thanks are due to Bill Robins, Public Sector Consultant, who authored several of the new sections in the Portfolio and edited the transcripts.

Although in compiling this publication, every attempt has been made to retain the accuracy of the contributors, presenters, authors, reports, etc., the final responsibility for any errors or inaccuracies rests with the author.