

# Partnerships for Strengthening Capacities in the Public Sector



# Foundation for International Training

The Foundation for International Training (FIT) works to build stronger capacities to plan, manage and realize innovative programs that contribute to development. Established in 1976 as a non-profit development services organisation in Canada, FIT has engaged in more than 600 projects in over 50 countries in Africa, Asia, the Caribbean, Central and Eastern Europe, Latin America, the Middle East and the South Pacific.

Our mission is to further social and economic progress in developing countries by strengthening human capabilities. Programs are designed to foster and increase the capacities of local voluntary, private and public institutions to strengthen human resources for development. This mission is predicated on the conviction that people—their institutions, skills and capabilities—are the most critical resource for development.

FIT and its partners share responsibility for project planning, design, implementation and evaluation. Our partnership strategy allows individuals and organisations to take a proactive and ongoing role in changing and improving their own lives and the lives of others. Programs have focused on enterprise development, management development, strengthening of civil society, good governance, public administration, environmental management, gender equality and more recently, human rights, particularly child rights and mainstreaming of disabilities within poverty reduction programs.

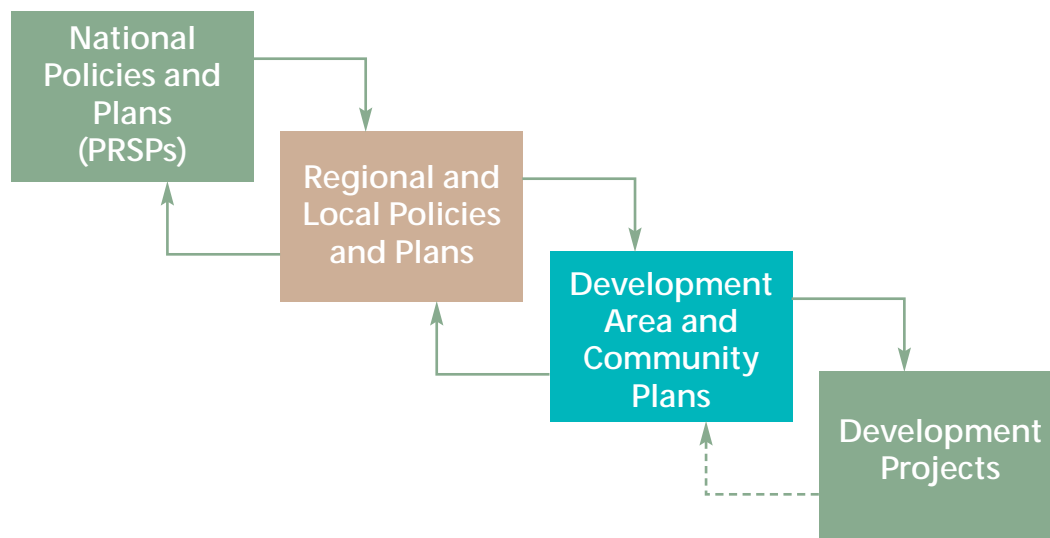
Programs managed by FIT have been funded by a number of donor agencies, as well as its partners overseas. Donors have included the Canadian International Development Agency, the Asian Development Bank, the World Bank, the Australian International Aid Bureau, the Swiss Agency for Cooperation and Development, the Social Fund for Development-Egypt, several United Nations agencies and the Lee Foundation.

In response to the growing need for capacity building in the public sector, FIT has brought together a team of professionals with wide ranging experience at senior levels of government. The skills and expertise of these Associates combined with FIT's institutional expertise in delivering integrated programs for building human and social capital represents a unique capacity to address the demand for public sector strengthening. FIT also works with several institutions in the public and private sectors to draw on the best expertise available in Canada to support various development needs.

# Governance and Capacity Building

The importance of an effective public sector is being acknowledged by the international community through a renewed interest in supporting and strengthening effective systems of governance. At the same time, governments in developing and transition countries face a number of immediate and concrete challenges. They are called upon to create conditions that enable poor communities to build sustainable livelihoods while at the same time promoting a stable environment for foreign investment. While they need to be able to work within the evolving framework of international institutions, governments must also win the trust and confidence of their citizens in the management of public finances, enforcement of law and promotion of human rights. As the role of the public sector increases, governments are searching for the means to strengthen their own capacities to manage in today's increasingly complex globalized environment.

