

INTERNATIONAL PROGRAM ANNUAL REPORT

August 2004

*My participation was recognized by my superiors in my performance review and rewarded ...
I have come away with a deeper appreciation of the challenges faced by those in developing countries...
It has strengthened my understanding of my own program areas as I have had to teach others...*

MESSAGE FROM THE CHAIR INTERNATIONAL PROGRAM COMMITTEE

Our vision at the international level is to be the best Canadian source of public sector knowledge and expertise in support of sustainable development, good governance, and effective public policy. Our unique expertise is our capacity to twin Canadian and international jurisdictions, and to bring public servants together in practitioner-to-practitioner relationships that focus on common issues and solutions.

Last year, we celebrated the 10th anniversary of our international program. We took this opportunity to reflect on past experiences and to plan a way forward. We surveyed participants to ensure that our program was meeting its objectives. The majority of respondents indicated that the most significant benefit from participating in the international program was the opportunity to acquire a broader perspective and new knowledge. They also indicated that another important benefit was the opportunity for their government/department to contribute to Canada's international development efforts.

As a result of the survey, we have developed a communications strategy to ensure that our stakeholders and IPAC members were kept informed of the program's developments. We promote the program through the IPAC website, the monthly e-newsletter, and through the publication of feature articles in Public Sector Management magazine. In addition, we have developed some information and management tools such as a program brochure, project fact sheets and a handbook for study tours to enhance support and assistance to program volunteers.

During the past year, we have continued to manage and implement ten development assistance projects in a total of 20 countries in Africa, Southeast Asia and Eastern Europe. Three of these projects have been completed: the Lithuania-Canada Public Administration Reform Project, the Canada-Ukraine Environmental Cooperation Program and the Canada-South Africa Provincial Twinning Project. Over 300 public servants from all of these jurisdictions and from Canada have participated in study tours and shared Canada's public sector knowledge and expertise in areas such as center of government reform, poverty reduction, climate change, human resource and fiscal management, policy development and implementation, and decentralization.

We deliver our international programs, independently and with others, through a variety of means, including twinning jurisdictions and institutions, and providing both academic and practitioner-to-practitioner support through short-term field placements of Canadian advisors and study tours. Details for each of the projects are attached. Following are some of the highlights for the reporting period.

Program highlights:

The Public Sector Capacity Building for Governance and Social Development Program (MSOP) has established three new partnerships: Chile-Vancouver Agreement Partners, Mali-New-Brunswick, and Philippines-Manitoba. The Chile-Vancouver partnership is the first international project in Latin America. The project will encourage an interdisciplinary approach to assist 'at-risk' youth in Chile. This project is unique and particularly interesting as it is the first time that we are sharing an interdisciplinary of "horizontal management" model with another jurisdiction.

A very successful international conference on decentralization partly sponsored under the Public Sector Capacity Building for Governance and Social Development Program (MSOP) was held in Manila in October 2003. The theme of the conference was "Decentralization and Good Urban Governance Contributing Towards the Attainment of Millennium Development Goals". Four Canadian practitioners including Judy Rogers, IPAC President, attended and presented papers on Canadian best practices.

The Ghana Central Governance project held a very successful workshop on Ghana's policy process in Ghana in October. Senior government officials from Canada, Britain and the United States, Ghanaian policy think tanks and experts participated. The result of the workshop was the document "A Framework for Ghana's Policy Management and Decision Making System". The Framework is a blueprint for a coherent policy management and decision-making system.

During the past year, a new program funded by The World Bank was undertaken in Madagascar. The short-term program has provided leadership training to assist Ministers and senior public servants address current Malagasy governance and poverty reduction challenges and priorities. The training has focused on practical leadership approaches to effectively implement a new agenda. IPAC has partnered with the Quebec National School of Public Administration for this project

The Caspian Basin Greenhouse Gas (GHG) Emissions Reduction Training Project is another example of Canada's effort to assist countries with economies-in-transition to mitigate the effects of global climate change. This project will strengthen the capacity of Azerbaijan, Kazakhstan and Uzbekistan to reduce future growth in GHG emissions and create an environment more conducive to future private sector investment in the energy sector.

The Public Policy Options Project (PPOP) in China was extended for three years because of the delays caused by SARS last year. Since the beginning of the program in 1996, thirty-six projects have been completed and fourteen are currently being implemented. As a result, no less than twenty policies, regulations, or laws have been developed, proposed, passed, tested, or implemented.

Over the course of the year, we have continued to look for new opportunities and new partners. We have kept abreast of new approaches and practices in international development. A marketing mission to Angola took place in March at the invitation of the United Nations Development Program (UNDP). As a result, a study tour is planned for September and will focus on training.

IPAC serves as the Canadian regional information hub for the United Nations Online Network in Public Administration and Finance (UNPAN) and is a "participant observer" on the United Nations Committee of Experts on Public Administration.

