



Observatory on Strategies and Mechanisms for Effective Public Management

Canada

December, 2014

This Observatory is being reviewed by the Treasury Board of Canada



General Information

General Information

By Country: Indicators of Public Management

1. The Government of Canada

[Bank of Canada](#): Presents information related to Canada's core functions on monetary policy, its economic framework, its large value transfer system (LVTS), inflation, key interest rates and Canada's decision making progress along with several monetary and economic indicators.

[Canada's National Statistical Agency](#): Provides statistical information for Canada's unemployment, population growth, inflation, GDP growth, health indicators, and educational indicators along with several other important related fields.

[Canada Revenue Agency](#): Provides information, services and applications related to Canada's tax and regulations which include publications, form, and studies among other sources of information.

[Foreign Affairs, Trade and Development Canada](#): Offers information on Canada's trade policies, foreign affairs and development strategies.

2. The CIA World Fact Book

[Canada](#): Offers a large database on Canada's, history, economy, geography, transportation, military, people and society, government, transnational issues, energy and communications.

3. World Bank (WB)

[Canada Data](#): Presents Canada's development indicators, economic highlights and its national income level

4. International Monetary Fund (IMF)

[Canada Economic Indicators](#): Offers a quantitative look at Canada's economy including exports, imports, reserves, interest rates, exchange rates, prices and production and GDP.

[Canada 2013 Article IV Consultation Concluding Statement of the Mission](#)

The statement presents the preliminary assessment of the 2013 IV Article Consultation Mission to Canada.

5. United Nations (UN)



[Canada Public Administration](#): Analyzes Canada's background on its public administration with a strong focus on the country's general data, its legal structure, state and civil society, civil service, ethics and civil service and e-government.

[Canada Country Profile, United Nations Commission on Sustainable Development](#): This database provides a large amount of information regarding general information, Canada's sustainable development approach related to the United Nations "Agenda 21 Chapters".

6. The Organization of American States (OAS)

[National Report of Canada](#): The report takes a look at Canada's developments and missions on democratic governance, prosperity, security, energy, environment and social development.

By Country: Studies and Investigations

1. Organization of American States (OAS)

[Public Policy Observatories in the Americas: A Guide for their design and implementation in our public administrations](#) (2015), Organization of American States

[Public Management Guiding Institutions in the Americas](#) (2014) Organization of American States

2. World Bank (WB)

[The Leverage Ratio](#) (2009), the World Bank

[Immigration Policies: The United States and Canada](#) (2010), the World Bank

[Public Policy for Corporate Social Responsibility](#) (2003) the World Bank

3. United Nations (UN)

[Innovation in Governance and Public Administration: Replicating what Works](#) (2006), the United Nations

4. International Monetary Fund

[IMF Country Report No. 15/23](#), (2015), the International Monetary Fund



Long Term Vision

Introduction

[Canada](#) is a federal parliamentary democracy and a constitutional monarchy with a sovereign as head of state and a Prime Minister as the Head of government. The country constantly evolves its public policy at all the government levels as time goes by in order to meet the growing public needs of its citizens. With a population of over 35 million citizens, Canada's public sector is crucial for the well being and future of all Canadians.

For what concerns the planning of the Canadian long term vision, the main institution empowered in the matter is the [Treasury Board](#), which is advised and administered by the [Treasury Board Secretariat](#) who has the vision to "[Better Government: with partners, for Canadians.](#)". To that end, the mission the Secretariat is to promote and implement: a) Effective People; b) Effective Policies; and c) Effective management of the Public Purse.

The difference between the [Treasury Board](#) and the Secretariat is that [the Treasury Board of Canada Secretariat](#) is the main institution who is in charge of most orders in council and [the Treasury Board](#) is a cabinet committee of the Queen's Privy Council of Canada. The Treasury Board was established in 1867 and given statutory powers in 1869.

The Treasury board's main strategy in administering public services is seen through the Treasury Board Secretariats "[Whole-of-government-Framework](#)" which lays out the country's national plan/vision.

Institutional Framework

The [Treasury Board](#) is the government institution responsible of the general administrative policy in the federal public administration; therefore it is in charge of Canada's long term vision and public policy success ([The Financial Administration Act of 1985](#)).

The responsibilities of the Treasury Board are (Section [7 of the Financial Administration Act](#)):

- a) General administrative policy in the federal public administration;
- b) The organization of the federal public administration and the determination and control of establishments;
- c) Financial management, which includes, expenditures, financial commitments, accounts, fees or charges for the provision of services or the use of facilities, rentals, licenses, leases, revenues from the disposition of property, and procedures by which departments manage, record and account for revenues received or receivable from any source;
- d) Reviewing the annual and longer term expenditure plans and programs of departments, and the determination of priorities;
- e) Management and development by departments of lands, other than Canada Lands as defined in the [Canada Lands Surveys Act 2014](#);
- f) Human resources management within the federal public administration which includes the determination of the terms and conditions of employment of persons employed in it;



- g) Terms and conditions of employment of citizens appointed by the Governor in Council that have not been established under any other Act of Parliament or order in council or by any other means; and
- h) Internal audit in the federal public administration.

The President to chair the [Treasury Board](#) is directly responsible for the management of the government by translating the policies and programs approved by Cabinet into operational reality and the President also provides the departments with the resources and the administrative environment the departments need to do their work.

The [Treasury Board](#) is advised and administered by the [Treasury Board Secretariat](#) who has the following missions:

- a) Effective People:** To cultivate the federal public service as a model workplace professional, skilled worker can be trained and motivated in order to serve Canada and its citizens;
- b) Effective Policies:** To build management frameworks, to support pro active risk management and to also empower partners in order to manage resources and to report the results; and
- c) Effective management of the public purse:** To provide guidance so that resources are properly managed across government with a focus on results and a value for money.

The [Secretariat](#) is headed by a Secretary who reports to the President of the [Treasury Board](#). It has the main task to provide advice and support to the Treasury Board ministers in their role to ensure value for money as well as providing oversight of the financial management functions in the departments and agencies

Strategies and Mechanisms

Canada counts with a framework for the areas the government wants to pay close attention to and invest for the future of the country. The "[Whole-of-government-Framework](#)", elaborated by the [Treasury Board Secretariat](#), mentions four (4) areas and sixteen (16) outcome areas in [the national strategies](#) that the Canadian Government has set out to provide for Canadian citizens. The four (4) areas are: 1. Economic Affairs; 2. Social Affairs; 3. International Affairs; and 4. Government Affairs.

1. Economic Affairs

- *Income security and employment for Canadians:* This program has the purpose to improve the financial situation of Canadian citizens and to provide basic income support to those vulnerable citizens. This outcome area also includes Employment Security;
- *Strong economic growth:* The program activities are oriented to create an environment which will lead to economic growth and development in all the sectors of the economy. Programs are implemented in all regions of Canada;
- *An innovative and knowledge-based economy:* Programs prepare the country for future challenges by investing in innovative research, specialized education, training and development;
- *A clean and healthy environment:* Programs assure that Canada's environment is protected and restored. The program also assures that natural resources are used in a sustainable manner for future generations; and



- *A fair and secure marketplace:* Activities stimulate private investment and business activities and maintain the integrity of the Canadian market.