FIT's approach to capacity development seeks to promote change within government institutions while at the same time making a positive and lasting impact on the process of governance through the use of innovative participatory processes. Our capacity building programs are designed to transform and strengthen institutions through integrated approaches that address policy and implementation challenges by strengthening knowledge and skills at both the institutional and individual levels, and building capacities among local institutions capable of providing training and development services on a sustainable basis.



# F I T and its partners have a wealth

## **Strengthening the institutions of government**

- strategic planning, business planning and policy development
- design of fairness, integrity and transparency standards
- central agency/ministry accountability relationships
- decentralization and local governance
- staff planning development and training
- stakeholder consultation

## **Public policy and change management**

- public policy formation
- program development and operational review
- transition and implementation planning

## **Public finance and financial management**

- public finance and budgeting
- public-private partnership
- management of local transfer payment agencies
- integrated financial information systems

## **Legal and judicial reform**

- drafting of legislation and regulations
- design and use of operational agencies and adjudicative tribunals
- provision of legal services



# of experience in building capacities:

## **Environmental policy and programming**

- drafting regulations
- development of enforcement and monitoring systems
- non-punitive approaches to encourage compliance
- program design and implementation

## **Civil society strengthening**

- community participation and leadership
- community-based organisations as service providers
- Participatory Rapid Appraisal and Participatory Learning and Action
- Local governance and civil society participation

## **Gender equality**

- development and implementation of gender equality strategies
- sector specific strategies
- gender equality training

## **Rights-based programming and social protection**

- situational analysis
- stakeholder networking and research
- program design, implementation and evaluation

## **Information and communications technologies (ICT)**

- ICT as a tool for managers
- ICT for development



# FIT Associates

## Susan Bazilli

### Information Technologies and Gender Specialist

Ms. Bazilli has over 20 years professional experience in working with large and small organisations from the public, private and non-profit sectors in Canada, South Africa, Zimbabwe, Namibia, Tanzania, Kenya and Ethiopia. She is a lawyer specializing in policy analysis, gender and development and human rights. Since 1996 a central focus of Ms. Bazilli's work has been training and systems development to enable organisations to use information technologies (IT) for development. She has provided technical services and training with a focus on developing capacities to use information and communications technologies for

economic development, small and medium enterprise

development and governance. She has also been engaged

in projects aimed at addressing the digital divide in

Africa through the United National Development

Program (UNDP) and the International

Development Research Centre (IDRC). As a

trainer, she has conducted workshops and

training on IT policy and e-governance,

e-commerce and gender.



## Remy Beauregard

### Legislation Development and Human Rights

Mr. Beauregard brings 35 years of management experience in non-profit and government sectors at the federal and provincial levels. His current projects focus on developing mechanisms for a referendum on a new constitution for Rwanda, development and delivery of a distance learning internet undergraduate program in public administration and acting as the executive director of the Canadian Association of Human Rights Regulatory Agencies. Mr. Beauregard's last position in the provincial civil service was that of executive director of the Ontario Human Rights Commission. Earlier positions include senior executive assignments providing leadership to the Office of Francophone Affairs, developing post-secondary programs and institutions, and negotiations for the Ontario Native Secretariat. Mr. Beauregard also served as the head of one of Quebec's largest health and social services rehabilitation facilities.

# FIT Associates

## John Campbell

Policy Development and Public Sector Change Management

Mr. Campbell is a senior consultant with more than 28 years of experience in public administration. Since 2000 he has conducted over 16 consulting assignments in the areas of program development, program management, strategic planning, organisational renewal and change management, contracting out service delivery and supporting government public tendering processes. Mr. Campbell's last position within the Ontario civil service was as a senior executive in the Management Board Secretariat where he was responsible for staff engaged in numerous cross-ministry projects. Earlier positions included senior management in the areas of policy development, organisational design and staff development.

## Lawrence Close

Public Finance, Budgeting and Fiscal Policy Development

Mr. Close's experience in the area of public finance and government organisation spans three decades. He has specialized knowledge of financial issues related to local governance and managing public budgeting processes. He has led the development and implementation of capital and operational financing programs for the Government of Ontario. In recent years, Mr. Close has provided technical advice and training internationally, assisting governments to strengthen their fiscal management practices. He advised the Government of Uganda on matters related to de-centralization and capacity building of local governments, and provided technical assistance to local governments in the Philippines to strengthen their capacities for revenue generation. Other assignments included establishing a financial management system for the Department of Finance in Abu Dhabi, assisting the Government of Ghana to establish a central government decision making structure and preparing work plans for the reform of China's local tax system. While with the Ontario government, Mr. Close was Assistant Deputy Minister on Municipal Expenditures and Assistant Deputy Minister on Corporate Management Services in the Ministry of Municipal Affairs and Housing.



