

# Examples of Public Sector Reform Initiatives in the Commonwealth

## Eliminating Corruption

*Corruption can manifest itself as individual, organisational or institutional and can be found in both the public and private sectors. In the context of the state, corruption most often refers to criminal or otherwise unlawful conduct by government agencies, or by officials of these organisations acting in the course of their employment.*

### United Republic of Tanzania



In United Republic of Tanzania, the recent process of trade and economic liberalisation has increased concerns about integrity in the national economy and in the public service. Consequently, in August 1995, a workshop on the National Integrity Systems was held in Arusha, which drew up a detailed proposal for a National Integrity Plan covering all aspects of public life, the public service and the business community. The workshop culminated in the signing of the Arusha Integrity Pledge whereby all participants affirmed their opposition to all forms of corrupt practices and publicly requested actions to be taken against such practices.

### Uganda



When the National Resistance Movement took power in Uganda it recognised the dangers of widespread corruption and, as an initial step, established the Office of Inspector-General of the Government to receive complaints and generally investigate practices.

### Malaysia



In Malaysia, the Anti-Corruption Agency (ACA) is the government institution directly responsible for enforcing the laws against corruption.

### Trinidad & Tobago



In Trinidad & Tobago, the conduct of public service employees is guided by service regulations and codes of conduct which, among other matters, prohibit gainful activities outside the service and the acceptance of gifts and rewards.

### Barbados



In Barbados, the Ombudsman's Office was established in 1987. It hears complaints against government offices for alleged injuries or injustices resulting from administrative conduct. The office is proscribed from involving itself in issues involving foreign affairs, immigration questions, and certain other matters.

## Public Service Code of Conduct

*A public service code of conduct provides guidance on required behaviours within the service and prescribes required standards of integrity and professional conduct. Such codes relate directly to conditions of employment and legally-enforceable regulations.*

### Malaysia



The Malaysian Government undertook a comprehensive review of the codes of conduct and discipline for civil servants in 1991.

### Mauritius



A revised code of conduct is being developed for the public service of Mauritius covering: the values and principles of the civil service; the obligations of the public servants to government; the need for political neutrality; the importance of service to the public; the need for leadership; the avoidance of conflicts of interest; avoiding bringing the government into disrepute; the use of government resources; and the relationships with colleagues.

### Kenya



The Kenyan Government has recently revisited its Code of Regulations for civil servants compatible with the code for ministers.

### UK



In the UK, the Nolan Committee has emphasised the need for a strong code of conduct for civil servants compatible with the code for ministers.

### Malta



In Malta, on 31 October 1994, a code of conduct was released by the prime minister replacing previous instructions in the staff management guidelines.

### Barbados



In Barbados, the new Public Sector Act is expected to address the issues of accountability of public officers. A code of ethics to guide public officers' behaviour is included in this Act.

## Improving Policy Presentation / Communication

*The broad purpose of policy presentation strategies is:*

- *To create and maintain an informed public;*
- *To harness all suitable publicity methods; and*
- *To sound out public opinion on policy changes and service developments.*

### Malaysia



In Malaysia, the Ministry of Information is generally responsible for policy presentation. Public relations officers from the Department of Information under the ministry are stationed in various ministries and departments to ensure that official news and information are released through press releases; press conferences, interviews with ministers and/or senior officers, and special launchings.

### Trinidad & Tobago



The Government of Trinidad & Tobago has recognised that to improve policy presentation a Communication Strategy is needed which outlines objectives, targets and means. This Strategy focuses on three issues:

- The circulation of information to the relevant sections of the public;
- In a hostile environment the development of 'an alternative system' of information dissemination, i.e. an alternative to the national media; and
- The institution of mechanisms to receive specific feedback from the public.

### Kenya



In Kenya, the Ministry of Information and Broadcasting is responsible for gathering and disseminating information in the public service through such media as television, Kenya News Agency, radio, Kenya Gazette and the newspapers. The Offices of the President and Vice-President both have press units to cover day-to-day official functions.

### Canada



In Canada, each department is responsible for putting in place its own communications group and for ensuring good communications with its public.

### Barbados



In Barbados, the Government Information Service (BGIS) is the official communications arm of the Barbados Government. This Department is responsible for the dissemination of public information to the various news media and the general public. Over the years, the Department has evolved from a fledgling information management function to a broad based news and public relations agency of government, impacting on the opinions of the people of Barbados regarding matters of governmental and national importance.