2. Social Affairs

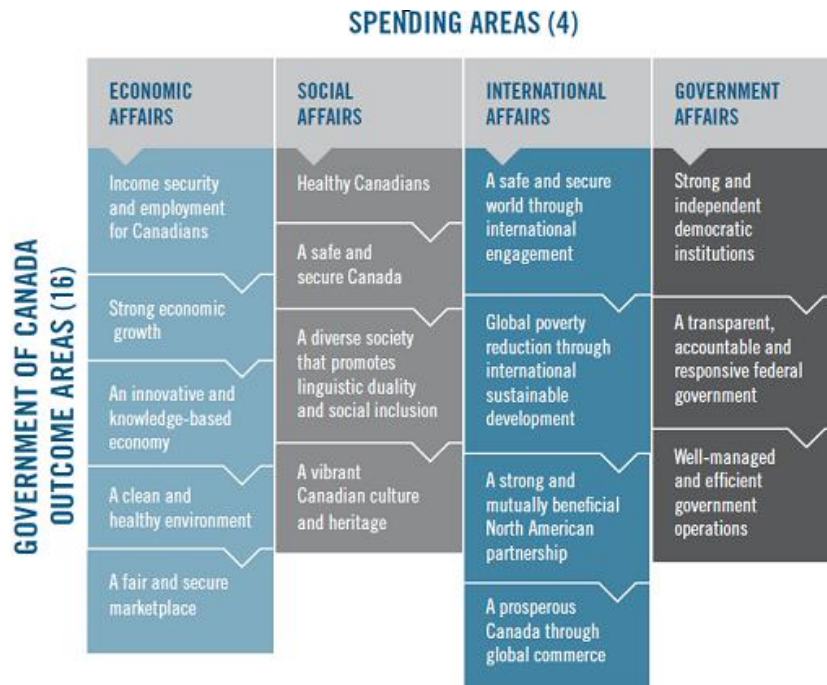
- *Healthy Canadians:* Activities aim to create a responsible, accessible and sustainable health system. This outcome area also includes the Canada Health Transfer;
- *A safe and secure Canada:* The program activities aim to maintain the safety and security of Canada and its citizens through crime prevention, law enforcement, the securing of Canadian borders and emergency preparedness;
- *A diverse society that promotes linguistic duality and social inclusion:* The program activities aim to promote and protect Canada's official languages, human rights and the participation of all groups in Canadian society; and
- *A vibrant Canadian culture and heritage:* The program activities aim to support Canadian culture and to expand the knowledge of Canada's history and heritage such as its military history and national heritage sites one can visit.

3. International Affairs

- *A safe and secure world through international engagement:* promote peace and security, freedom, democracy, human rights throughout the world, and for there to be Canadian representation abroad. This is achieved through the provision of military and police support, services to Canadians abroad, and international diplomacy;
- *Global poverty reduction through international sustainable development:* support sustainable development in developing countries. This Includes supporting social and economic development and food security activities; providing emergency international development assistance and debt relief; strengthening the effectiveness of public, non-governmental and international institutions; engaging Canadians; and influencing the global aid agenda;
- *A strong and mutually beneficial North American partnership:* Programs to improve socio-economic well being and for the security of Canadian citizens in the continent. Canada efforts on this issue are: security, trade facilitation, transportation, the environment and public health; and
- *A prosperous Canada through global commerce:* promote and sustain international trade and investment for Canada and Canadian businesses through the promotion of Canadian goods and services abroad, the negotiation of international trade agreements, and the regulation of Canadian products to meet international market requirements.

4. Government Affairs

- *Strong and independent democratic institutions:* functions performed by the three arms of government: the judiciary, the legislature, and the executive and activities that aims to support these institutions and to maintain their independence.
- *A transparent, accountable and responsive federal government:* Safeguard public trust in government and strengthen the interaction between the government and Canadian citizens.
- *Well managed and efficient government operations:* To support the government in delivering its core operations, and to maintain rigorous stewardship over financial resources, assets and human resources which include the federal treasury, tax collection, public service recruitment and development, the provision of linguistic and procurement services, and administrative tribunals.



Source: Treasury Board of Canada Secretariat "Whole-of-Government framework"

National Strategies/Planning

Introduction

The [government of Canada](#) has been making great efforts to improve its public services and to implement new strategies aimed to target current and future problems in order to provide an efficient and effective public management.

The [Whole-of-government framework](#) has the purpose of mapping the financial and non-financial contributions of federal organizations who are receiving appropriations by aligning their program activities to a set of high level outcome areas which were created for the government as a whole.

Within these focus areas the framework works on, there are several strategies and plans developed by the different Canadian departments and agencies. In that regard, the most important national strategies are: 1. The [Economic Action Plan 2013](#); and 2. the ["Federal Sustainable Development Strategy 2013-2016"](#); both tackling many of the ["Whole of Government Framework"](#) focus areas.

The institutions responsible for the implementation and management of the mentioned national strategies are the [Department of Finance](#) which is in charge of the [Economic Action Plan 2013](#); and [Environment Canada](#) which is in charge of the [Federal Sustainable Development Strategy 2013-2016](#).



Institutional Framework

This section is divided into the following parts:

1. The Department of Finance

The government entity responsible of the implementation of the [Economic Action Plan 2013](#) is the [Department of Finance](#), created by the [Financial Administration Act of 1985](#) (Section 14).

The organizational structure of the [Department of Finance](#) of Canada is as follows: 1. Economic and Fiscal Policy Branch; 2. Economic Development and Corporate Finance Branch; 3. Federal-Provincial Relations and Social Policy Branch; 4. Financial Sector Policy Branch; 5. International Trade and Finance Branch; 6. Tax Policy Branch; 7. Law Branch; 8. Corporate Service Branch; 9. Consultations and communications Branch; and 10. Internal Audit and Evaluation.

Its main [responsibilities](#) are, among others:

- a) Preparing the federal Budget and the Update of Economic and Fiscal Projections;
- b) Preparing the Annual Financial Report of the Government of Canada and, in cooperation with the Treasury Board of Canada Secretariat and the Receiver General for Canada, the Public Accounts of Canada;
- c) Developing tax and tariff policy and legislation;
- d) Managing federal borrowing on financial markets;
- e) Designing and administering major transfers of federal funds to the provinces and territories;
- f) Developing financial sector policy and legislation; and
- g) Representing Canada in various international financial institutions and groups.

2. Environment Canada

[Environment Canada](#) is the national agency in charge of the elaboration, implementation and supervision of the [Federal Sustainable Development Strategy 2013-2016](#). Its main objectives are to protect the environment, conserve the country's natural heritage and to provide information regarding the weather in order to keep Canadians safe.

[The Department](#) provides the following environmental services, which until today continue being part of their main focus and area of work: 1. Atmospheric Environment Service; 2. Environmental Protection Service; 3. Fisheries Service; 4. Land, Forest and Wildlife Service; and 5. Water Management Service.

It is [organized](#) in the following way: 1. Strategic Policy and Regional Directors General Offices; 2. Environmental Stewardship; 3. Meteorological Service of Canada; 4. Science & Technology; 5. Finance and Chief Financial Officer; 6. International Affairs; 7. Human Resources; and 8. Corporate Services.

The responsibilities [Environment Canada](#) has are:

- a) Preserve and enhance the quality of the natural environment, including water, air, soil, flora and fauna;



- b) Conserve Canada's renewable resources;
- c) Conserve and protect Canada's water resources;
- d) Forecast daily weather conditions and warnings;
- e) Enforce rules relating to boundary waters; and
- f) Coordinate environmental policies and programs for the federal government.

Strategies and Mechanisms

The most important national strategies developed and implemented by the Canadian government are the Economic Action Plan and the Federal Sustainable Development Strategy.

1. The Economic Action Plan, introduced in 2009, is Canada's federal strategy to assure a sustainable economic growth and stability in the country. The purpose of the Plan is to:

- Assure jobs for Canadians;
- Have a balanced budget;
- Control program spending; and
- Improve the integrity of the tax system and the conditions for businesses to succeed.

The Plan establishes six (6) **priorities**:

1. Jobs Growth and Prosperity. It includes several programs that are helping boost job creation, grow the economy and increase Canada's long-term prosperity, through the implementation of job creation and growth innovation, investment, skills and communities and by keeping taxes low and returning to budget balance over the medium term.

2. Responsible Resource Development. This project has the purpose to foster growth, development and jobs. It allows the potential for Canada's resource sectors to create high-value jobs across the country while also strengthening safety and environmental protection.

