

engineers, doctors, and economists. This experiment for bringing people into the top rank from outside the public service has produced very encouraging results.

114. It is always an important concern of the Principal official to ensure that the civil service is considered in some way “representative” of the people. Countries which have a strong parliamentary tradition usually have governments which are concerned to show that they are able to control the administration through the elected representatives. But senior personnel policy is really a reflection of political conditions. It may sometimes be necessary for senior administrators to organise their private lives in such a way that they are seen to be ‘neutral’ in politics. The non-partisan civil service is not necessarily incapable of responding to the pursuit of political objectives, if senior civil servants are scrupulous in their behaviour.

Conclusion

115. It seemed clear that future meetings of Principal officials would wish to discuss some of the problems which the Ottawa meeting found interesting, as well as worthy of further consideration across the different contexts which the Commonwealth provides. The Principal official’s role in managing the machinery of government involves him in tackling a range of complex problems. The meeting identified two areas of interest:

- (1) the style and type of long-range policy analysis and its proper institutional setting. It is not easy to guarantee that the appropriate units designed to support the process of decision-making can tender the results of their studies when they are wanted.
- (2) The best use of senior personnel in extending the understanding of more junior officials and in offering them opportunities to promote a better co-ordination of effort. Too prodigal an investment of time in trying to improve staff morale may endanger the effective functioning of the organisation.

116. The Principal official’s role in tendering advice on how the machinery might be given a sense of political direction was treated with three other areas of interest at the forefront of the discussion:

- (3) the most appropriate arrangements for relationships between central government and local agencies in the field. Too much centralisation creates delay, but too much local discretion prevents the maintenance of a planning system.
- (4) The most effective procedures for combining a control over day-to-day financial disbursement with an ability to review future expenditure requirements. It is difficult to avoid the rigidity of strict accounting and audit.
- (5) The part played by civil servants in projecting the political objectives of the government to the general public. There seems to be a set of tensions between retaining "career status" and providing an acceptable popular explanation of the government's intentions.

The meeting repeatedly touched upon these five topics in its discussion of economic planning and personnel policy.

117. As reported above*, the meeting commissioned a study on 'financial procedures'. It also agreed that future meetings might have a summary of organisational structures and procedures which member governments should make available to the Commonwealth Secretariat. Principal officials need to keep each other informed of the developments in public administration for which they are responsible.

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Type and Designation of Central Department

Country	President's Office	Prime Minister's Office	Other	Designation of office of Principal Official
Australia		X	No Cabinet Office	Secretary
Bangladesh		X		Joint Secretary
Barbados		X		PS Cabinet Affairs
Botswana	X			PS to President
Britain		Separate PMO	Cabinet Office	Secretary to the Cabinet
Canada		Separate PMO	Privy Council Office	Secretary to the Cabinet
Cyprus			Council of Ministers Secretariat	Joint Secretary
Fiji		X		Secretary
The Gambia	X			Secretary-General
Ghana			National Redemption Council	Secretary
Guyana		X		Principal Secretary
India		Separate PMO	Cabinet Secretariat	Secretary
Jamaica		X		Permanent Secretary
Kenya	X			Permanent Secretary
Lesotho		X	Separate Cabinet Office	Permanent Secretary
Malawi	X			Secretary to the President
Malaysia		X		Chief Secretary to the Government
Malta		X		Secretary to the Cabinet
Mauritius				
New Zealand		X	No Cabinet Office	Permanent Head
Nigeria			Federal Military Government	Secretary to the Federal Military Government

Appendix *contd.*

Country	President's Office	Prime Minister's Office	Other	Designation of office of Principal Official
Sierra Leone	X			Secretary to the President
Singapore		X		Permanent Secretary
Sri Lanka			Cabinet Office	Director, Cabinet Affairs
Swaziland		X		Cabinet Secretary
Tanzania	X			Principal Secretary
Tonga				
Trinidad & Tobago		X		Permanent Secretary
Uganda	X			Permanent Secretary
Western Samoa		X		Secretary to the Government
Zambia	X			Permanent Secretary