## Transitional Government

*Transition is defined as a movement, development or passage from one stage or form to another. It indicates an element of foresight, planning and purpose. Transitions require a particular management style.*

### Canada



In Canada both in the Federal and Provincial governments, transitional teams were formed to manage succession and firmly assume power in the political and administrative machinery. Transitional teams were temporary.

### UK



In the UK (2001), each minister is allowed to appoint two political advisors to assist in the assumption of power and management of a ministry. Political or special advisors can handle relations with the party, write briefs on departmental policies for government backbenchers and deal with constituency parties.

### Caribbean (Trinidad & Tobago, Barbados and Grenada)



In the Caribbean, special advisers are increasingly playing an important role in the political and administrative interface.

### Nigeria



In Africa, Nigeria (2000) seems to have instituted a system of appointing special or political advisers to assist the minister in his management of a government department.

### Australia and New Zealand



Both these countries have long established the tradition of appointing special advisers who are not necessarily public servants to assist with transitions.

## Roles and Responsibilities

*The need to define management roles, the desire for improved support services for decision-makers (politicians) and the quest for meaningful and effective allocation of duties and responsibilities among public officials have all been central and critical to efficient government.*

### UK



In the UK, the government established a new Centre for Policy Management Studies (CAMPS) as part of imparting managerial and leadership skills to top civil servants.

### Grenada



In Grenada, the Commonwealth Secretariat facilitated a weekend intervention that included the prime minister and his cabinet colleagues, and all permanent secretaries and all political advisers. The Commonwealth Secretariat has also facilitated such Seminars in St. Kitts and Nevis, and St. Lucia.

### Barbados



The Barbados Government also utilised a retreat setting to bring together parliamentarians and senior public servants to focus on, among other issues, the appropriate relationships between elected and appointed officials.

### Swaziland



In 1998, Swaziland held a retreat for ministers and permanent secretaries to discuss political and administrative interface problems.

### Bermuda



In 2000, the Bermuda Government had a two-day retreat for ministers and permanent secretaries facilitated by Commonwealth Secretariat officials.

## Corporatisation

*The strongest form of commercialisation is corporatisation, a structural shift towards a more autonomous business unit, coupled with competitive neutrality.*

### New Zealand



New Zealand has experienced the privatisation of its telecommunication industry, its railway system and part of its electricity market. The process of privatisation was halted in 1999 when the New Zealand Labour Party won the election. Although most of the electricity generation and the electricity transmission system remain state owned, the government has corporatised this sector as well as New Zealand Post, the Airways Corporation and other smaller state-owned enterprises (SOEs).

### Barbados



In Barbados, the government has already corporatised the Barbados Port Authority. The Port of Bridgetown is a general services port, managed and operated by the Barbados Port Inc. as a commercial enterprise geared to market forces through competitive pricing and effective services.

## Contracting Out

*Contracting out of services is the process of transferring to the private sector activities, such as the provision of goods and services, normally or traditionally performed by the public service.*

### Trinidad & Tobago



In Trinidad & Tobago, ministries and departments have been asked to determine whether a service might be more effectively provided by external agencies.

## External Consultants

*At a time of dramatic change in the public service, the value of external consultants increases as they offer a short-term solution to limited change management capacity in the public service, and can provide insights into the experiences of other institutions facing similar challenges.*

### Kenya



The Kenyan Government actively encourages the establishment of local professional societies and registration boards so that public agencies can then be required to give preference to locally-based consultants.

### Malaysia



Before external consultants are appointed, Malaysia requires all government agencies to obtain prior approval from the Committee on the Appointment of Private Management Consultants, serviced by the Malaysian Administrative Modernisation and Management Planning Unit.

### UK



In the UK, the Treasury, the National Audit Office, and the Local Government Management Board have all issued authoritative guidelines on the selection and use of management consultants.

### Barbados



In Barbados, some ministries have employed the services of local and external consultants to perform certain assignments. For example, the recently completed Job Evaluation Exercise utilised the services of Canadian consultants. The successful EAP programme is contracted out to a local EAP service provider.