In closing, I wish to thank the governments in Canada for their on-going support to our international endeavours. Without their support and the participation of volunteer public servants across Canada, we would not have been able to forge the successful linkages between Canadian government institutions and their counterparts in many countries of the world.

I also wish to thank the IPAC International Program staff for the professionalism, commitment and passion they bring to our work. We are grateful to the agencies that have funded our projects this past year: the Canadian International Development Agency (CIDA) and the World Bank.



Ardath Paxton Mann, Chair
International Program Committee

CASPIAN BASIN GREENHOUSE GAS EMISSIONS REDUCTION TRAINING PROGRAM (CTP)

Countries:	Azerbaijan, Kazakhstan, and Uzbekistan
Funding Agency:	CIDA
Budget:	\$4.2 million
Duration:	April 2002–June 2005
Partners:	Azerbaijan Ministry of Ecology and Natural Resources Kazakhstan Ministry of Environmental Protection and Natural Resources Uzbekistan Main Administration of Hydrometeorology IRIS Environmental Systems Inc. ICF Consulting Canada
Project Director:	Peter Melnychuk

The goal of CTP is to strengthen the capacity of the participating countries to reduce future growth in Greenhouse Gas (GHG) emissions and create an environment more conducive to future private sector investment in the energy sector. CTP will enable these countries to better attract new GHG emissions reductions investment through participation in the flexibility mechanisms of Joint Implementation (JI) or the Clean Development Mechanism (CDM) of the Kyoto Protocol or its equivalent.

The first phase of the project, the Design Phase, was completed in June 2002 and the Implementation Phase commenced in October 2002. The Program Team is made up of highly experienced technical and scientific professionals, all with international experience, from across Canada and the US.

To enable the participating countries to reduce GHG emissions, the strategy is to train decision-makers, managers and operators in the energy and environment sectors so they are able to identify, plan, develop and implement projects that will reduce GHG emissions consistent with JI and CDM rules under the United Nations Framework Convention on Climate Change (UNFCCC).

To date, training has involved various modes of delivery including seminars, train-the-trainer courses and study tours. Case studies and professional assignments are also employed for practical application to real project opportunities. The course content focuses on adult training techniques for the local trainers, environment management techniques, environment assessment, basic and advanced JI/CDM applications including GHG emission reduction calculations, project planning and development cycle, including social, economic and financial analysis and risk identification and management. There are over 20 local trainers and 35 trainees in each country; they are progressing rapidly and will have the training capability necessary to continue the training and expand it after CTP comes to its end.

An inter-active web site has been developed and is fully operational. Local trainers and trainees can inter-act and question the Canadian trainers, specialists, experts and any member of the Project Team anytime and at their convenience. All course materials, training documents and Program information can be accessed through the web site in Russian and English.

An important component and tool of CTP are the Small Demonstration Projects (SDP). A *Guideline and Procedures Document* and a *Selection Criteria and Evaluation Grid* have been developed for application to the selection of ten small demonstration projects. To ensure quality control, a monitoring protocol was developed highlighting the technical, financial, gender equality, and environmental sustainability principles and requirements. Contracts have been signed for nine SDPs and eight are being implemented. A process for developing and managing large demonstration projects has also been identified and prepared.

CHINA - PUBLIC POLICY OPTIONS PROJECT (PPOP)

Country:	China
Funding Agency:	CIDA
Budget:	\$6.1 million (Phase II)
Duration:	June 2002–June 2007
Partners:	Chinese Ministry of Commerce (MOFCOM) CIDA Beijing The Conference Board of Canada (CBoC)
Project Manager:	Marie Fortier-Balogh

The goal of the Public Options Project (PPOP) is to promote China's continuing socio-economic reform in areas critical to the development of a socialist market economy. It is designed to provide China, particularly key institutions involved in the ongoing economic reform process, with timely and practical advice to develop policy options for socio-economic reform and to strengthen their capacity to undertake policy analysis and development.

PPOP is a responsive project; it matches requests from key Chinese authorities for assistance in analyzing policy alternatives to the best expertise available in Canada. PPOP is comprised of a number of small projects; each with a maximum budget of \$200,000 and an expected turnaround of 12 months. In China, PPOP is administered by the Ministry of Commerce (MOFCOM) and CIDA; it is co-managed in Canada, by the Conference Board of Canada and IPAC.

PPOP was scheduled to end in June 2004 but because of the delays in project implementation caused by SARS last year, it was extended for an additional three years.