It includes eight (8) sections:

- Responsible Resource Development and Jobs;
- Enhancing Environmental Protection;
- Aboriginal Peoples Participation In Canada's Resource Economy;
- Enhancing Marine Safety;
- Enhancing Pipeline Safety;
- Streamlining the Regulatory Process: Improved Efficiency and Reduced Duplication;
- Major Projects Management Office; and
- Small projects

3. Border Action Plan. The Prime Minister of Canada and the President of the United States of America both issued "Beyond the Border: A shared Vision for Perimeter Security and Economic Competitiveness". The Plan involves **five (5) parts**:

- Addressing threats early;
- Trade Facilitation, Economic Growth and Jobs;



- Cross Border Law Enforcement;
- Critical Infrastructure and Cyber Security; and
- Managing New Long Term partnership

4. **Regulatory Cooperation Council.** Canada and The United States of America announced the creation of the **Canada-United States Regulatory Cooperation Council (RCC)** to better align the two countries regulatory approaches in the areas it could improve or are possible. These include:

- Agriculture and Food;
- Transportation;
- Environment;
- Health and personal Care Products and Workplace Chemicals;
- Nanotechnology; and
- Small Business Lens

5. **Support for Workers and the Unemployed.** The program connects Canadians with available jobs by equipping them with the skills and training they need in order to get higher paying jobs. This also helps businesses connect with talented Canadians in order for the businesses to operate at a competitive and high level. It focuses on:

- Skills Training;
- Apprentices;
- Continuing Education;
- Youth;
- Persons with Disabilities;
- Aboriginal People;
- Older Workers; and
- Newcomers

6. **Building Canada's North.** To tackle the challenges of the North, the Canadian government has created a **Northern Strategy**. The Economic Action Plan includes initiatives that have been created in support of this strategy and fall under these four (4) priorities:

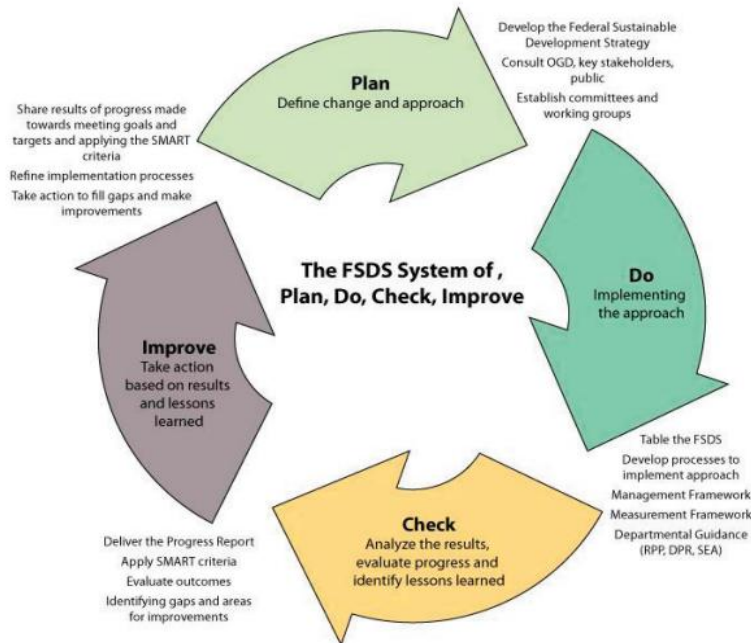
- Northern Development: Promoting Social and Economic Development;
- Northern Environmental Heritage: Protecting our Environmental Heritage;
- Arctic Sovereignty: Exercising our Arctic Sovereignty; and
- Northern Governance: Improving and Devolving Northern Governance

2. **The Federal Sustainable Development Strategy (FSDS) 2013 - 2016** is Canada's national Plan to sustain the country's environment for future generations. It was developed and implemented by a legal framework under the **Federal Sustainable Development Act** and involves the basic principle that sustainable development is based on using natural resources in an efficient and sustainable way.

The FSDS works in cycles of three years. One cycle - which started in 2010 - has already been completed and currently the second cycle started in 2013 and ends in 2016. A third cycle for the Federal Sustainable Development Strategy will be implemented once the second cycle is over.

The three-year cycle works on the system of “Plan, Do, Check, Improve”, that supports change over time:

Figure 3 – The “Plan, Do, Check, Improve” Model



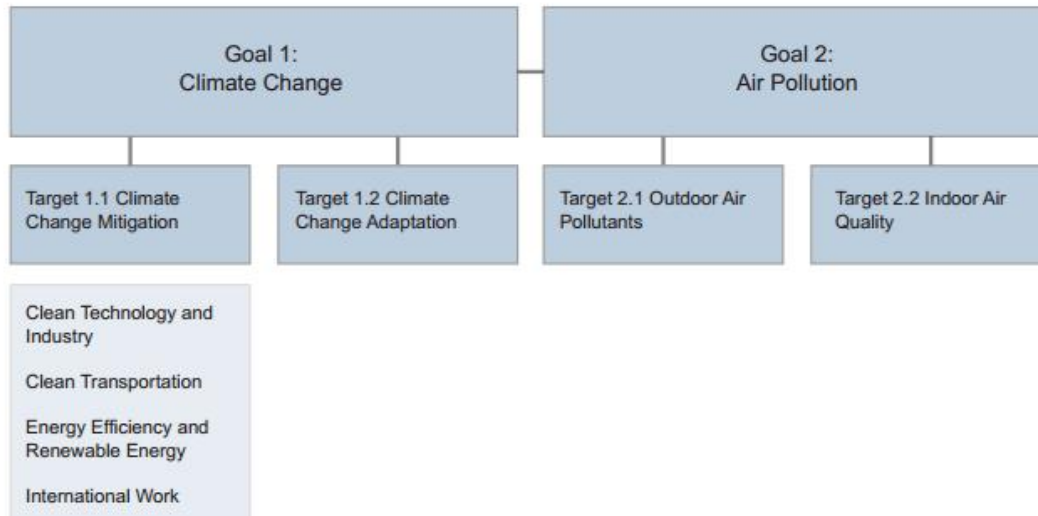
Source: Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada 2013–2016

The strategy for the 2013 – 2016 period follows three (3) main key steps (FSDS, “Executive Summary”, page 3):

- Build the whole of government framework by adding more government actions to the strategy;
- Enhance the link to connect federal planning and reporting through ongoing alignments between the FSDS and federal departments; and
- Expand the Canadian Environmental Sustainability Indicators suit in order to assure that the indicators are available to measure progress on all of the strategies goals and targets.

The Federal Sustainable Development Strategy is set up in four (4) priority themes, all with specific targets the goal attempts to focus on. These are:

Theme I: Addressing Climate Change and Air Quality, composed of Goal 1 and 2



Source from: [Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada 2013–2016](#)