## Reforming Financial Management

*The public service is responsible for protecting the value of the physical and financial assets owned by the government*

### Botswana



In Botswana, the Performance Management System (PMS) which is expected to be fully integrated into the public service by 2004 requires all Ministries and Departments to develop Strategic Plans, containing statements of their vision, mission and values. These Plans indicate key results areas, which constitute a clear programme of action and a basis for monitoring performance.

### Ghana



In Ghana, the National Institutional Renewal Programme (NIRP) has an agenda designed to promote a wide range of public service reform and capacity development.

### Malaysia



In 1990, the Government of Malaysia introduced the Modified Budgeting System (MBS). The objective of the MBS is to improve the budgetary process, particularly in relation to accountability, allocation of resources and the implementation of programmes by government agencies.

### New Zealand



In New Zealand, the Fiscal Responsibility Act 1994 is the last series of measures designed to enhance the transparency with which the government manages public funds.

### UK



In the UK, the concept of value for money is often seen as the driving force in reforming financial management in the public sector from which all other initiatives follow naturally.

### Barbados



In 1996, the government has introduced a system of Programme and Performance Based Budgeting (PPBB). PPBB aims to improve the budgetary and financial management systems of the Barbados Government. PPBB lays greater emphasis on the classification of the budget, and is viewed as forward looking. It also places greater emphasis on prior accomplishments and performance indicators.

In 2004, Barbados has decided that in keeping with developments in the international public sector arena, the Government will move from a cash based accounting system to a full accrual accounting.

## Estate Management

*The estate is the land, buildings, equipment, and perhaps the infrastructure, owned by the government. This represents in all countries a massive accrued investment.*

### Malaysia



In Malaysia, public property management is the responsibility of the Management of Government Buildings Division of the Prime Minister's Office. Maintenance of Federal properties is the responsibility of the Public Works Department.

### UK



In the UK, the government estate has been traditionally organised into distinct areas: the Civil Estate, the Defence Estate, and the Operational Estate. The reforms in estate management have been part of a series aimed at improving accountability and value for money, and have included reforms to costs and the introduction of capital charging.

### Barbados



The Property Management Unit in the Ministry of Housing, Lands and Environment was established in 1980 in recognition of the Ministry's responsibility for Government offices, crown land and other property involving the administering of leases, licences and contracts.

## Internal Audits

*Internal audit is an independent assessment of the effectiveness of management systems to ensure that resources are used economically and effectively.*

### Malaysia



In Malaysia, the government introduced Internal Audit Units (IAUs) in some ministries and departments. IAUs are responsible for carrying out independent observations on the agency's activities and operations on a regular basis, reporting findings; and making recommendations with regard to corrective measures which may be required.

## The Procurement Process

*Procurement is the overall process of acquiring goods and services to meet customer needs. Procurement consists of a cycle which starts when the need is identified, and ends when the goods and services are paid for.*

### Canada



In Canada, the Public Works and Government Services Canada (PWGSC) is a common services agency which provides both procurement and contracting activities for both material and real property, maintains the government infrastructure (buildings, roads and bridges, and museums), pay government bills, and collects government receivables. PWGSC clients have access to electronic catalogues for over 50,000 line items with price, quantity and delivery information. This forms the basis of a system whereby departments can issue their own electronic purchase orders to Canadian suppliers.

### New Zealand



In New Zealand, as part of the financial management reform programme, authority for purchasing decisions has been delegated, as far as possible, to the managers concerned. In 1994, the Ministry of Commerce issued two booklets on government purchasing in New Zealand, Guidelines to Suppliers and Guidelines for Purchasers.

Another aspect of New Zealand Government policy is active encouragement in the use of local and 'domestic' products, i.e. products wholly or produced under the Australia-New Zealand Closer economic Relations Agreement.

### UK



In 1986, the government purchasing initiative resulted in the creation of the Treasury's Central Unit on Purchasing (CUP). CUP's role was to offer help and advice to central government departments and agencies on best purchasing practice and achieving value for money.

## Decentralisation

*Decentralisation is a shift of responsibility and accountability towards the public service at regional, provisional or local levels.*

### Malta



Malta has recently established a system of local government in which some services has been decentralised to local councils, which contract work out to private sector under the management of a small central administration.

### Zimbabwe



Zimbabwe is decentralising responsibility in the areas of health, education and social service welfare to local government.

