

# Foreword

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Transparent and accountable expenditure management is a key feature of a professional and credible public service. In a rapidly changing and often challenging public sector environment, innovative public servants across the Commonwealth are seeking new and creative approaches to enhance the efficiency and effectiveness of their work. In response to this need, the innovations shared in this publication are both inspiring and helpful to leaders, practitioners and students who are keen to make a difference in their respective jurisdictions.

Committed to the achievement of the Millennium Development Goals, the Commonwealth Secretariat recognises that public sector leadership in all spheres of its work is necessary to achieve peace, democracy, pro-poor growth and sustainable development. Drawing on the potential of good practices in public service delivery, including revenue generation and expenditure management experience, and innovations from its 54 members, the Commonwealth shares its learning through collaborative events and publications like this.

The promotion of innovation and excellence in public administration and management through networking with leaders, scholars and practitioners worldwide is a key priority of the Institute of Public Administration of Canada (IPAC). IPAC develops unique programmes, conferences, workshops and publications to address individual, government and organisation sustainable development and learning across all jurisdictions in Canada and internationally.

With these common interests, the Commonwealth Secretariat and IPAC have developed a long history of partnership and co-operation. It was about six years ago that we set in motion a series of Secretariat–IPAC initiatives. During these programmes, experienced and imaginative expenditure management practitioners from across the Commonwealth met in Canada to share their successes, challenges and lessons learned. We realised that the innovations and lessons shared warranted further recognition, and provided potential learning for others. It was from this idea that this book of case studies was born.

Our very great appreciation is extended to Andrew Graham, who agreed to work with the authors and us to edit this publication; Leslie Shimotakahara, who co-ordinated the initial call for and identification of cases; and the Commonwealth Secretariat team (Kaifala Marah, Marcel Holder Robinson, Kerstin Erickson and Nicola Perou), whose persistence and professionalism ensured the resulting publication of this book.

We at the Secretariat and IPAC hope you find this collection of cases informative and thought-provoking and we welcome your feedback.

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