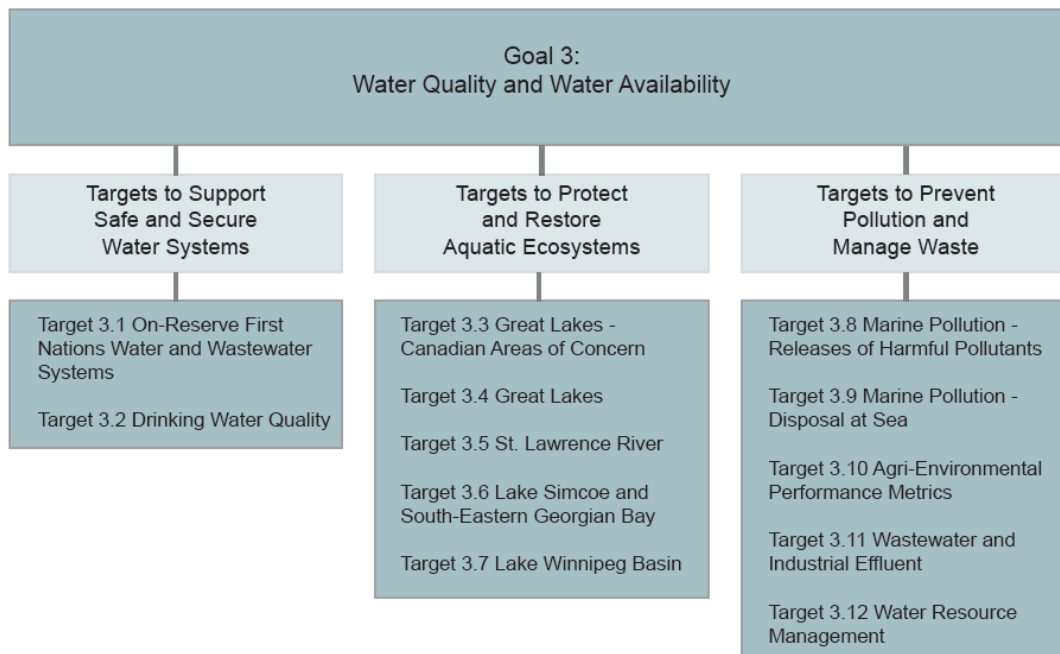
1. **Goal 1: climate change and air quality.** It establishes two (2) targets for each goal:

- a) *Target 1.1* under Goal 1 is to address climate change mitigation to reduce greenhouse emissions. By 2020 it is hoped to reduce 17% of Canada's total GHG emissions.
- b) *Target 1.2* is on climate change adaptation. The target is to provide Canadians with all the information regarding climate change; as well as provide information and tools to individuals, communities, regions and economic sectors regarding the impacts of climate change.

2. **Goal 2: air pollution,** whose targets are:

- a) *Target 2.1* is on outdoor air pollutants which targets to reduce emissions of sulphur oxides, nitrogen oxides, volatile organic compounds, particulate matter, carbon monoxide and ammonia. Improve outdoor air quality by ensuring compliance with new regulated emission limits by 2020 and therefore reducing emissions of air pollutants.
- b) *Target 2.2* tackles indoor air quality, which provides guidance aimed at reducing Canadians being exposed to indoor air pollutants. Protecting Canadians health is the main objective under this target. This is done by providing health-based guidance and tools to support actions in order to better manage indoor air quality.

Theme II: [Maintaining Water Quality and Availability](#), composed of Goal 3:



Source: Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada 2013–2016

1. Goal 3: Water Quality and Water Quantity: it has the purpose to protect and enhance water so that it is clean, safe and secure for all its citizens, promoting a healthy ecosystem. It is divided into three (3) areas, each one with specific targets, namely:

- Targets to Support Safe and Secure Water Systems:
 - a) *Target 3.1* "On-Reserve First Nations Water and Wastewater Systems" aims to increase the percent of on-reserve "First Nations Water Systems" with low risk ratings from 27% to 50% by 2015 and to also increase the percent of "on-reserve First Nations wastewater systems" with low risk ratings from 35% to 70% by 2015; and
 - b) *Target 3.2* "Drinking Water Quality" has the purpose to protect the health of Canadians by developing up to 15 water quality guidelines/guidance documents by 2016.
- Targets to protect and Restore Aquatic Ecosystems:
 - a) *Target 3.3* The Canadian concerns on the Great Lakes looks at federal actions to restore beneficial uses for delisting five Canadian Areas of Concern and to reduce the number of impaired beneficial uses in the remaining Areas of Concern by 25% by 2018.
 - b) *Target 3.4* Target on the Great Lakes looks at restoring and protecting the Great Lakes by developing and gaining bi-national acceptance of objectives for the management of nutrients in Lake Erie by 2016 and for the other Great Lakes as required.
 - c) *Target 3.5* Looks at the St. Lawrence River and the plan has been to take federal actions to reduce pollutants in order to improve water quality, conserve biodiversity and ensure beneficial uses in the St. Lawrence River by 2016.



d) *Target 3.6* In Lake Simcoe and South-eastern Georgian Bay. The focus is to reduce an estimated 2000 kg of phosphorus loadings to Lake Simcoe by 2017, which will support the Province of Ontario's target to reduce phosphorus inputs into Lake Simcoe to 44 000 kg/year by 2045. Reduce an estimated 2000 kg of phosphorus loadings to south-eastern Georgian Bay watersheds by 2017.

e) *Target 3.7* In Lake Winnipeg Basin. The aim and progress have been focused to reduce by 2017 inputs to water bodies in the Lake Winnipeg Basin, in support of the Province of Manitoba's overall plan to reduce phosphorus in Lake Winnipeg by 50% to pre-1990 levels.

■ **Targets to Prevent Pollution and manage Waste**

a) *Target 3.8* Focuses on marine pollution and its threats. The focus here is to protect the marine environment by an annual 5% reduction in the number of releases of harmful pollutants in the marine environment by vessels identified during pollution patrol from 2013-16.

b) *Target 3.9* Marine Pollution (Disposal at Sea) looks at disposing permitted wastes in the sea be sustainable. The goal is that 85% of disposal site monitoring events do not identify the need for site management action from 2013-16.

c) *Target 3.10* Agri-Environmental Performance Metrics focuses on achieving a value between 81-100 on each of the Water Quality and Soil Quality Agri-Environmental Performance Metrics by March 31, 2030.

d) *Target 3.11* On wastewater and industrial effluent focuses on reducing risks associated with effluent from wastewater and industrial sectors by 2020.

e) *Target 3.12* Water Resource Management focuses on facilitating sustainable water resource management through the collection of data and the development and dissemination of knowledge from 2013-16.

Theme III: Protecting Nature and Canadians, composed of Goals 4 and 5.

Figure 10 – Theme III: Protecting Nature and Canadians



Source: Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada 2013–2016

1. Goal 4: Conserving and Restoring Ecosystems, Wildlife and Habitat, and Protecting Canadians

- Targets to Conserve and Restore Ecosystems, Wildlife and Habitat
 - a) *Target 4.1* Species at Risk target aims that by 2020, populations of species at risk listed under federal law exhibit trends that are consistent with recovery strategies and management plans.
 - b) *Target 4.2* Migratory Birds target focuses on improving the proportion of migratory bird species that meet their population goals.
 - c) *Target 4.3* Terrestrial Ecosystems and Habitat Stewardship target aims to contribute to the proposed national target that by 2020, at least 17% of terrestrial areas and inland water are conserved through networks of protected areas and other effective area-based conservation measures.
 - d) *Target 4.4* Improving the Health of National Parks theme focuses on improving the Health of National Parks Improve the condition of at least one ecological integrity Indicator in 20 national parks by 2015.
 - e) *Target 4.5* Marine Ecosystems theme aims that by 2020, 10% of coastal and marine areas are conserved through networks of protected areas and other effective area-based conservation measures.

f) *Target 4.6* Invasive Alien Species aims that by 2020, pathways of invasive alien species introductions are identified, and risk-based intervention or management plans are in place for priority pathways and species.

- Targets to Protect Canadians and their Environment

a) *Target 4.7* Environmental Disasters, Incidents and Emergencies looks at the impacts of environmental natural disasters and how to approach them.

b) *Target 4.8* Chemicals Management looks at reducing risks to Canadians and impacts on the environment and human health posed by releases of harmful substances.

2. Goal 5: Biological Resources

- Targets to Support Sustainable use of biological Resources

a) *Target 5.1* Sustainable Fisheries looks at improving the management and conservation of major stocks.

b) *Target 5.2* Sustainable Aquaculture aims that by 2020, all aquaculture in Canada is managed under a science based regime that promotes the sustainable use of aquatic resources (including marine, freshwater, and land based) in ways that the biodiversity is conserved.

c) *Target 5.3* Sustainable Forest Management aims to contribute to the progress of sustainable management of Canada’s forests by 2020.

d) *Target 5.4* Sustainable Agriculture aims that by 2020, agricultural working landscapes provide a stable or improved level of biodiversity and habitat capacity.