### Sri Lanka



In Sri Lanka, devolution of powers to eight provincial councils has been envisaged as a major historical landmark in the evolution of political and social institutions. It also provides a unique opportunity to restructure the administration in a manner that would strengthen and enhance democratic policy by the people.

### New Zealand



In New Zealand, the reforms of the educational sector illustrate the principles of decentralisation. The intent of the reforms was to abolish the Department of Education. The new system was based on the following features:

- Schools would control their educational resources, to be used as they determined, within overall guidelines set by the state.
- The running of the school would be a partnership between the professional and the particular community in which it is located. The mechanism for such a partnership would be a board of trustees.
- Each school would set its own objectives within overall national guidelines set by the government.
- Schools would be accountable for the public funds spent on education and for meeting the objectives set out in their charters.
- A ministry of education would be established to provide policy advice.

### UK



An example of decentralisation in the UK is the option of relocation. Government departments are expected regularly to consider relocation to sites offering best value for money, easier labour markets and increased operational efficiency.

## Partnership for Development

*Partnership for development can be defined as an agreement negotiated by the state and social partners, namely private sector institutions and civil society organisations.*

### Malaysia



In Malaysia, developing partnership with industry is seen through the operationalisation of the Malaysian Incorporation Policy, introduced in 1983 as one of the major strategies for national economic growth. The policy requires that the public and private sectors see the nation as a corporate or business entity, jointly owned by both sector and working in tandem in the pursuit of shared goals.

### Botswana



In Botswana, former President Sir Ketumile Masire, advocated the support of smart partnership to policy-makers. Botswana now has an established mechanism of a social dialogue with stakeholders.

### South Africa



South Africa launched the National Economic Development and Labour Council (NEDLAC) in order to bring together government, business, labour and community interests, through negotiation, reaching consensus on all labour legislation and all significant social and economic legislation.

### Barbados



The Social Partnership in Barbados was first solidified in 1992 as a response to economic turmoil the country was experiencing. This tripartite partnership among government, labour and the private sector continues to show success. One of the objectives of the social partnership is to increase competitiveness through improved productivity and efficiency in the workplace.

## Corporate Missions

*The mission of a public or private sector organisation captures its overall purposes, what it exists for, and what it intends to achieve within its area of operation and responsibility.*

### Canada



In Canada, over 4,500 employees participated directly in the development of the Agricultural Department's mission statement. At Correctional Service Canada, the mission statement exercise led to over 3,500 concrete proposals from staff, and almost all have been acted upon.

### Malaysia



In Malaysia, following the introduction of TQM in the civil service in 1992, government departments are required to formulate vision and mission statements, and these have encouraged managers and staff to be more customer focused.

### Barbados



In Barbados, the new Performance Review and Development System requires all government agencies taking part in the pilot phase to develop a strategic plan. A mission statement is an integral part of the strategic plan.

## Measuring Success

*Sustained improvements in the overall performance of the public service require the introduction of measurable standards of performance for services, made widely available to service users. Standards place a direct responsibility on both the individual public servant and the organisation to perform. They help in the identification of strengths as well as weaknesses.*

### Canada



In Canada, the establishment of service standards was part of the reform of the public service associated with the Public Service 2000 initiative. In its February 1994 Budget, the Canadian Government announced that standards for service would be established and published for each department and that a declaration of quality service delivery would be issued.

### Malaysia



In Malaysia, the internal processing standards and output standards are documented in the department's quality handbook and in the client's charters which record the quality standards applicable to service users.

### Trinidad and Tobago



In Trinidad and Tobago, setting standards is a voluntary activity of individual ministries and departments. One particular initiative in improving standards-setting is the annual service contracts between the Ministry of Health and the Regional Health Authorities which provide operational aspects of health services. The performance of these Authorities will be evaluated in terms of outcomes, such as the number of patients seen, and eventually in terms of the health status of the population.

### UK



In the UK, the Citizen's Charter provides quality standards which can reasonably be expected by the users of an increasing number of public services.

### Barbados



In 2003, the Office of Public Sector Reform carried out an Impact Study to assess the impact of programmes initiated and implemented by the Office. This Study was conducted by the local consulting group Earle and Phillips. The report was printed, circulated to public officers and is available to the public. Action is being taken on the findings.

The Customer Charter programme provides for standards and services that a customer can expect to receive from the charter agency.

