

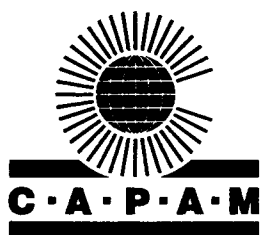
APPENDIX

i) Useful Commonwealth Websites

COMMONWEALTH REFERENCE	URL
1. South African Government Online	www.gov.za
2. South African Government Information	www.polity.org.z/nguindex
3. Uganda Revenue Authority	www.uganda.co.ug/home.html
4. Prime Minister's Office – Mauritius	Ncb.internet.mu/pmo/index.html
5. The Republic of Namibia	www.grnnet.gov.na/intro.html
6. Public Service & Merit Protection Commission – Australia	www.psmpc.gov.au
7. Singapore Government Online	www.gov.sg
8. eCitizen: Government Services – Singapore	www.ecitizen.gov.sg
9. eCitizen Singapore	www.ecitizen.gov.sg/main.html
10. Government of Malta	www.amgnet.mt/welcome
11. Federal Government of Australia	www.fed.gov.au/ksp
12. Government of Canada	www.canada.gc.ca/howgoc/howeind_e
13. The Republic of Ghana	www.ghana.gov.gh/sitemap.html
14. Government of Saint Lucia	www.stlucia.gov.lc
15. International Institute of Administrative Sciences	www.iiasiisa.be/iias/aiace.html
16. New Zealand Official Development Assistance (NZODA)	www.mft.govt.nz/nzoda/nzoda.html
17. The World Bank Group	www.worldbank.org
18. Transparency International	www.transparency.org
19. Departments of the UN Secretariat	www.un.org.depts/
20. HM Government – UK Online	www.toolbar.e-envoy.gov.uk
21. Welcome to the DfID Website	www.drif.gov.uk/main_content.html
22. UNPAN – Global Online Network on Public Administration and Finance	www.unpan.org
23. The World Bank Group – Administrative and Civil Service Reform	www.worldbank.org/publicsector/civilservice/index.html
24. European Foundation for Management Development	www.efmd.be/main.html
25. The Australian Government's Overseas Aid Programme	www.ausaid.gov.au
26. Canadian International Development Agency	www.acdi-cida.gc.ca

COMMONWEALTH REFERENCE	URL
27. Commonwealth Business Council	www.cbcd.to
28. Commonwealth Broadcasting Association	www.cba.org.uk
29. OECD	www.oecd.org
30. International Headquarters of the Royal Commonwealth Society	www.resint.org
31. Commonwealth Heads of Government Meeting	www.chogm2001.net
32. National Library of Australia	www.nla.gov/au/oz/gov/federal.html
33. Commonwealth Local Government Forum	www.clgf.org.uk/pages/wavl.html
34. Commonwealth Parliamentary Association	www.comparlhg.org.uk
35. Commonwealth Writers Prize 2002	www.commonwealthwriters.com
36. The Commonwealth Foundation	www.commonwealthfoundation.com
37. The Commonwealth Institute	www.commonwealth.org.uk
38. The Commonwealth of Learning	www.col.org
39. The Commonwealth Secretariat	www.thecommonwealth.org

ii) Overview of CAPAM's Practice Knowledge Centre[©] (PKC)



Since its inception in 1994, CAPAM has been developing a database of documents and materials concerning excellence in public sector administration and management. CAPAM holds this evolving collection of materials under the title "Practice Knowledge Centre"[©] or PKC.

These materials are gathered from the 27 CAPAM Affiliates, from the 80 CAPAM Institutional members, from CAPAM pan-Commonwealth, regional and country-based conferences and seminars, and through CAPAM's membership spread through 80 countries worldwide.

CAPAM has been using these documents as teaching materials in the CAPAM Senior Public Executive Seminar, a programme delivered on both a customised in-country basis and on an annual "generic" basis. Since 1995, CAPAM has sent a selection of these materials, on a quarterly basis, to CAPAM Institutional members and Affiliates as part of its service to these members.

The materials have been divided into the following broad **subject** categories:

- A. Overview of Public Sector Reform
- B. Human Resource Management and Development
- C. Organisational Change and Partnerships
- D. Information Systems and Standards of Service
- E. Financial Management and Control
- F. Policy Development

A brief overview of the materials that comprise each subject collection follows. Please note that the collection of documents included within each subject area is continuously augmented and recorded in the PKC database. Also note that all of the submissions to the CAPAM International Innovations Awards Programme, to date held in 1998 and 2000, are available through the PKC.

