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Since the early 1990s, the **Institute of Public Administration of Canada (IPAC)** has been at the forefront of sharing Canadian expertise in public administration with developing countries and countries in transition. As those of us in the public sector know, Canada's public service, at all levels of government – municipal, provincial, territorial and federal - is one of the best in the world. Through innovations in service delivery, results based management, governance and accountability, just to name a few areas Canada is at the vanguard of public sector reform. This is a resource that should be shared.

Western countries and institutions have for many decades assisted developing countries deal with a multitude of issues from poverty reduction to economic reform to population health issues. Over the years, the tenor of that assistance has gradually evolved to a partnership model.

The Government of Canada, through the **Canadian International Development Agency (CIDA)**, continues to be committed to strengthening Canada's role in the world community through the development of programs that provide Canadian expertise to assist countries develop and strengthen their own democratic institutions. Through these mechanisms, developing countries and countries in transition are able to tackle the issues that face them.

One of IPAC's programs is the CIDA funded **Good Governance Program (GGP)**. As you will see as you read this booklet, this program fosters responsive democratic governance and an enabling environment for sustainable social, economic and environmental development by focusing on good governance and centre of government reform in a number of countries around the world.

People have come to understand that to deal with the diversity of issues facing developing countries and countries in transition we must take a holistic, system approach. This means that, for example, one cannot just concentrate on economic reform, but must look at all the factors that affect society including the development of a "civil society". One of the important pillars that support the development of a civil society is an effective, efficient, non-partisan, and non-corrupt public service.

IPAC's vision, at the international level, is to be the best Canadian source of senior-level 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 peer-to-peer relationships that focus on common issues and solutions. As you will see from the examples in this booklet, the twinning of Canadian jurisdictions with international jurisdictions is leading to concrete results in enhancing and strengthening good governance.

Good governance is widely seen to be a basic condition of sustainable development. Through the work of our volunteers who have generously participated in these twinning programs, Canada has been able to make constructive contributions to international governance issues based on principles of sustainable development in the areas of democratic decision-making, administrative soundness, and organizational efficiency.

At IPAC we continue to place a high value on our International Program. We see this program as a two-way street in terms of sharing best practices, experiences and partners learning from each other. The purpose of this booklet is to highlight some of the key achievements of the Good Governance Program and to provide a platform for knowledge sharing.

In closing, we would like to thank the jurisdictions that have generously participated in this important initiative and the many dedicated volunteers from these jurisdictions that have given so freely of their time, effort and expertise. We would also like to thank our partners around the world for participating in this program and for teaching us some valuable lessons.



Gabriel F. Sékaly
IPAC Executive Director



Wynne Young
Chair,
International Committee

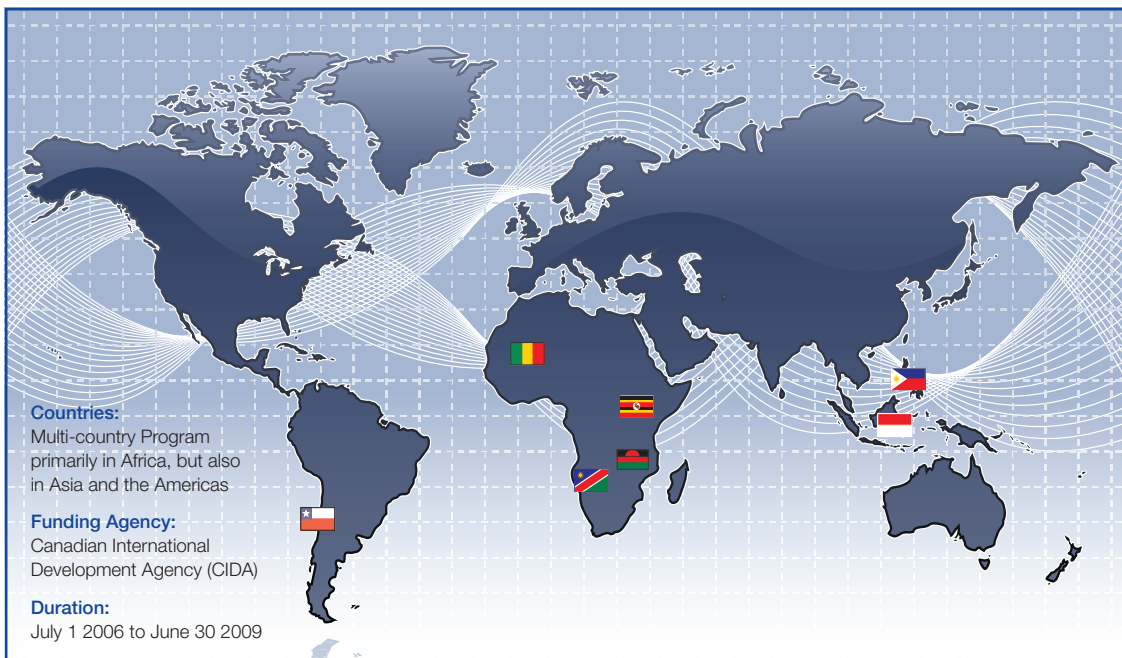


Anne Masson
Director, IPAC
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DELIVERING DEVELOPMENT RESULTS: Overview Of The Good Governance Program

Strengthening Governance and Public Administration Globally

Strong institutions are integral to any government, and particularly those in developing countries and countries in transition. Institutional strengthening involves not only building or enhancing individual institutions, but also the coordination of national and local government institutions, private entities, and non-governmental organizations (NGOs) to deliver comprehensive programs and services. Historically, IPAC has focused on strengthening institutions, domestically, and globally through its International Programs.