# FIT Associates

## Bob Glass

### Public Sector Change and Renewal

Mr. Glass has an extensive background in leading organisational change and has often been called upon by the Province of Ontario as a trouble-shooter. He has worked at the most senior levels of the Ontario government and has extensive international experience. Mr. Glass has managed such diverse projects as: process streamlining; facility planning; long-term business planning; communications and funding initiatives; retraining; and organisational troubleshooting. Mr. Glass provided training and management support to the Government of Lithuania to assist its process of implementing new planning and budgeting systems throughout all ministries. He has had executive management responsibility for a number of large provincial agencies and organisations with budgets of up to \$250 million. He led these organisations through complete public sector change processes, from legislative, regulatory and policy changes to organisational restructuring and operational practices. Mr. Glass has also held executive positions within the Ministry of Community and Social Services and the Ministry of Municipal Affairs and Housing.

## Brock Grant, Q.C.

### Legislation Development and Review

Mr. Grant is a senior consultant with extensive legal and management experience in dealing with a wide variety of governance, program management and human rights issues. Recent projects have focussed on program development and review, policy development and subsequent legislative drafting, project management of a grant program and contracting out service delivery. Mr. Grant's last position within the Ontario civil service was that of Director of Legal Services for the Ontario Human Rights Commission. Earlier positions included a variety of senior legal and management assignments dealing with courts administration, adjudicative tribunals, psychiatric patient advocacy and criminal code review.



# FIT Associates

## Richard Lundeen

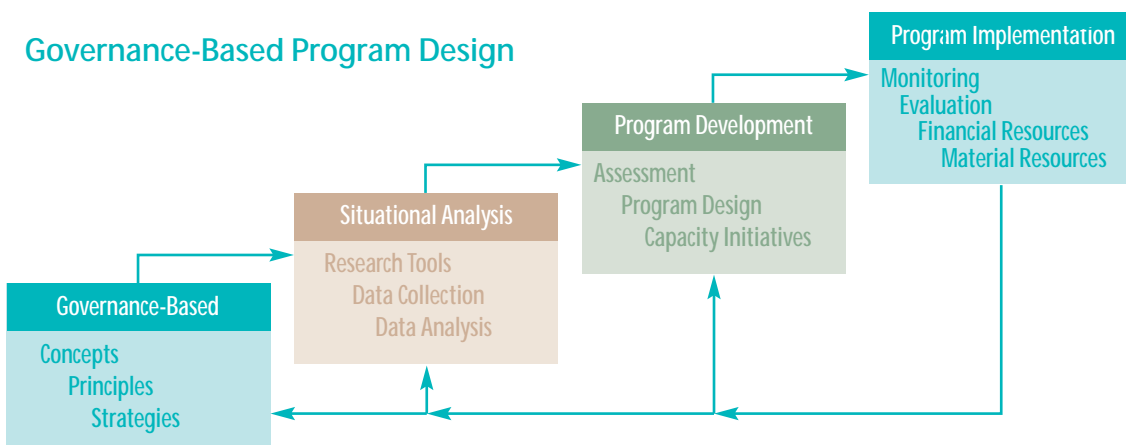
### Public Sector Restructuring

Mr. Lundeen has extensive experience in public sector restructuring, change management and governance to achieve business goals. His experience includes leading major corporate change in the Ontario Public Service. Mr. Lundeen has assisted government agencies in developing strategies to restructure and streamline administrative, financial and human resources services to reduce costs, improve quality and provide high-value business support through shared services and other innovative solutions. He has redesigned governance and accountability structures to enable integrated service delivery (e-government and single windows), shared services and other collaborative initiatives. Earlier positions in the Ontario government include Assistant Deputy Minister on Corporate Initiatives Integration within the Management Board Secretariat and Assistant Deputy Minister for Internal Administration.