A. Overview of Public Sector Reform

By far the largest collection of articles in the CAPAM PKC falls within the category of "Overview of Public Sector Reform". The 430 documents under this subject heading include case studies, (such as A Case Study of Program Review in Agriculture and Agri-Food Canada), proceedings of conferences, (such as the National Symposium on Civil Service Reform in Tanzania), a commentary on the new Public Service Act in Australia and whether the Act represented an end to the Westminster tradition as presented at a conference in Australia, and speeches such as that given by a senior South African provincial public servant concerning the sub-national governments in that country. Within this topic there are also papers on the sub-topics **ethics and corruption**, and the **political administrative interface**.

The articles, speeches, case studies and other documents on this subject are drawn from such diverse sources as: the Public Service Commission of Australia; CAPAM Institutional Members; the African Association for Public Administration and Management; the CAPAM Biennial conferences held in Malaysia in 1998, in Malta in 1996, and in Canada in 1994; the conference celebrating the 50th anniversary of the journal *Public Administration and Development* (PAD) held in 1998; and the journal of the Public Management and Policy Forum of the United Kingdom.

The materials in this section of the PKC are used to support a module in the CAPAM Senior Public Executive Seminar on this precise topic. The module sets out the rationale for reform (why, what, how, when, etc.), together with the principles and criteria which will govern the reform process in its particular setting) and outlines the reform process.

B. Human Resource Management and Development (HRM&D)

The HRM&D section of the CAPAM PKC contains over 200 recent articles and speeches, the vast majority of which were written within the last two years. They cover such topics as leadership challenges for the public sector, reward strategies, motivation of public sector chief executives, and gender management. Within this topic, there is a sub-section devoted to the sub-topic **performance measurement** and one to **benchmarking**. Many of the pieces in this section are written by senior public sector executives, with some contributions from academics in the public sector management field, and, in addition to those from the Commonwealth, this subject category features a number of articles on experiences in the United States.

The HRM&D materials support the module of the same name in the Senior Public Executive Seminar. That seminar sets the context for change, sets out the nature of the public service sector as a service industry – heavily reliant on the knowledge, skills, behaviours and performance of public servants, identifies the scope to improve performance, and outlines recent developments and trends in HRM&D which seem to be producing worthwhile results. It also discusses the role of central agencies in encouraging and initiating reform.

C. Organisational Change and Partnerships

In this part of the CAPAM PKC, over 200 documents relate current experience in adapting organisational structures to meet the needs of the end of the 20th Century. Under the single title “Organisational Change and Partnerships” are grouped articles, speeches, and case studies on topics ranging from alternative service delivery to linking government services through single-window operations to decentralisation, privatisation, and contracting out. A sub-theme within this section deals specifically with emerging practices of **partnership**: with the private and non-governmental sectors and between levels of government. Most of these materials were prepared within the last two years.

The CAPAM Senior Public Executive Seminar module on this topic provides a background to organisational change, noting that public administrations are being forced to reconsider the way they relate to society, to question their role in the economy, and to review the way they function.

The module makes the link between an organisation’s purpose and its actual practices, the main thrust being that the structure of the organisation needs to more clearly match the functions and tasks that it has to deliver.

D. Information Systems and Standards of Service

The experience of a number of countries in introducing information systems into organisational design and programme delivery are covered through the 120 documents contained in this section on “Information Systems and Standards of Service” in the CAPAM PKC. Documented is the introduction of cellular telephone technology in Bangladesh to improve local public service delivery, quality improvement through information technology in Malaysia, the use of websites for government transactions in Canada. All of this practical experience is covered through articles, speeches and case studies. Similarly, improving customer service is the subject of several papers: from India on improving public health through municipal works, from Canada in service to business, and from South Africa in battling crime.

The Information Service and Standards of Service module within the Senior Public Executive

Seminar covers the basic capabilities of information technology and its limitations, familiarises participants with the principles of information resource management, and provides an overview of strategic planning for IT to meet government's long and short-term programme objectives. It also covers the need to differentiate between the opportunities IT provides to implement *new* services and modernising *existing* services through process re-engineering. This module also deals with the challenges of bridging the gap between senior officials and the IT community.

E. Financial Management and Control

The "Financial Management and Control" section of the CAPAM PKC, containing over 70 documents, includes several overview pieces on increasing value for money, an article on improving reports on financial management to parliament, a retrospective on dealing with fiscal challenges, and as well as a full report on modernising the comptrollership function in government. Two subtopics covered under this subject heading are **accrual accounting and performance measurement**.

