

Foreword

Since the production of the Commonwealth Portfolio in 1996, there have been many meetings of the Commonwealth Heads of Government and various workshops, seminars and roundtables held by public service practitioners, scholars and researchers, politicians and non-government organisations in an effort to improve the delivery of services to the public. From these meetings and conferences various ideals and values for improving the public service were proposed such as the Rule of Law, Just and Honest Government, Public/Private Sector and Civil Society Partnerships. The role of practitioners has been, amongst other objectives, to translate such ideals into workable and practical solutions and guidelines for implementation. As a result, various attempts and initiatives have been made to institutionalise activities and programmes of action into the administrative machinery of the public sector as a whole.

The Commonwealth Association for Public Administration and Management (CAPAM) has been able to provide access to some of the contemporary thinking and current public management practices to public service managers, scholars and researchers throughout the diverse Commonwealth. The themes that have been selected have been debated at various conferences and workshops held and supported by CAPAM, one of whose objectives it is to share these experiences with others in the field of public management. All the themes provide reflections on agendas which inform many approaches to the modernisation or revitalisation of public service machinery so that it has the capacity and capability to deliver public services more efficiently and effectively.

This publication contains a wealth of information derived from a purposeful and rich compilation of data and information, and the author's own experience as an executive official in the public service and his extensive research and advisory services to many countries in the Commonwealth. Some of the articles and passages have been extracted from publications in CAPAM's Practice Knowledge Centre, reports from presentations and seminars and conference reports. Acknowledgements have been made in each case.

This update to the 1996 Portfolio continues to provide a framework for building and sustaining effective public service organisations based on the experiences of senior public sector managers throughout the Commonwealth. The second edition is a combination of original sections from the first edition and several new sections (indicated in italics in the Table of Contents) including:

- capacity building of management development institutes;
- top executive management development programmes;
- strengthening anti-corruption measures;
- promoting good governance;
- strengthening Cabinet decision making;
- management of government transitions;
- improving partnerships, featuring a subsection on the New Partnership for Africa's Development (NEPAD)
- e-government; knowledge management, financial management, auditing and e-government; and political and administrative roles and responsibilities