Theme IV: Shrinking the Environmental Footprint – Beginning with Government, this includes Goals 6, 7 and 8

Figure 13 – Theme IV: Shrinking the Environmental Footprint – Beginning with Government



Source from: Planning for a Sustainable Future: A Federal Sustainable Development Strategy for Canada 2013–2016



1. Goal 6: Greenhouse gas emissions and energy, with the purpose to reduce the carbon footprint and energy consumption of federal operations. Goal 6 has one target:

- a) *Target 6.1* GHG emissions reduction has the target that the Government of Canada will reduce greenhouse gas emissions from its buildings and fleets by 17% below 2005 levels by 2020.

2. Goal 7: Asset and Waste Management, with the purpose of reducing waste generated and minimizes the environmental impacts of assets through their life cycle. Goal 7 has 4 targets:

- a) *Target 7.1* On the target on real property environmental performance, as of April 1, 2014, and pursuant to departmental Real Property Sustainability Frameworks, an industry recognized level of high environmental performance will be achieved in Government of Canada real property projects and operations.
- b) *Target 7.2* As of April 1, 2014 on the target of green procurement, the Government of Canada continues to take action to embed environmental considerations into public procurement, in accordance with the federal Policy on Green Procurement.
- c) *Target 7.3* The target on sustainable workplace operations aims that by April 1, 2015; the Government of Canada will update and adopt policies and practices to improve the sustainability of its workplace operations. Efforts are already being made and the results are positive.
- d) *Target 7.4* The target on greening services to clients aims that by March 31, 2015, departments will establish SMART targets to reduce the environmental impact of their services to clients.

3. Goal 8: Water Management, with the purpose to improve water management in federal operations. Goal 8 has one target:

- a) *Target 8.1* On water management, the government of Canada as of April 1, 2014, the Government of Canada will take further action to improve water management within its real property portfolio.

Public Budget

Introduction

The federal budget of Canada is presented every year by the [Canadian Government](#). The purpose is to identify planned government spending, the expected revenue, and to predict economic conditions for the next year. Each year the government creates a budget plan; currently the budget plan is the "[Federal Budget 2014](#)". The yearly federal budget is usually released in February or March which is before the start of the fiscal year. Each province of Canada also presents their yearly budgets, yet they are released after the federal budget.

The institutions that work together to formulate and implement a federal budget are the [Ministry of Finance](#) along with [the Treasury Board Secretariat](#) and the [Privy Council Office](#). They all work together with the frameworks set by the [Economic Action Plan \(EAP\) of 2013](#) which aims to assure jobs for Canadians, to have a balanced budget, control program spending, improve the



integrity of the tax system and improving conditions for businesses to succeed. To prepare a federal budget, the government of Canada has what is called “Budget Themes”, these are:

a) Supporting Jobs and Growth. The [EAP of 2013](#) supports jobs and growth by connecting Canadians with the available jobs, it strengthens Canada’s labor market and invests in the future workforce;

b) Supporting Families and Communities. The government supports families and communities by keeping taxes low, putting consumers first, protecting the health of its citizens and their safety and preparing communities for possible natural disasters; and

c) The Road to a Budget Balance. Canada’s road to balance is a process with the focus to create sustainable job growth and opportunities for all Canadians. The Plan the government follows to do so is:

- Ensures tax dollars are used to support important social services;
- Preserves Canada’s low-tax plan and allows for further tax reductions which create and promote growth and the creation of jobs for all citizens of Canada;
- Helps to keep interest rates low, creating confidence with consumers and investors who help with job growth and creation;
- Strengthen the country’s ability to respond to longer-term challenges like population aging and unexpected global economic shocks; and
- Sustainable public services over the long run, and it ensures fairness and equity for future generations by avoiding tax increases or reductions in services.

Canada has a strategy on how the federal public budget is passed yearly and the process it goes through before getting approved. [There are four \(4\) steps](#) to the budget process in Canada: 1) Budget Preparation; 2) Budget Consultation; 3) Budget Decision and; 4) Budget Review and Approval. Strategies in place for the management of the public budget are the [Expenditure Management System 2007 \(Revised\)](#) and the [Management Accountability Framework](#). These frameworks help properly manage the public budget in order to make it more effective.

Institutional Framework

The institution in charge of the public budget is the [Department of Finance](#) who works with the [Treasury Board of Canada Secretariat](#) and the [Privy Council Office](#). Each of these institutions has a specific role in the preparation and implementation of the public budget. [The Department of Finance](#) works jointly with the [Treasury Board](#) and plays an important role to help the government develop social and economic policies that will allow the country to improve their standard of living and their quality of life. The Department is established in the [Financial Administration Act of 1985-2014 \(Section 14\)](#).

1. The Department of Finance

The [Department of Finance](#) is the government entity responsible for the management of the consolidated Revenue Fund and the supervision, control and direction of all matters relating to the financial affairs of Canada not by law assigned to the [Treasury Board](#) or to any other ministry.

The [Department of Finance](#) is structured as follows: 1. The [Economic Development and Corporate Finance Branch](#); 2. The [Economic and Fiscal Policy Branch](#); 3. The [Federal-Provincial Relations and Social Policy Branch](#); 4. The [Financial Sector Policy Branch](#); 5. The [International](#)



Trade and Finance Branch; 6. The Law Branch; 7. The Tax Policy Branch; 8. The Consultations and Communications Branch; 9. The Corporate Services Branch; and 10. Internal Audit and Evaluation.

The roles of the [Department of Finance](#) in regards to the public budget are, among others:

- Preparing the federal Budget and the Update of Economic and Fiscal Projections;
- Preparing the Annual Financial Report of the Government of Canada;
- Developing tax and tariff policy and legislation;
- Managing federal borrowing on financial markets;
- Designing and administering major transfers of federal funds to the provinces and territories;
- Developing financial sector policy and legislation; and
- Representing Canada in various international financial institutions and groups.

2. The Treasury Board¹

The [Treasury Board](#) is the government institution responsible of the general administrative policy in the federal public administration. The roles of the [Treasury Board](#) regarding the public budget are: 1) Accountability and ethics; 2) financial; 3) Personnel and administrative management; 4) Comptrollership; 5) Approving regulations; and 6) Most orders in council.

The [President of the Treasury Board](#) is responsible for the management of the government by translating the policies and programs approved by the Cabinet so that they are operational and also provides the departments with the resources and the administrative environment the departments need in order to carry on with their work ([Section 6, clause 4.2 of the Financial Administration Act](#) of 1985-2014).

3. The Privy Council Office

The [Privy Council Office](#) (PCO) also works with the other two institutions to manage and implement the Federal Public Budget. The [PCO](#) is advisor to the Prime Minister, Secretary to the Cabinet and is a leader in Public Service.

The main functions held by the [PCO](#) in regards to the Canadian public budget are:

- Serving as Secretariat for the Prime Minister and Cabinet;
- Ensuring that policy proposals are consistent with government priorities;
- Coordinating review by central agencies/other government departments/agencies of policy proposals; and
- Responsible for following-up on Cabinet decisions.

Strategies and Mechanisms

In order to elaborate the yearly public budget the [Department of Finance](#), [Treasury Board](#) and [The Privy Council Office](#) work together along with the government. There are four (4) steps to

¹ For more information on the Treasury Board, see “Long Term Vision”



creating the yearly federal budget in Canada. Moreover, for the ongoing management of the federal budget, frameworks like the [Expenditure Management System 2007 \(Revised\)](#) and the [Management Accountability Framework](#) were created.

The Budget process may be divided into the following stages:

1. Budget Preparation (Between June-September).

In the first step of preparing the public budget, the Cabinet meets in June to consider topics and elements of the upcoming yearly budget. These topics include economics, political climate, reports on public issues and concerns and general government priorities. The discussions in the Cabinet about the topics leads to a formal cabinet decision that sets out a federal plan to guide officials in Central Agencies and Departments in regards to budget preparations.