Since the beginning of the program in 1996, over forty projects have been completed; fourteen projects are currently being implemented. To date, no less than 20 policies, regulations, or laws have been either developed, proposed, passed, tested, or implemented. Illustrative examples include:

- The SME Promotion Law and the Work Safety Law have been made effective as of January 2003.
- Temporary regulation of approval procedures for foreign investment in mining in China have been approved;
- The nature reserve policy recommendations submitted to the State Council in 2001-2002 have lead prominent scholars and lawmakers to discuss the elaboration of a Nature Reserve Law;
- Fiscal Expenditure Structure: two study reports were published in Chinese journals: *Public Financial Research and Optimization of Fiscal Expenditure Structure and Efficiency*;
- The Shanghai People's Congress approved a policy framework on restructuring water utility and on job qualification regulations for community development workers;
- Policy recommendations for the administration of judges and functional roles of judges, court administration and support staff were developed and presented to senior authorities;
- Bylaws and management measures for 17,000 rural specialized co-operatives were developed;
- A policy framework for developing China's high-tech industry was developed;
- Highway noise control standards and guidelines have been approved and are being implemented;
- Research reports were incorporated into the Overall Plan of Western Region Development during the 10th Five-Year Plan Period. Three economic belts and one region were also listed.
- Policy recommendations were incorporated into the national plan of high-tech industry development;
- More than 2156 legal aid institutions have been established with full-time staff of 7000;

LITHUANIA – CIVIL SERVICE REFORM PROJECT

Country:	Lithuania
Funding Agency:	CIDA
Budget:	\$1.3 million
Duration:	July 1999–April 2004
Partners:	Government of Lithuania Province of Ontario
Lead Consultant:	Gord Evans

The overall goal of this project was to improve the capacity of the Lithuanian government to develop and deliver policies in support of Lithuania's democratic, economic and social development. The project was completed in three phases. The first phase focused on the fundamental systems and processes at the centre of government and introduced a strategic planning system in Lithuania; it improved the government's decision-making system and advised the government on public administration reform. The second phase focused on the integration of planning for EU accession with the strategic planning system. And the third and final phase focused on the development, analysis and review of individual policy proposals.

The project represented an ambitious, high-risk, centre of government reform. The political instability (two governments resigned and a third suffered an electoral loss) that prevailed in Lithuania throughout the project presented significant obstacles to sustaining momentum and moving to an implementation phase. Fortunately, the high priority assigned to the project by Prime Minister A. Kubilius ensured that tangible results were ultimately achieved.

The project objectives were to :

- introduce a strategic planning system in Lithuania;
- improve the government's decision-making system; and
- advise the government on public administration reform.

Under the direction of the State Chancellor, a multi-ministry working group designed and oversaw the implementation of a strategic planning system. Based on the Province of Ontario's business planning approach, this reform introduced a number of innovations to Lithuania :

- Cabinet, through the Strategic Planning Committee is involved in establishing the budget strategy at the beginning of the process;
- Strategic priorities are set at the outset of the budget process within the context of a fiscal plan;
- An aggregate expenditure limit is set at the outset of the budget process, which is then used to assign ministry spending ceilings;
- Ministries prepare strategic plans along with their budget requests to demonstrate how they will support the achievement of the government's strategic priorities and how they intend to improve priority services to the public;
- The plans are publicly released. In the following year, the results will be published against the previous year's targets;
- The Chancellery (Cabinet Office) has created a strategic planning unit that works with the Ministry of Finance to oversee the process. State Counsellors are now expected to provide policy analysis;
- Concept papers have been introduced to ensure that Ministers receive policy options and improved policy and fiscal analysis when reviewing proposals from line ministries.

As a result of the tremendous momentum created by the Kubilius government, most of the project objectives were met or exceeded. It should not be overlooked, however, that the project could easily have failed under a different political scenario.

A book entitled *Helping Governments Keep Their Promises: Making Ministers and Governments More Reliable Through Improved Policy Management* was published by The World Bank and was based in part on the project. The book was co-authored by Gord Evans, an IPAC consultant, and Nick Manning of the World Bank.

CANADA-SOUTH AFRICA PROVINCIAL TWINNING PROJECT

Country:	South Africa
Funding Agency:	CIDA
Budget:	\$3.48 million
Duration:	June 2000–September 2004
Project Manager:	Lynn Minja

This project is completed pending submission of the final report to CIDA.

The goal of the South Africa Provincial Twinning Project is to assist the Republic of South Africa to strengthen its capacity to provide effective governance contributing to effective and efficient delivery of government programs in South Africa. The project will improve the capacity of the provincial governments of South Africa, through twinning arrangements with Canadian provinces, to delivery government services to address basic human needs effectively.

In 1994, South Africa, following the creation of nine provinces, asked Canada for assistance to implement democratic governance in both the national and provincial spheres. A program was put in place and linkages or twinning between several South African and Canadian provinces were initiated. The program was reviewed in 2000. In June of the same year, CIDA asked IPAC to provide further assistance to South Africa to strengthen its democratic governance and a contribution agreement was signed. Representatives from both the South African and Canadian provinces developed a work plan in early 2001, and the following desired outcomes were identified:

- Strong, responsive, democratic decision-making that is supported by effective, efficient machinery of government;
- Acceptable capacity at the senior and middle management levels of the public service;
- Higher quality, more effective and efficient public services that are responsive to the needs of the people.