## Performance Indicators

*Performance indicators are statistics, used as a management tool, which reflect the activities of the public service, and give insight into how well it is functioning. Performance indicators are used to monitor a particular programme or activity, or the performance of an organisational unit, such as a ministry or department.*

### Malaysia



In Malaysia, the New Performance Appraisal System has been accompanied by the development of performance indicators and annual work targets.

### New Zealand



In New Zealand, traditionally, public service reporting has been heavily oriented towards financial measures. However, the Public Finance Act 1989 provided the legislative reporting framework for government departments and requires output-based reporting.

### Zimbabwe



In Zimbabwe, the new performance appraisal system which is being developed focuses on objective-setting, measurable outcomes, training needs, and continuous dialogue between managers and staff. This is assisting in the development of meaningful performance indicators.

### Barbados



In Barbados, the new Performance Review and Development System is an organisational approach to improve performance by aligning planning with management. It links corporate planning and budgetary cycles and plans to division, team and individual work planning, training, and reward and recognition activities. It promotes a non-blame approach to problem solving, employee empowerment and the development of a performance culture.

## Capacity-Building

*Management development institutes are established in most Commonwealth countries. Their role was to provide training, consultancy and research services to governments. The main target group and recipients of their services were top level, senior and middle managers within the bureaucracy. In addition to building capacity for the public sector, they were also expected to serve as think-tanks through their research into public policy formulation and policy reforms.*

### UK



Civil Service College, UK, has become a learning organisation in that it has changed its structures, system and focus while continuing with its traditional values of objectivity, equity, impartiality, accountability and selection based on merit.

The Royal Institute of Public Administration (RIPA) in the UK has become a for-profit organisation.

### Canada



The Canadian Centre for Management and Development (CCMD) is an autonomous institution while retaining its status and linkages with the Federal government. It has developed quality programmes suitable for top level, senior and middle managers in the civil service and directs a related research agenda.

### Zambia, Zimbabwe, Nigeria and Malawi



The Management development institutes of Zambia, Zimbabwe, Nigeria and Malawi have been commercialised and become more autonomous.

### Malaysia



The National Institute of Public Administration (INTAN) in Malaysia is also an autonomous management training institute.

### Barbados



The Centre for Management Development in Barbados, which is an autonomous body within the University of the West Indies, delivers graduate and executive programmes. It recently launched an MBA for public service managers. The Training Administration Division of the Barbados public service also provides management training.

### Australia



The Institute of Public Administration of Australia has advocated for an extension of its interests beyond the public service to encompass all the institutions of public administration.

## Workforce Flexibility

*The current trend in the public service is towards more flexible working arrangements for at least a substantial minority of employees. This stems partly from the pressure on the public service to develop staffing patterns which can be changed rapidly in response to changing needs. It is also driven by the increasing demand from employees for employment arrangements which fit more comfortably with fast-changing lifestyles.*

### Australia



In the Australia Public Service, the main area of improved flexibility in working arrangements over the past ten years has been in permanent part-time work.

### Canada



The Canadian Government has recently issued a booklet entitled Flexibility in the Workplace to all departments, encouraging managers to approve employee requests for varied employment arrangements.

### Malaysia



The Malaysian Public Service Department is emphasising flexibility in new appointments.

### UK



In the UK, the Mueller Report in the late 1980s recommended more flexibility in the civil service following the example of the private sector. By 1993, over 30,000 civil servants were working part-time and flexible arrangements varied from working for part of the year to fixed-term appointments, and working from home.

## Top Executive Development

*The changes taking place today are so radical and structural that change agents and change sponsors require new knowledge, techniques, skills, information and resources in order to cope with the level and pace of change.*

### New Zealand



New Zealand has through its reforms, substantially altered the nature of public service leadership. Chief Executive Officers are now employed under limited-term performance based on contracts, as are all other senior managers. The focus is now very sharply on performance.

### UK



In the UK, the Centre for Management and Policy Studies (CAMPS) was established in June 1999 as an integral part of modernising government agenda. The CAMPS is sited at the heart of government within the Cabinet Office and incorporates the Civil Service College.

### Caribbean

In the Caribbean the Centre for Management Studies (CMD) is at the forefront of executive training. It also offers diploma and advanced degrees for executive managers.

