



The Commonwealth



Concept Note

Sixteen Habits of a Highly Effective Government: *Generally Accepted Performance Principles (GAPP)*

Tuesday 22 October | 1100 hrs -1230 hrs

LTC2, Ministry of Justice and Courts Administration (Court House)
Apia, Samoa

1. Background

- 1.1. The Governance and Peace Directorate (GPD) of the Commonwealth Secretariat conducted large number of advanced training programmes across all regions of the Commonwealth, covering all 56 member countries dealing with the design and implementation of a state-of-the-art, best practice government performance management system (GPMS). These training programmes covered around 2000 participants, most of them were permanent secretaries and other senior officials from a diverse set of Commonwealth countries. Many of these senior officials were responsible for performance management in their respective governments.
- 1.2. There is a widespread consensus among experts that the competitive advantage of nations depends primarily on the effectiveness of country's government and not on its resource endowment. However, we know governments are complex, multi-layered organisations and, not surprisingly, government effectiveness and efficiency have many dimensions. The diversity that exists among nations and their governments tends to obscure three key facts. First, many of the problems involved in managing government are a result of a few underlying causes. Second, the underlying causes of poor government performance are similar in nature across a diverse set of countries. Third, countries have successfully dealt with these (few) underlying causes using remarkably similar approaches. Viewed in this light, the challenge of government performance management appears more manageable.
- 1.3. As a result of the insights gained from interacting with 2000 of the senior most and brightest civil servants, we culled out the 16 key ingredients of successful governments and we have dubbed them the *Generally Accepted Performance Principles (GAPP)*. In April of this year, these principles were endorsed by the Heads of Public Service of 56 countries of the Commonwealth during their Third Biennial Meeting in London from April 22-24, 2024.

2. Objectives:

- 2.1. In this session, we will share these 16 principles and go over the background and rationale for each one. In addition, we will share a recently published Commonwealth Secretariat monograph summarizing these principles. This session will also provide the following to the participants:
 - a. Information on how the Commonwealth Secretariat can provide technical assistance on strengthening a country's government performance management system. Those interested can also pick up a copy of the Commonwealth Secretariat's **Handbook for Technical Assistance on Government Performance Management**.
 - b. Hands-on demonstration of a proprietary software for management of government performance management system. This software is called SMART - Strategic Management and Accountability for Results Toolkit and is available for all member states.
 - c. Literature and samples of performance management systems from across the Commonwealth and beyond.

Provisional Agenda

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LTC2

Moderator: Prof. Prajapati Trivedi

Time	Programme	Presenters
11:00 - 11:05	Welcome Remarks	Prof. Prajapati Trivedi, Secretary General's Special Envoy and Former Secretary to Government of India
11:05 - 11:15	Launch of the inaugural issue of "Performance Matters" Newsletter and Remarks by SG	The Rt Hon Patricia Scotland KC, Secretary- General of the Commonwealth
11:15 - 11:45	Sixteen Principles for Highly Effective Governments	Prof. Marc Holzer, Founding Dean, School of Public Policy, Rutgers University and Prof. Prajapati Trivedi
11:45 - 11:55	Kenya's story in Government Performance Management	Amina Mohammed, Secretary General's Special Envoy and Former Cabinet Minister, Government of Kenya
11:55 - 12:05	Operationalizing GAPP: What Gets Measured, Gets Done	Dinesh Mahur, Management Development Institute India
12:00 - 12:10	Commonwealth's GPMS Engagement	Raj Nair, Governance Adviser, Commonwealth Secretariat
12:10 - 12:30	Q&A / Vote of Thanks	