Examples of results achieved since the beginning of the program include:

- Most of the South African provinces have completed restructuring the central agencies and establishing and fine-tuning the cabinet and financial systems and other systems of executive government, thus positioning the Office of the Premier to provide effective leadership to the government and more effective support to cabinet and the Premier.
- Significant progress has been made in developing departmental and government-wide outcomes, relevant indicators, and performance measurement systems as well as in strengthening the integration of planning and budgeting.
- One province has completed a review of its legislation and improved its legislative processes. Its legislation now fully supports government policy.
- Several provinces have strengthened their communications units resulting in more effective government communication with more citizens.
- Substantial progress has been made in developing and implementing strategies, programs, resources, and activities to strengthen human resource management and capacity in several provinces.
- The Free State completed the research, policy development, securing of resources, and appointment of officials for a new institute to train and develop managers.
- Training in horizontal policy implementation has been undertaken in several provinces.
- One province has completely restructured its policies regarding young offenders and has implemented programs based on restorative justice and personal empowerment, with a strong behaviour modification component.
- Multi-purpose community centres have increased in numbers and improved the range of services that they provide. Training has been completed in the principles of community development and lessons that have relevance to South African provinces have been identified.
- Gauteng has established a film office and is seeking business ventures with the Canadian film industry.

CANADA - UKRAINE ENVIRONMENTAL COOPERATION PROGRAM (CUECP)

Country:	Ukraine
Partner:	Ministry of Environment and Natural Resources
Funding Agency:	CIDA
Budget:	\$1.4 million
Duration:	June 1999–September 2003
Project Manager:	Peter Melnychuk

This project is completed.

The goal of CUECP was to improve Ukraine's transition to a market economy by enhancing capacities to manage environmental issues as Ukraine progresses toward international environmental norms. The objectives were to:

- Strengthen Ukraine's capacity to act within the framework of the UN Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol (KP) by the development of a National Greenhouse Gas Inventory System
- Develop a climate change management structure for Ukraine
- Facilitate Canada and Ukraine's efforts to establish policy and a sound managerial Infrastructure to support the development of "flexible mechanism" initiatives under the Kyoto Protocol, in particular, joint implementation mechanism
- Promote, develop and implement Canada-Ukraine joint implementation projects aimed at reducing greenhouse gas emissions
- Promote long-term links between Canadian and Ukrainian public and private sector institutions active in the environment and energy sectors and co-ordinate with other Canadian and international agencies participating in Ukrainian and Canadian environmental and climate change activities

The CUECP has achieved its goal, purpose, objectives and results at a high quality level. CUECP has assisted Ukraine to strengthen its capacity and capability to act responsibly and effectively within the UNFCCC and the provisions of the Kyoto Protocol. This was accomplished at a very critical time, as Ukraine was to move forward to ratify the Kyoto Protocol and establish its position as an equal partner in the climate change global community.

The range of benefits of CUECP includes environmental, health, social and economic. For example, Ukraine's JI opportunities, which are of interest to Canadian industry; another is the potential to purchase or share GHG emissions credits to assist Canada to meet its Kyoto Protocol reduction targets. Both countries will also benefit from investment opportunities and business development through technology and expertise transfer.

Program results include:

- A national GHG Inventory System (NIS) was designed incorporating IPCC guidelines and the Canadian model;
- Skills of Ukrainians to manage climate change issues have improved;
- An administrative / legal framework was developed for JI projects which meets international standards;
- An organizational structure for the administration and management of climate change was established within the Ministry of Environment and Natural Resources;
- Lessons learned from the demonstration pilot projects for more efficient use of energy were prepared and distributed;
- Canadian companies have been informed about energy efficiency and JI investment opportunities;
- Good working relations were established with MENR, ODAs, State Committees, IACCC and other international donors;
- A program management structure and system was put in place with an approved implementation process that emphasized Ukrainian capacity building and Canadian collaboration;
- Awareness of climate change was increased among the Ukrainian public sector and civil society.

PUBLIC SECTOR CAPACITY BUILDING FOR GOVERNANCE AND SOCIAL DEVELOPMENT PROGRAM

Countries:	Multi-Country Project
Funding Agency:	CIDA
Budget:	\$5.31 million
Duration:	Sept. 2001–Sept. 2005
Project Director:	Ann Masson
Project Officer:	Althea Rivas

The goal of this project is to foster responsive, democratic governance and an enabling environment for sustainable development and poverty reduction in selected countries. The objectives of the project are to strengthen the capacity of strategically selected government and civil institutions in the areas of democratic governance and social development, to promote gender equality in governance and social development and to increase Canadian awareness and understanding of international development issues.

MSOP is responsive to the needs identified by the developing countries. IPAC uses jurisdictional twinning and practitioner-to-practitioner capacity building. Participating practitioners in this project are all volunteers. IPAC believes that the most effective way to enable skills transfer and assist its counterparts in developing countries to improve their capacity is to twin jurisdictions, institutions and senior public servants.

Twinning provides a unique learning environment. It facilitates the matching of competencies, skills and experience of Canadian government institutions and their partners. The learning takes place in a relevant, congenial and sharing way.