Central agencies consult with standing committee and agency/department leads. [The Privy Council Office](#), [Department of Finance](#) and the [Treasury Board](#) review recommendations from the Cabinet Policy committees and Parliamentary Committees. Then they consult with personnel in each Department and Agency in Canada. These three agencies are responsible for developing the budget strategies and options for the [Department of Finance](#) for the next fiscal year.

Around September the [Department of Finance](#) looks at and reviews the budget strategies that were developed by all three agencies. Then, the [Department of Finance](#) prepares a budget strategy and an update and economic overview of Canada.

2. Budget Consultation (between September-December).

In the second step of the planning and presentation of the budget, the [Department of Finance](#) prepares the "Budget Consultation Papers" which cover the economic and fiscal outlook for the federal government and the prospective fiscal and expenditure targets. Then, the Standing Committee on Finance submits report and the [Minister of Finance](#) is the one who develops the budget strategy.

The budget strategy is released by the [Minister of Finance](#) around October and then he/she begins consultation with the Standing Committee on Finance, provincial finance ministers, the general public and stakeholders. The role of the Standing Committee is to advise and to also make recommendations for any planned changes in the budget. The results that the consultations have created by the President of the [Treasury Board](#) are then developed into a final strategy by the [Minister of Finance](#).

3. Budget Decision (between January-March).

The Cabinet is responsible for reviewing the proposed "Budget Strategy" which was developed by the [Department of Finance](#). Then the Prime Minister and the [Minister of Finance](#) make the final decision on the federal budget. The proposed budget is set in two (2) parts:

- a) The "Budget Speech", which is a general overview of the government's financial framework and includes three (3) parts: 1. Details of the revenue budget; 2. A general overview of spending; and 3. The overall financial state of the year; and
- b) The "Tabling of the Estimates" which provides specifics on the proposed spending plans for each individual federal departments and it has three (3) parts to it: 1. General overview of the spending as it was shown in the "Budget Speech"; 2. The "Main Estimates" which shows a



detailed listing of money that each agency and federal department requires for their work; and
3. The Department Expenditure Plans, which is presented to Parliament during the fall season.

The [Department of Finance](#) is then responsible for finalizing and concluding the Budget documents contained within the "Budget Speech". [Treasury Board Secretariat](#) which consults with the federal departments and agencies finalizes the "Main Estimates" within the "Tabling of the Estimates". Finally, the [Minister of Finance](#) delivers the Budget Speech in February of the New Year and then the President of the Treasury Board delivers the "Tabling of Estimates".

4. Budget Review and Approval (between March-June):

Before the beginning of March, the [House of Commons](#) tables the "Elements" and begins talks and considerations on the matters. During this period of consideration, the Estimates are automatically referred to the appropriate Standing Committee of the House of Commons. The Standing Committees calls upon the Ministers, senior officials and other parties who are or might be involved to make budget appeals and justifications. By the end of March the Committees report on the Estimates to the [House of Commons](#) and deliberations on a "Full Supply" [Appropriations Act](#) which conclude in the end of June of the year.

Professionalized Civil Service

Introduction

Canadian Civil Service passed through a massive reform process which led to the [2003 Public Service Employment Act](#), entered into force on December 31st, 2005.

The Government of Canada is committed to a public service that embodies linguistic duality and that is characterized by fair, transparent employment practices, and respect for employees, effective dialogue, and recourse aimed at resolving appointment issues ([Preamble of the Public Service Employment Act](#)).

The government entities responsible for guaranteeing an effective, citizen-oriented and skilled Public Service are the [Clerk of the Privy Council Office \(PCO\)](#), who is the head of the Public Service; and the [Public Service Commission \(PSC\)](#), which is an independent government agency responsible for appointments and supervision of the implementation of the legal instruments on the matter.

It is noteworthy that in June 2013 the [Clerk of the PCO](#) launched the initiative [BluePrint 2020](#), a government wide-dialogue on the modernization of the public service addressed to all Canadian employees, in all regions, departments and functions. Since its starts, the initiative gathered the participation of more than 110,000 public servants and five (5) themes emerged from the online discussion, namely:

- Innovative Practices and Networking;
- Processes and Empowerment;
- Technology;
- People Management; and
- Fundamentals of Public Service



Institutional Framework

The most relevant entities responsible for Public Service are:

1) The [Public Service Commission \(PSC\)](#), created by the Public Service Employment Act and whose main functions are ([Sections 11 and 12 of the Public Service Employment Act](#)):

- to appoint, or provide for the appointment of, persons to or from within the public service;
- to conduct investigations and audits;
- to administer the provisions of this Act relating to political activities of employees and deputy heads; and
- any other function assigned by the Governor in council

The [PSC](#) is composed by the President and two (2) Commissioners, appointed by the Governor in Council ([Section 4](#)).

2) The [Clerk of the Privy Council](#), who is the Head of the Public Service. In that regard, the main function of the Clerk as Head of the Public Service is to submit a report on the state of the public service in each fiscal year to the Prime Minister. Likewise, the Prime Minister must submit a copy of the report before each House of Parliament on any of the first fifteen days on which that House is sitting after the Prime Minister receives it ([Section 127](#))

Strategies and Mechanisms

The authority to make appointments within the Public Service has been recognized to the [Public Service Commission \(PSC\)](#), who can delegate this function to the deputy heads. To that end, delegated deputy heads are accountable to the Commission and, in turn, to the Parliament, in order to guarantee the observance and application of the principles of merit and non-partisanship.

In that regard, an appointment has to be considered merit-based when it meets the following requirements ([Section 30 of the Public Service Employment Act](#)):

- a) When the [Public Service Commission \(PSC\)](#) is satisfied that the person to be appointed meets the essential qualifications for the work to be performed, as established by the deputy head, including official language proficiency; and
- b) the Commission has regard to: a) any additional qualifications that the deputy head may consider to be an asset for the work to be performed, or for the organization, currently or in the future; b) any current or future operational requirements of the organization that may be identified by the deputy head; and c) any current or future needs of the organization that may be identified by the deputy head.

In that regard, the employer may establish qualification standards, in relation to education, knowledge, experience, occupational certification, language or other qualifications, that the employer considers necessary or desirable having regard to the nature of the work to be performed and the present and future needs of the public service ([Section 31](#)).



The appointment processes may be external, when is addressed to persons outside the civil service; and internal, when only persons employed in the public service may be considered (Definitions). Likewise, for what concerns the assessment methods, the Commission may use any technique, that it considers appropriate to determine whether a person meets the qualifications required, such as a review of past performance and accomplishments, interviews and examinations. ([Section 36](#))

Likewise, within the Public Service a fundamental role is played by Training Programs. In that regard, the institution responsible for the public servants' and managers' training is the Canada School of Public Service – former Canadian Centre for Management Development – created by the [Canada School of Public Service Act of December 1st, 1991](#).

In that regard, its main functions are, among others ([Section 4 of the 1991 Act](#)):

- 1) To formulate and provide training, orientation and development programs for public sector managers and employees, particularly for those in the public service; and
- 2) To assist deputy heads in meeting the learning needs of their organization, including by way of delivering training and development programs.

With the aim of improving the effectiveness and quality of the Canadian Public Service, in 2013 the [Clerk of the PCO](#) – in his role of Head of the Public Service – launched the initiative [BluePrint 2020](#), addressed to all Canadian public servants, which opened a national dialogue on current challenges, needs and strengths within the Civil Service.