## Frances Madden

### Process Specialist

Frances Madden has over 30 years experience in facilitating processes that have helped communities strengthen structures to begin the rebuilding of social capital. Ms. Madden has developed and made major contributions to the drafting of participatory modules which are widely used for training government and non-government organisations. She has trained over 1,000 facilitators and public sector development officers in participatory approaches including participatory learning and action (PLA). She has conducted action research and facilitated the development of Community Action Plans in both rural and urban settings. This work has included the training of facilitators and delivery of field work that resulted in the implementation of Community Development Plans. Ms. Madden has also provided process facilitation at a number of workshops on local government reform.



# FIT Associates

## Ted Manning

### Environmental Policy and Regulation

Dr. Manning is an Associate Director of FIT. He manages and delivers projects for international institutions including the Global Environmental Facility, the United Nations Environmental Programme and the World Tourism Organisation. He delivers training and advises on environmental regulations through FIT's Canada-Jiangsu Small and Medium Enterprise Environment and Management (SMEEP) Project, and has assisted in the development of public policy to promote sustainable tourism industries in Turkey, Bulgaria, Egypt, Argentina and Maldives. From 1993 to 2002 Dr. Manning was the Director of Sustainable Development and Environmental Management at Consulting and Audit Canada, leading a consulting group that specializes in the development and implementation of government environmental policies and programs as well as training and outreach for those decision makers who must put them into practice.

## Jim Parker

### Public Sector Innovation and Local Governance Specialist

Mr. Parker is a specialist in public policy and strategic planning with expertise in the design and management of public services and development of strategies for effective use of information and communications technologies (ICTs) to strengthen systems of governance. He also specializes in local government issues, and has led changes to systems of financing urban services delivery.

Mr. Parker has delivered training and management support to a number of international public sector capacity building programs. He provided technical assistance and training to support the development of a management information system for use by local governments in Uganda, and designed and delivered a training program for the Namibian Association of Local Authority Officers. Mr. Parker also provided training and technical assistance to support the development of a strategic business plan with the Ministry of Public Administrations Reform and Local Authorities in Lithuania. Through this project, he also supported the development of strategic plans and budgets for all Ministries of the Lithuanian Government. Mr. Parker's earlier positions in the Ontario government included Assistant Deputy Minister for Municipal Operations with the Ministry of Municipal Affairs and Housing and Senior Policy Advisor to the Management Board of Cabinet.



# FIT Associates

## Fred Peters

### Public Policy Development

Mr. Peters has led policy initiatives in the areas of policing, occupational health and safety, and social housing. With over 26 years of experience in public policy, he has made regular presentations and recommendations directly to the Premier and Cabinet. Mr. Peters has also led stakeholder consultation initiatives on a number of highly contentious and complex public policy issues in areas such as policing and the community, and labour relations. Through this work he managed negotiation and consultation processes to ensure public input. Much of his public policy work has also included the development, redesign or reform of systems for public service delivery. His international experience includes working directly with staff of the Ministry of Justice in Lithuania to develop a planning model that integrates policy development and fiscal planning within the context of the national budget and Government priorities. His positions in the Ontario government included Assistant Deputy Minister in three ministries: Solicitor General and Correctional Services; Labour; and Municipal Affairs and Housing.

## Frank Williams

### Legislation and Regulatory Reform

Mr. Williams is a lawyer whose key qualifications include legislative and regulatory drafting, policy development and implementation of legislation. He is an expert in health law and governance issues, facilitation and negotiation, and establishment of private-public partnerships. Mr. Williams's international experience includes providing guidance and technical assistance to support legislative reform in the health sector for the Government of Tanzania, comprising policy development, review of existing legislation and drafting of new laws and regulations. He also drafted uniform protocols and legislation relating to tuberculosis for the World Health Organisation and provided assistance to the new territory of Nunavut in Canada to develop legislation and policy in the areas of health and human rights. He was previously the Deputy Director and Legal Counsel for two ministries of the Ontario government and Assistant Registrar of Regulations, Office of the Legislative Council, Attorney General's Office.





*Stakeholder Mapping*

FIT's mission is to further social and economic progress in developing countries by strengthening human capabilities.

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FIT is incorporated as a non-profit organisation under charter granted by the Minister of Consumer and Corporate Affairs and has been granted tax-exempt status by the Minister of National Revenue (Registration Number 05-009-42-02-13).



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