The Program now consists of partnerships with ten countries and six public administration membership and training organizations. Partnership projects focus on a wide range of topics from centre of government reform to HIV/AIDS curriculum development and education. The impact of program partnerships is experienced internationally by the federal, provincial, and local governments.

Gender equality is a crosscutting theme in each partnership. Project activities vary from the development of a gender-mainstreaming handbook to gender sensitive primary school curriculum development. Efforts are made to ensure that a gender balance is maintained among participants in all missions, study tours and workshops.

The Program continues to grow. During the last year, two new partnerships were developed. IPAC, the Government of Mali, and the Province of New Brunswick formed a partnership in late 2003 and an inception mission to Mali took place in February 2004. The new project focuses on decentralization, human resources management, institutional and administrative reform and citizen-centered service strategies. Another partnership was formed with IPAC, a Chilean multi-jurisdictional team and the Vancouver Agreement Team; the aim of this project is to develop a horizontal management approach for "at-risk" youth. An inception mission to Chile was held in May 2004.

New partnerships have also been established with two public sector membership organizations (the Lesotho Association for Public Administration and Management and the Association for Tanzanian Administrators) and one training institution (the Tanzania Public Service College); these organizations support public sector capacity building and excellence in public service.

A number of capacity building activities took place over the last year: three inception missions to Mali, Chile and the Philippines; a monitoring mission to Trinidad and Tobago; five study tours to Canada from Indonesia, Malawi, Uganda, Tanzania, Trinidad and Tobago; and training workshops in Namibia and Uganda. Following is a brief report on the activities of each project:

Chile-Vancouver Agreement

This is a new partnership. The partnership focuses on the development of an inter-jurisdictional approach to support the design and implementation of a transition to employment model for young dropouts. The Program will be co-ordinated by the Chilean Interdisciplinary Program of Educational Research and will include two Chilean municipalities, private sector companies, and the Chilean Secretaries of Education, Health, Justice and Labour. An inception mission was held in May 2004 and a co-ordinating workshop is scheduled for the fall of 2004.

Government of Mali and the Province of New Brunswick

This is a new partnership formed in late 2003 between IPAC, the Government of Mali, and the Province of New Brunswick. An inception mission to Mali took place in February 2004 and a work plan was developed. The new project focuses on decentralization, human resources management, institutional and administrative reform and citizen-centered service strategies. A study tour to New Brunswick is planned for six senior public servants from Mali in the summer of 2004.

Ministry of Home Affairs Office of Indonesia and the Province of Nova Scotia

There are two projects under this partnership the *Capacity Building for New Councillors Project* and the *Local Government Enterprises Management Project (LGE)*. A study tour was held in February 2004 and focused on capacity building for councillors, on the roles and management of local government enterprises and on accountability and transparency in local government. Though the partnership is between Indonesia and the Province of Nova Scotia, the Province of Ontario as well as two Ontario municipalities participated in the February study tour. The Toronto Community Housing Corporation provided useful models and may give further technical assistance to support the development of new Indonesian legislation for LGEs. The development of social housing is a priority for the Ministry of Home Affairs, given the need to improve slum areas and make existing housing more effective.

Key discussions were held on the development of electronic and paper manuals for local government elected officials in Indonesia. A group of Indonesian officials will be attending the Nova Scotia Municipal Election New Councillor Training Program in the fall of 2004.

The *Local Government Enterprises Management Project (LGE)* focuses on the design of a management model for LGE water supply companies in the Province of Banten. Planning for a needs assessment and an international conference on water regulation in Banten is underway. The conference will provide best practice models and propose a water management pilot project aimed at setting the groundwork for the management and regulation of water companies at the municipal level.

Government of Malawi and the Province of New Brunswick

This partnership commenced in 1995. Work has focused on a number of issues under the general framework of developing management capacity. The Province of New Brunswick has provided advice and assistance on Management Priorities, Performance Management, Gender Equity, Decentralization and training of municipal politicians and officials. Four senior government officials from Malawi participated in a study tour in September 2003 that focused on gender equity. This included gender mainstreaming human resource policies in the Malawi Public Service and the development of a gender equity mainstreaming handbook. Two missions are scheduled for the summer and fall of 2004.

Office of the Prime Minister of Namibia and the Office of the Premier of Saskatchewan

This partnership commenced in the mid 1990s with work on a number of issues related to the machinery of government which resulted in the implementation of a cabinet committee system based on the Saskatchewan model. Over time, Saskatchewan provided advice and assistance in a number of other areas. In March 2002, a mission to Namibia was conducted to assess their needs as well as Saskatchewan's capability to meet those needs. As a result of this mission, six new areas of collaboration were identified: *Policy Formulation and Analysis; Land Valuation; Unified Grading Structure for Civil Service; Girls' Education /Curriculum and HIV/AIDS Policy in the Education Sector; Distance Education, and Gender Mainstreaming.*

A technical exchange to Saskatchewan took place in the fall of 2003. The visit focused on the Saskatchewan assessment and property tax system and on the identification of potential areas for upgrading systems, such as deeds registration.