The vision behind [BluePrint 2020](#) is to achieve “a world-class Public Service equipped to serve Canada and Canadians now and in the future”. To that end, the principles guiding the initiatives are the following:

- An open and networked environment that engages citizens and partners for the public good;
- A whole-of-government approach that enhances service delivery and value for money;
- A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service; and
- A capable, confident and high-performing workforce that embraces new ways of working and mobilizing the diversity of talent to serve the country's evolving needs

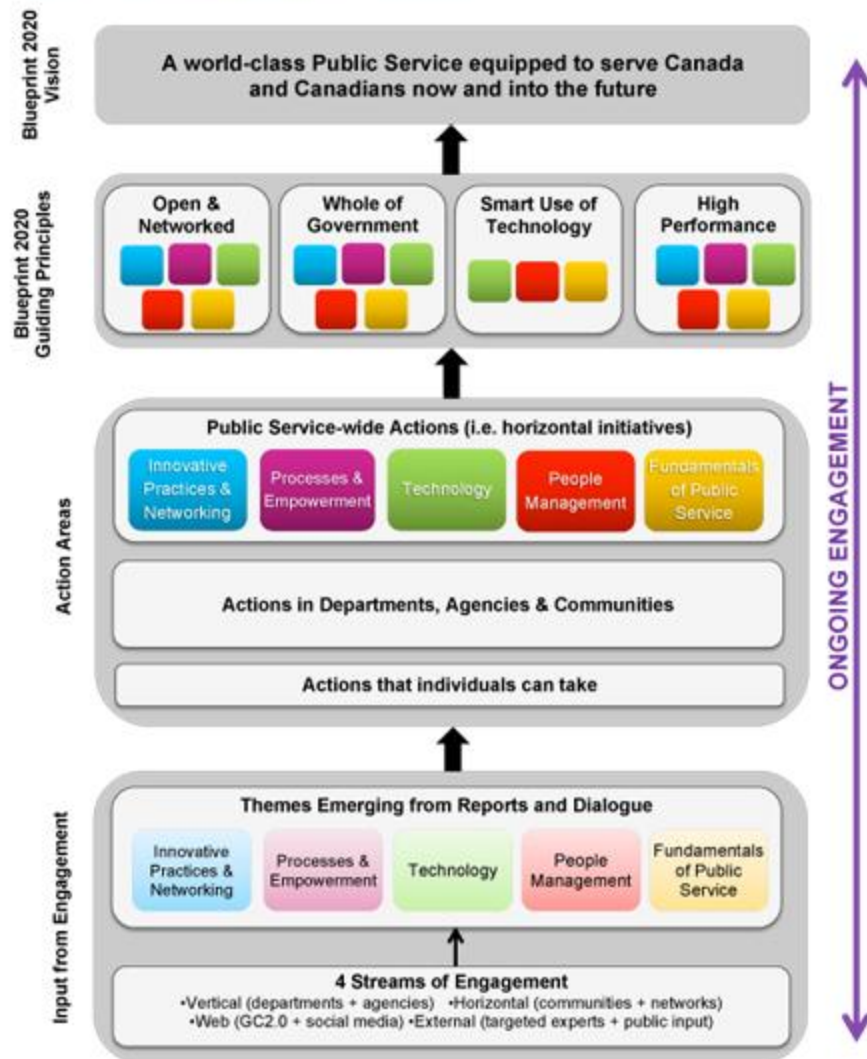
The first result has been the Report entitled “[Destination 2020](#)”, which gathered suggestions and proposals from more than 110,000 public servants. From the analysis of the first results, five (5) five (5) themes, namely:

- a) Innovative Practices and Networking: Public servants want to develop innovative ideas and approaches to better serve Canada and Canadians.
- b) Processes and Empowerment: public servants suggest making better use of time and resources by reducing internal red tape as well as by streamlining approvals, planning and reporting, and administrative functions.
- c) Technology: public servants are looking for a toolset the whole Public Service can use, and support for smart use of technologies such as social media. They are also looking for online tools that help improve services to Canadians. Technology is seen as critical to help communication, collaboration, information sharing and service delivery

d) People Management: new strategies are needed for managing and recognizing performance. They also point to the need for improved recruitment and staffing processes to respond more quickly to changing priorities; and

e) Fundamentals of Public Service: discussions have pointed to a need to bolster strong commitment to diversity, official languages and public service values and ethics. Public servants also value non-partisanship in support of democracy, and understand the importance of effective relationships with elected officials to help support government direction and priorities.

Blueprint 2020 Input, Actions and Outcomes



Source: [Destination 2020 Report](#)



Decentralization

Introduction

Canada is characterized by having a strong and developed decentralized territorial structure, whose main objective is to provide more efficient public services to all its citizens. That being said, Canada is made up of ten (10) provinces which are: Ontario, Quebec, Nova Scotia, New Brunswick, Manitoba, British Columbia, Prince Edward Island, Saskatchewan, Alberta and, Newfoundland and Labrador; and divided into three (3) territories: the Northwest Territories, Yukon and Nunavut and about 4,000 municipal governments. The difference between a province and a territory is that provinces may exercise constitutional powers in their own right and the territories exercise delegated powers under the authority of the parliament of Canada ([The Constitution Acts 1867 to 1982 Section V](#)).

Today, the country has several levels of government: federal, provincial, territorial and local government.

- The federal government is made up of the Prime Minister and Parliament and is responsible for topics that affect all Canadians directly such as national defense, foreign policy, criminal law and citizenship;
- In the provincial level there are provincial governments and each has its own political institutions and leaders like premiers and legislatures. Provincial governments have their own jurisdictions in topics like health care, education, transportation and property rights; and
- At the local level of government or municipal level, the governing bodies have the responsibility over policy fields that are directly related to local communities. They are in charge of, among others: 1. The management of emergency services; 2. The management of public transportation; 3. Planning and development; 4. Public utilities; 5. Local social-welfare services; 6. and Parks, recreation and culture.

The government branch in charge of the relations between the federal government and the decentralized territories is [The Privy Council Office \(PCO\)](#), through the [Federal Provincial Territorial Relations Secretariat](#), which is part of the [Plans and Consultations and Intergovernmental Affairs Branch](#). Strategies to manage local governments are through the creation of various [administrative departments](#) and each serves a public policy function. Each of these [departments](#) will be made up of public service employees that have specific jobs and responsibilities. These include: a) The Council Committee System; b) The Chief Administrative Office System; and; c) The Board of Commissioners System.

Institutional Framework

[The Privy Council Office \(PCO\)](#) is in charge of the different levels of governance in the country through the [Federal Provincial Territorial Relations Secretariat \(FPTR\)](#), which is part of the [Plans and Consultations and Intergovernmental Affairs Branch](#). The responsibilities of the [FPTR](#) are, among others:

- a) Policy advice and strategic planning related to national unity, the broad federal-provincial-territorial agenda, constitutional and legal issues, and fiscal federalism;
- b) Liaison and advice on relations with the provinces and territories and the management of the federation;



- c) Communications and parliamentary affairs support on issues and initiatives with important federal-provincial-territorial dimensions.
- d) Maintain working relations with provincial and territorial intergovernmental affairs officials, public institutions and private-sector interests;
- e) Monitor changing federal-provincial and federal-territorial relations;
- f) Assess the interplay of federal, provincial and territorial positions on issues with significant implications for national unity and the management of the federation; and
- g) Provide strategic advice on federal-provincial-territorial issues in the context of broader government-wide priorities.

Strategies and Mechanisms

Canada's efforts in decentralization are notable through the creation of federations, associations, centers for development, among others. In that regard, examples include: "The International center for Municipal Development", "The Federation of Canadian Municipalities" and "The Council of Federations" amongst many others with the same purpose. Also, The creation of various departments each with their own responsibilities and made up of public service employees will serve as an administrative arm to help manage local governments, especially municipalities. These administrative structures are different within municipalities. These are the three (3) different administrative structures: 1) The Council Committee System; 2) The Chief Administrative Office System; and 3) The Board of Commissioners System. They promote sustainable, competitive and effective local governments.