About...

The Program

The Good Governance Program (GGP) is a multi-country program that is designed to support strengthening governance and public administration capacities relevant to the reduction of poverty in partner countries.



The GGP, which is funded by the Canadian International Development Agency (CIDA) through the Office of Democratic Governance, supports Canada's foreign policy strategy which aims to promote good governance and democratic development, strengthen civil society, and reduce poverty.

The GGP builds on the successes, challenges and lessons learned from IPAC's fifteen years of international programming. It also builds on the partnerships and networks that the preceding programs established and the leadership they fostered.



About...

The GGP has established twinning partnerships with six countries and three public sector associations, as well as a number of multi-sectoral and regional partnerships.

Also IPAC has developed information sharing Memoranda of Understanding with other public administration associations and schools of public administration.

Program Partnerships

- Indonesia-Nova Scotia
- Mali-New Brunswick
- Malawi-New Brunswick
- Namibia-Saskatchewan
- Philippines-Manitoba
- Uganda-Ontario

Associations

- African Association for Public Administration and Management (AAPAM)
- Commonwealth Association for Public Administration and Management (CAPAM)
- International Institute of Administrative Sciences (IIAS)

Multi-sectoral and Regional Partnerships

The GGP uses innovative multi-sectoral and regional governance models to assist partners in addressing challenges in their communities in a holistic way. With its experience in building coherence in democratic governance and multi-sectoral approach, the GGP program is able to bring a broad range of expertise to bear on solving complex problems in partner countries.

Program Aspirations

The Good Governance Program aims to foster responsive, democratic governance and an enabling environment for sustainable social, economic and environmental development by reinforcing the capacity and sustainability of state institutions in developing countries and countries in transition.

The Program objectives are as follows:

- to increase and strengthen leadership, management and technical capacities of national governments and public sector associations to deliver more effective programs and services that address sustainable development and poverty reduction;
- to contribute to creating a climate conducive to innovative, sustainable and equitable partnerships and networks; and
- to strengthen the capacity of national governments to formulate policies and deliver programs that recognize and respond to the needs of women and men and work toward reducing inequalities.

How We Work

To foster good governance and sound public administration in development, IPAC focuses on strengthening public institutions and services through the development of partnerships and the provision of peer-to-peer technical assistance. Working partnerships among public servants facilitate innovation and hands-on learning, and enhance the quality and sustainability of international relationships and initiatives. Participating scholars and practitioners bring a high degree of credibility and experience in public administration and management, as well as a good knowledge of the overall concepts related to public service reform or decentralization.

The IPAC approach moves away from traditional donor-recipient relationships and creates an equality of relationships between Canadian and developing country partners. Public sector capacity development takes place through senior public servant practitioner-to-practitioner knowledge sharing and mentoring, customized training seminars and workshops, study tours and job shadowing.

Canadian Provincial Governments as International Actors

In societies undergoing rapid change as an effect of globalization or other forms of transition, a strong administrative capacity offers much-needed clarity and coherence for the implementation of national priorities. Through the twinning of Canadian jurisdictions, institutions and practitioners with developing country counterparts, mutually beneficial relationships and networks between Canada and the host countries have proved to be very effective. Canadian democratic governance models and procedures, as well as Canadian management styles, are viewed by our international counterparts to be effective and relevant to their interests and needs.

Local Ownership and Sustainability

IPAC works closely with its partners to ensure local ownership and sustainability. Building capacity of public sector institutions goes beyond the technical requirements for performance. It includes political commitment to change, effective leadership, performance management and beneficiary participation. The GGP focuses on sustainable development through capacity development of state institutions and strengthening of human capacities in partner countries. All partnership projects maintain strong governmental commitments from both partners and all activities focus on issues and challenges linked to the implementation of current government priorities.

New Professionals

The GGP incorporates and encourages the inclusion of new professional public servants in program activities and on project teams in Canada and in partner countries.

Gender Equality

The GGP works on an on-going basis to strengthen the capacity of national governments to formulate policies and deliver programs that recognize and respond to the needs of women and men and work toward reducing inequalities.





Major Initiatives

- Customized workshops, training and capacity building in:
 - leadership,
 - political-bureaucratic interface,
 - policy development, coordination and implementation,
 - change management,
 - human resource management,
 - financial management,
 - performance management,
 - competency building frameworks,
 - decentralization, and
 - gender equality.
- Practitioner-to-practitioner job-shadowing and mentoring study missions.
- Train-the-trainer workshops.
- Annual multi-country knowledge-sharing sessions.

Some of Our Achievements

- Established sustainable partnerships and relationships with and among partners.
- Enhanced leadership, management and technical capacities of public servants in sector ministries.
- Enhanced decision-making and enhanced capacity in service delivery of national governments .
- Institutional and administrative capacity of beneficiary countries reinforced.
- Democratic governance practices and institutions strengthened in partner countries.
- Enhanced international networks.
- Enhanced efficiency and effectiveness in the policy-making process in partner countries.
- Public sector innovations, lessons learned and best practices identified and shared.
- Workshops and training programs implemented.
- Multi-sectoral and regional partnerships established.
- Needs of women and men recognized and gender equality applied in all program activities.



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