## Efficiency Programmes

*Efficiency programmes are a series of inter-related examinations of current systems to identify opportunities for cost reduction (without lowering standards) and performance enhancement (at no higher cost or, preferably, at lower cost).*

### Singapore



In Singapore, the government is always seeking ways of improving efficiency in the public service. As a major part of this programme, the Service Improvement Unit examines thematic areas of possible efficiency savings in the civil service.

### UK



In the UK, an efficiency Unit, created in 1979, reports directly to the prime minister's advisers on efficiency and effectiveness. Its role is to advise on the improvement of efficiency and effectiveness of central government. The context of change included concern for three main items:

- Securing value for money
- Improving the quality of service
- Improving managerial and organisational effectiveness

## Focusing on Productivity

*All public administration reform is concerned with productivity improvement. Improving service quality and reducing public service cost is a priority for all governments.*

### Botswana



In Botswana, Work Improvement Teams (WITS) have been established across the public service. WITS coordinators are trained, and encourage the teams to propose efficiency and quality improvement proposals to departmental senior management through the WITS coordinating structure. A newsletter describes progress across the service.

### Singapore



In Singapore, Work Improvement Teams have been established for many years. WITS represent a complete network of mutually interlinking action groups constantly examining opportunities for service quality improvement.

## Efficiency Audits

*Efficiency audits or value-for-money audits assess whether departmental outputs are being delivered economically and efficiently, and whether they are effectively contributing to the achievement of outcomes.*

### Trinidad & Tobago



In Trinidad & Tobago, traditional cash-based audits were seen to be inefficient as other information, concerned with value for money issues, was sought. Consequently, the Audit-General's Department introduced a limited form of efficiency auditing in 1972. This new audit was called Performance or Comprehensive Auditing. In 1986, a Comprehensive Auditing Division was formed and full comprehensive auditing procedures and an auditing programme were established.

### UK



In the UK, an Efficiency Unit was created in 1979. The unit reported directed to the prime minister's adviser on efficiency and effectiveness. Its role is to advise on the improvement of efficiency and effectiveness of central government. The context of change included concern for three main items:

- Securing value for money
- Improving the quality of service
- Improving managerial and organisation effectiveness

### Barbados



In Barbados, the Auditor General's Office performs value-for-money auditing which looks at the economy in acquiring resources, efficiency in the use of resources and the effectiveness of programmes. The formal establishment of the Barbados Institute of Management and Productivity (BIMAP) in 1971 heralded the formal institutional approach to dealing with productivity in the country. A National Productivity Board (now Council) was established in August 1993 to create and develop methodologies for measuring productivity as one of its mandates.

## Performance Appraisal

*Performance Appraisal is a system by which an individual is guided towards making an effective contribution to the work of the public service.*

### Lesotho and Zimbabwe



The public services in Lesotho and Zimbabwe have developed comprehensive performance appraisal procedures and arrangements to train all public servants in their operation.

### Mauritius



The Mauritius Public Service has introduced a performance appraisal system.

### Zambia



In Zambia, the Annual Performance Appraisal System is being introduced in parallel with the review and restructuring of all ministries, ensuring that newly-clarified organisation goals are translated into clear performance targets for individual employees.

### Barbados



Barbados has created a Performance Review and Development System Unit to implement the new appraisal system.

## Remuneration and Rewards

*Performance awards have become a tool in the move away from the static, reactive notion of salary administration towards a more dynamic, strategic approach to rewards management.*

### Malaysia



In 1992, the New Remuneration System was introduced into the Malaysian civil service in order to overhaul its total reward management system. It form part of a comprehensive package of reforms and rationalisation and intended to base annual salary progressions on individual performance rather than seniority.

### Malta



Performance-related pay has been introduced for the top three levels of the Maltese civil service, linking this to the notion of a three-year 'Performance Contract'. It is based on the assumptions of fairness and consistency, pay for performance, linking of individual and organisational objectives, participative leadership, and openness.

### Singapore



A Flexible Wage System was introduced into the whole Singapore economy in 1986 to attempt to overcome the contradictory pressures of the need for flexibility versus the need for security/stability of earnings. This was extended into the public sector in 1988 whereby variable payments could be made to civil servants depending on the performance in the economy.

### Barbados



In Barbados, the new Performance Review and Development System is expected to provide a mechanism for service-wide rewards when it is fully rolled out to the public service.

## REFERENCES

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