In April 2004, two workshops on Gender-Based Analysis Training were delivered in Namibia; over 20 officials from the Ministry of Women Affairs and Child Welfare, the Ministry of Finance, the Office of the Premier, the National Planning Commission Secretariat and several other government agencies participated. The workshop increased their capacity to undertake gender-sensitive policy and program analysis resulting in decisions that positively impact gender equality. A needs assessment was completed and will assist in planning the next steps for the project.

Missions for the *Policy Formulation and Analysis Project, the Unified Grading Structure for the Civil Service Project, the Girls Education and Distance Education Projects and the Land Valuation Project* are being planned for the fall of 2004.

Government of the Philippines and the Province of Manitoba

IPAC began discussions with the National Anti-Poverty Commission (NAPC) in 2002. The objective was to pursue a 'macro-micro' partnership project focussing on capacity building at the national, provincial and local government levels – with pilots in disadvantaged regions. NAPC identified revenue generation as a key issue. The Province of Manitoba agreed to join the partnership and an inception mission was carried out in October 2003. A core team including Philippine and Canadian leaders and experts in financial management at the national, provincial and Local Government Unit levels was established; a focussed and joint needs analysis was completed; and a project proposal consistent with the Local Poverty Reduction Planning Framework has been developed.

Four Canadian practitioners attended the 3rd International Conference on Decentralization in Manila, in October 2003 with the theme *Decentralization and Good Urban Governance Contributing Towards the Attainment of Millennium Development Goals*. They presented papers on Canadian best practices. The proceedings of the conference will be published in late 2004.

Government of Tanzania and the Province of Ontario

A team from IPAC and the Ontario Ministry of Education travelled to Tanzania in January 2003 and met with senior representatives in the Office of the President, the Ministry of Regional Affairs and Local Government and the Ministry of Education and Culture. A proposal was developed to assist the Government of Tanzania in the implementation of its Primary Education Development Plan (PEDP). The government responded positively to the proposal and highlighted key components of the PEDP that related particularly to the Local Government Reform. In August 2003, a group of Tanzanian senior officials participated in a study tour to a number of schools and school boards in Ontario.

The expertise of the IPAC/Ontario partners and the findings of recent research on best practices will be utilized to support Tanzanian officials in the development of learning events and associated materials on key aspects of education management to achieve measurable outcomes in areas such as: whole school development planning, district and national education planning, implementation, monitoring and evaluation, and policy formulation and analysis to scope out key education strategies to meet PEDP objectives.

Both the Canadian and Tanzanian project leads have changed positions. This transition has caused a significant delay to the project development. Currently the project is on hold pending the identification of two new project leads.

The Unitary State Islands of Trinidad & Tobago and the Province of Manitoba

In 2003-2004, the program consisted of fourteen Trinidad and Tobago senior/middle manager level staff that are responsible for planning and managing the utilization of resources (financial and human) within the Municipal Corporations and the Department of Intergovernmental Affairs, the Department of Family Services and Housing, and the Civil Service Commission. These officials are involved in staff training and development activities; they are also responsible for the formulation and implementation of Local Government Policies and for the implementation of the Municipal Corporation Act of 1990. They are matched with eleven Canadian participants (partners) for the duration of this program which will end in the fall of 2004.

A monitoring mission was completed in February 2004. Presentations were made by the Trinidad partners on the progress and results achieved on the following areas: HIV/AIDS Prevention; Gender Analysis and Planning; Environmental Processes and Solid Waster Management; Human Resources Management; Financial Management and Economic Analysis; Basic Health and Education (Aged Persons); Basis Health and Education (Special Needs Children). Results include:

- Increased capacity of 40 rural women to provide counselling and referral services on policies and programs for HIV/AIDS persons and family members;
- HIV/AIDS Resource Centre Pilot established in a rural town and local educators trained to provide HIV/AIDS prevention and education programs in other areas schools;
- Community Equipment Fund created to purchase equipment for disabled children;
- Community Therapy Centre set-up to provide specialized training to children with disabilities and slow learning problems, training modules developed and training provided;
- Framework for the establishment of a Seniors Directorate within the Office of the Prime Minister developed; programs, services and training underway;

- Administrative structure for the management of the Disability Affairs Unit and related disability issues established and strategies to encourage the private sector to employ persons with disabilities developed.
- Ministry of Community Development and Gender Affairs implemented a pilot project aimed at integrating gender analysis into planning and development;
- Training program developed to share information and skills in human resources; it will facilitate the establishment of Employee Assistance Program policies and programs.
- Financial management procedures and processes and a Manual on the establishment of a Debt Management Unit for the Tobago House of Assembly developed.

The goal of the government of Trinidad and Tobago is to achieve developed country status by the year 2020. A policy paper entitled *Vision 20/20* has been developed and the components of this project all fall under the Vision 20/20 priority areas.