The CAPAM Senior Public Executive Seminar module on Financial Management and Control deals with such issues as engaging non-specialists in understanding financial management reforms, managing the risks in changing basic financial management systems, and breaking financial management into a series of management tasks for example: financial planning and decision making, preparation of budgets, delegation and control, procurement, etc.

The materials in this section are equally divided between those written by practitioners and those prepared from a more academic viewpoint.

F. Policy Development

The "Policy Development" section of the CAPAM PKC contains approximately 70 pieces written by practitioners about modernising the policy process. A speech by a senior official in the United Kingdom exhorts its audience to develop structures, processes and leaders for the modernisation of policy development. A paper by a senior World Bank official situates the need for reform of policy development within the overall context of public sector reform. A Minister from New Zealand writes about the relationship between the politician and the senior official in designing policy to meet outcomes. Within this section of the PKC, a subsection is devoted to the political administrative interface as it relates to policy development.

The CAPAM Senior Public Executive Seminar module on Policy Development deals with the changing environment, alternative models of policy making that are inclusive and multi-sectoral, creating sustainable policy, and mechanisms for assessing policy capacity among government departments and agencies.

Accessing the Materials in the PKC

Each item in the CAPAM PKC has an individual record. Each record contains, *inter alia*, its title, author, year of publishing or release, CAPAM topic and sub-topic, subject country (where applicable), format (speech, article, book etc.), and, perhaps most importantly, a 100- to 250-word abstract.

The PKC is readily searchable through any combination of these fields.

For more information about the CAPAM PKC contact:

CAPAM

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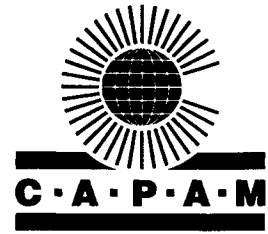
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iii) CAPAM International Innovations Awards Programme



In 1998, CAPAM launched the first CAPAM International Innovations Awards Programme. Through the International Innovations Awards Programme, CAPAM has endeavoured to expose Commonwealth countries to varying perspectives on public sector innovation, to promote excellence in public administration and management and to further strengthen communications and exchange among member countries.

Since its inception in 1994, CAPAM's overall mandate has been to enhance Commonwealth co-operation to improve managerial competence and organisational excellence in government. CAPAM exchanges experiences on new developments and innovations in management in governments by building networks among senior public officials (both elected and appointed), academics and the private and non-governmental or voluntary sectors. Through these networks, CAPAM provides rapid access to information on best practices in government administration. The biennial International Innovations Awards Programme is one of the prime mechanisms CAPAM has developed to access and disseminate innovative practices in this field.

The theme of the CAPAM International Innovations Awards Programme varies. In the 1998 and 2000 Awards Programmes, the theme was "Service to the Public". In 2002, it was "Innovations in Governance." Innovators throughout the Commonwealth made over 400 entries to these three programmes.

A representative jury of 10 internationally recognised practitioners, advisors and academics, knowledgeable in the fields of public administration and management, and well-versed in international economic, social and cultural contexts, reviews the Awards submissions and selects 10 finalists. Selection of the Award winners takes place after each of the finalists presents their submissions to the jury. The finalists are also asked to introduce their innovations during a Plenary session to the delegates at the CAPAM Biennial Conference. During the Closing Ceremony of the CAPAM Biennial Conference, the winners of the gold, silver and bronze awards are announced.

Each Awards Programme is launched one year in advance of the CAPAM biennial Conference. The deadline for submissions to the programme is approximately six months before the Conference.

Winning submissions and those of the finalists are profiled in a Special Edition of the quarterly CAPAM newsletter, *Commonwealth Innovations*, as well as on the CAPAM website. A summary of the all submissions with a contact name and address, is included in both places to ensure maximum opportunity to investigate innovations that might be applicable in other jurisdictions. The summaries of the submissions remain on the website for ongoing reference.

All submissions are eligible for participation in the CAPAM International Innovations Cascading Programme, a joint CAPAM Commonwealth Secretariat initiative that encourages the appropriate replication of innovations in other jurisdictions.

Awards Programme entrants must be CAPAM members – either individual or institutional members – of good standing. If not a member, the Awards submission must be accompanied by an application for CAPAM membership.

To inform yourself about the CAPAM International Innovations Awards Programme, please contact CAPAM or visit the CAPAM website.

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