Republic of Uganda and the Province of Ontario

There are three projects under this partnership. In April 2004, under the *Centre of Government Reform Project*, over 80 Ugandan assistant deputy ministers, political advisors, directors, managers and policy analysts attended three policy development and coordination workshops in Kampala, Uganda. The workshops created a forum for Ontario and Uganda to share experiences and practices in policy development and allowed the Ugandan participants to identify measures to improve and strengthen their own policy development systems.

Through the *Local Government Management Information Analysis Systems Project (LGMIAS)*, local governments in Uganda have been able to receive adequate resources. A mission was held in May 2004; the main objective was to develop the LGMIAS central database at the Ministry of Local Government's headquarter. The database is more than 85% complete with the remaining work to be handled through technical consultations via email communication. Data flow has been received by the central government from almost 50% of the "upper tier" (district and municipalities) local governments. This data includes information from over 1000 "lower tier" (towns, villages and sub-counties) local governments. The next stage of the project will focus on the strengthening of data collection, stakeholder consultations, strategic financial analysis, middle and operational level planning, policy formulation and decision making functions and policy and program development activities pertaining to fiscal decentralization reforms.

The *Performance Management Project* is temporarily on hold pending the identification of a new Canadian project co-ordinator.

Membership Organizations and IPAC

IPAC has continued to share its expertise, research and documentation related to strategic planning and budgeting, awards of excellence, journal publications, the newsletter, and membership supports with the following public administration membership and training organizations:

- The African Association for Public Administration and Management (AAPAM)
- The Commonwealth Association for Public Administration and Management (CAPAM)
- The International Institute of Administrative Sciences (IIAS)
- The Lesotho Association for Public Administration and Management (LAPAM)
- The Association of Tanzanian Administrators (ATA)
- The Tanzania Public Service College (TPSC)

GHANA CENTRAL GOVERNANCE PROJECT

Country:	Ghana
Funding Agency:	CIDA
Budget:	\$3.9 million
Duration:	February 2003–June 2005
Partner:	Government of Ghana
Project Manager:	Nellie Mayshak
Field Project Director:	Judy Cavanagh

The Ghana Central Governance Project will enhance the Government of Ghana's policy management process. It will strengthen the decision-making policy process in the Office of the President, Cabinet Secretariat and some selected ministries, Departments and Agencies (MDAs). The project has three main components:

- Improve the decision-making policy capacity of the Executive and selected MDAs, which includes assistance in establishing and defining mandates, processes, roles and functions amongst policy management bodies
- Assist in developing and supporting the implementation of a human resource strategy for policy analysts
- Design, develop and implement a management information system (MIS) to support the policy management process.

Three work teams have been set-up to coordinate and assist in the implementation of activities; they include a policy work team, a human resource work team and a management information work team. The teams have developed detailed job descriptions, collected base-line data on human resource training, and produced a presentation on Ghana's policy and decision-making system.

A very successful workshop was held in Ghana in October. Senior government officials from Canada, Britain and the United States, Ghanaian policy think tanks and experts attended and participated in the workshop. The result of the workshop was the document *A Framework for Ghana's Policy Management and Decision Making System*. The framework is a blueprint for a coherent policy management and decision-making system and it responds to a need identified by the Office of the President at the onset of the project.

Two study tours were held. The first one took place in September 2003 and focused on modern governance. The second study tour was conducted in March 2004 and focused on governance and public policy management. The delegation met with officials in the Prime Minister's Office, the Cabinet Secretariat, the Privy Council Office, Status of Women Canada and the Treasury Board. They learned about the functions of the federal machinery of government, especially the work of the Cabinet sub-committee system.

A core group of IT specialists in the Office of the President has been working to design, develop and implement an IT infrastructure to support policy processes and operationalize a central tracking and information for policy management. Computers and supporting hardware have been distributed in the Office of the President, the Cabinet Secretariat and the Ministries that are part of the GCGP. Training in Basic IT skills has been provided to selected staff from all the registries. A secure networking and messaging infrastructure has been installed and a Workflow and Document Management system – Hummingbird- is being implemented.

Over 130 people attended a four-day seminar on Cabinet Decision-making Processes and Policy Development and Analysis organized for Chief Directors. The group discussed the setting of the government agenda and priorities, overview of central agency structures and their relationship with the Prime Minister's Office, and the role of senior officials in support of the policy agenda; other topics included policy development and analysis in the MDAs, the roles and responsibilities of the policy analyst, techniques of policy analysis, research, and good writing skills for policy analysts.

In addition, a number of Canadian government officials have delivered training seminars in Ghana to share procedures for handling confidential documents.

MADAGASCAR: LEADERSHIP TRAINING PROGRAM

Country:	Madagascar
Funding Agency:	The World Bank
Budget:	\$300,000
Duration:	January - June 2004
Partners:	Le Bureau national de gestion du programme pour la bonne gouvernance, le développement institutionnel et la réduction de la pauvreté L' École nationale d'administration publique
IPAC Lead:	Ann Masson

This project is completed pending submission of the final report.

This World Bank funded program provided for short-term leadership training for approximately 40 Ministers and Secretaries General in Madagascar. Training on leadership and management competencies were linked with current Malagasy government commitments and priorities as defined in their Poverty Reduction Document.

This program had a number of interesting and unique components:

- The establishment of core teams in Canada and in Madagascar to undertake a needs assessment, refine the program design, and participate in the program implementation and evaluation. These core teams included ministers, deputy ministers (in Madagascar a deputy minister is called a secretary general) and an academic in each country;
- The development of a program based on academic and practitioner presentations focussed on current public sector challenges and priorities in Madagascar, followed by interactive dialogues, on subjects identified by our Malagasy partners; and
- One-on-one meetings with Canadian counterparts to share common interests and challenges, and to establish relationships which could continue into the future.

The executive seminar program, hosted by the National School of Public Administration (L'ÉNAP) in Quebec City, corresponded to the needs identified in Madagascar and focused on four topics - priority setting, change management, government communications and time management. Presentations followed by interactive dialogues were led by L'ÉNAP professors and senior representatives of the current and previous Quebec governments. Malagasy ministers and secretaries general exchanged challenges, interests and ideas with their Quebec counterparts in breakfast or in late afternoon meetings.

Some lessons learned include:

- Senior Malagasy leadership and commitment ensured a clear statement of desired program outcomes and processes for both the Canadian and Malagasy teams. Both the Prime Minister and the Vice Prime Minister provided strong leadership and participated actively in the program.
- The establishment of Malagasy/Canada core teams each including a minister, a secretary general/deputy minister, an academic and others contributed positively to the effective design, implementation and management of the program
- Although the Canadian and Madagascar contexts are very different, the leadership and management principles, practices and challenges shared were similar.
- An out-of-country seminar including both ministers and secretaries general offers a unique opportunity to share ideas and issues in a frank and sincere way, to build and strengthen both personal and professional relationships, to better understand each others' roles, responsibilities and concerns, and to enhance horizontal (inter-ministerial) relationships.
- The week-long dialogue and discussion resulted in the development of an enhanced understanding of current issues and challenges in Madagascar, and contributed to a shared vision of ways to ensure the desired future.
- The significant and concrete contributions of the Quebec government representatives were praised by their Malagasy counterparts. The open and friendly sharing of challenges, ideas and experiences resulted in the establishment of some new relationships and approaches.

SOUTH AFRICA MUNICIPAL FINANCIAL MANAGEMENT TECHNICAL ASSISTANCE PROJECT

Country:	Republic of South Africa
Funding Agency:	Development Bank of Southern Africa
Budget:	\$5.0 million (Phase II)
Duration:	September 2003–June 2006
Canadian Partners:	Cowater International Inc Federation of Canadian Municipalities
IPAC Lead:	Ann Masson

The South African National Treasury has undertaken considerable reform of provincial and national government financial management. The government is now focusing its attention on local governments to ensure that they can play their development roles. These projects assist in the institutional, fiscal and financial reform at the municipal level. Phases two and three of this project are funded by the World Bank and another component is funded by the UK Department for International Development (DFID).

The goal of the project is to assist municipalities to implement the Municipal Finance Management Bill/Act through modernization and automation of their financial management systems. The objectives are to:

- Review, consolidate and build on the financial reform foundation
- Assist pilot municipalities in budget improvement, consultation processes and refining reports
- Create models and case studies for budget preparation
- Create awareness of steps required in attaining viability and retaining creditworthiness
- Build and enhance municipal financial capacity

A number of international municipal financial management experts, including a number of Canadians, have been assigned to various municipalities across South Africa to provide advisory services for a period of 18 months.

During this reporting period, the project was expanded to include a third phase and an additional component funded by DFID.

QATAR - THE NATIONAL PROJECT FOR PUBLIC SERVICES ADMINISTRATION DEVELOPMENT

Country: Qatar
Funding Agency: State of Qatar
Budget: \$8.7 million – (Design and Pilot Project Phase)
Duration: 18 months – project commenced in early 2003
Partners: BearingPoint Inc.
ATOS/KPMG Public Services Consulting, UK
IPAC Lead: Joseph Galimberti

The goal of this project is to establish Qatar as a leading example of public service excellence and create an economic environment that supports business and attracts global investment while sustaining the social and cultural values of the Qatari society. The overall objective of the Government of Qatar is to develop modern, high quality, efficient and customer focused public services and to increase sustainable growth. The project will focus on public sector reform in targeted Qatari ministries to enhance service quality and efficiency to the business community and Qatari citizens, to ensure the development of an innovative and people-first approach and to ensure the capacity to meet the government's goals in a cost effective and timely manner.

The design phase ended in June 2004. A definitive decision has yet to be taken on the implementation stage.