1. Council Committee System: Many small-medium sized municipalities operate under a "Council Committee System. In this system the council establishes a series of committees to direct and control all of the municipal departments. Each of these committees is made up of elected members of the municipal council that had the role to oversee and direct department leaders and managers and they also make recommendations of their respective departments to the municipal council.

2. Chief Administrative Officer System: In this system the municipal council delegates day to day supervision of the municipal public service to an appointed senior official who is experienced in the field of city planning and management. This official is referred to as the chief administrative officer, the city administrator, the municipal manager or the city commissioner and is in charge of managing all of the municipal departments and their employees and to provide reports and updates to the municipal council. In most large Canadian Municipalities, this kind of municipal administration is used.

3. Board of Commissioners System: Another form of administrative organization is the Board of Commissioners System where the municipal council appoints a management board which usually includes three to four commissioners. One of these commissioners becomes the chief commissioner who takes leadership in regards to the management. Each member of the group is responsible for their own set of public policy fields and departments. The board is then in charge of collectively resorting the municipal council on the administration of the entire municipal organization structure.

Coordination

General Information



Canada has developed a strong inter-institutional coordination policy for the strengthening of the efficiency and effectiveness of its public management. To that end, the main entity responsible of the concrete application of the coordination principle is the [Cabinet](#), comprised by all Government Ministries.

Within the [Cabinet](#), several Committees have been established, with the aim to guarantee an effective coordination and collaboration on the most important and relevant public management issues. These [Cabinet Committees](#) are:

- 1) Cabinet Committee on Priorities and Planning, who provides strategic direction and advice on government priorities and expenditure management; ratifies committee recommendations and approves appointments;
- 2) Cabinet Committee on Operations, who provides daily coordination of the government's agenda;
- 3) The Treasury Board, who is the entity responsible for accountability and ethics, financial, personnel and administrative management, among others;
- 4) Treasury Board Sub-Committee on Government Administration, who considers proposals on whole-of-government opportunities for improved efficiency and effectiveness;
- 5) Cabinet Committee on Social Affairs, who is responsible for health care, justice, public safety, Aboriginal, training and skills development, culture, and immigration policy issues;
- 6) Cabinet Committee on Economic Prosperity, who considers sectoral issues including international trade, sustainable development, natural resources, fisheries, agriculture, transport, infrastructure and communities, and regional development, as well as environment and energy security and other long-term matters concerning Canada's economic growth and prosperity; and
- 7) Cabinet Committee on Foreign Affairs and Security, responsible for foreign affairs, international development, public and national security, and defense policy issues.

Information and Communications Technology

Introduction

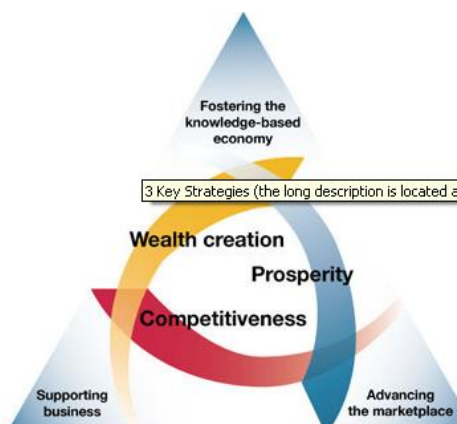
Canada has invested in innovations in the field of information, communications and technology (ICT) in order to deliver an effective public service to all Canadians. Canada has made notorious advances in ICT, understanding its importance for the development of businesses, education and to become a competitive international economy.

[Industry Canada](#) is the institution who handles the topics of Information and Communications technology in the country. The department is headed by a [Minister of State \(Science and Technology\)](#). It is a large department that covers several topics and areas regarding industry. Amongst the biggest topics is information, communications and technology. The [department's mission](#) is to foster "a growing, competitive, knowledge-based Canadian economy". The [department](#) has a strong focus on the economy and works nationally in all parts of Canada in order to make improvements in the following four (4) areas: 1. improve conditions for investment; 2. improve Canada's innovation performance; 3. increase Canada's share of global trade; and 4. build an efficient and competitive market place.

Canada has developed several different strategies to promote and implement ICT in the country. A few examples of its efforts would include the creation of the "Shared Services Canada Act 2011" which is a focus of the "Economic Action Plan 2013". In regards to technology, the act was created to improve services to Canadians and to make information technology (IT) more secure and reliable. The government of Canada also comes out with a report on the country's progress on Science, Technology and Innovation called "The State of the Nation, Canada's Science, technology and Innovation System: Aspiring to Global leadership 2012" which is prepared by the "Science, Technology and Innovation Council" every two years. Canada's biggest strategy for ICT however, is the "Mobilizing Science and technology to Canada's Advantage 2007" which works closely with the "Science, Technology and Innovation Council" and Industry Canada for its implementation and function.

Institutional Framework

Industry Canada is the institution that deals with information, communications and technology (ICT). The department is large and covers many aspects that directly relate to industry, ICT being amongst the most important areas the department works with. A Deputy Minister is in charge of the department and the Minister of State (Science and Technology) has the specific role to work with the topic of "Science and Technology". The mandate Industry Canada has is to help make the Canadian industry more productive and competitive in the global economy with the goal to improve the economic and social well being of its citizens. The department follows three (3) important strategic outcomes: a) Fostering the knowledge-based economy; b) Advancing the market place; and c) Supporting business.



Source from: Industry Canada "Mandate".

The main responsibility of Industry Canada (IC) is to "foster a growing, competitive and knowledge based Canadian economy. For what concerns ICT, powers, duties and functions include (Department of Industry Act 1995 under title "Establishment of Department"):

- Industry and technology;
- Telecommunications (except in relation to the planning and coordination of telecommunication services for departments, boards and agencies of the Government of Canada);



- The development and utilization generally of communication undertakings, facilities, systems and services for Canada;
- Encourage the fullest and most efficient and effective development and use of science and technology;
- Foster and promote science and technology in Canada;
- Strengthen the framework for the development and efficiency of the Canadian marketplace;
- Promote the establishment, development and efficiency of Canadian communications systems and facilities and assist in the adjustment to changing domestic and international conditions;
- Promote, assist and provide support services for, and investment in, Canadian industry, goods, services, science and technology;
- Take any action that may be necessary to secure, by international regulation or otherwise, the rights of Canada in communications matters.

In that regard, the Division of **IC** responsible for the planning and implementation of strategies and public policies on ICT is the **Information and Communication Technology Branch (ICT Branch)**, whose main functions are:

- a) Business Intelligence and Analysis** - which undertakes ICT economic and statistical analysis; initiates industry trends and sector analysis; directly consults and engages industry representatives and stakeholders; develops sector specific information products; and provides input into Government of Canada programs and initiatives to support the ICT industry; and
- b) Policy and Strategic Planning** – through which the **ICT Branch** develops expertise on policy issues facing the ICT sector in support of senior management and the Minister to influence government decision-making and policy development on a wide range of sector specific and horizontal policy issues. Its core functions include: 1. prioritizing the ICT branch's policy agenda; 2. analyzing and developing policy on program positions and proposals; 3. representing the ICT branch in policy fora; and 4. liaising with ICT stakeholders and policy advocates.

Strategies and Mechanisms

Canada's "**Science and Technology Strategy: Mobilizing Science and Technology to Canada's Advantage 2007**" is the principle strategy by the government to achieve its goals in the field. The strategy sets out a comprehensive, multi-year science and technology agenda. The vision and goal of the strategy is to build a sustainable national competitive advantage based on science and technology and it is based on four (4) core principles:

- a) Promoting World Class Excellence**, through the formulation of policies and programs that inspire and assist Canadians to perform at world class level of scientific and technological advancement;
- b) Focusing on Priorities**, by providing and supporting for basic research across a broad spectrum of science topics and developments;
- c) Encouraging Partnerships**, with business, academic, and public sectors, at home and abroad. Partnerships are important to support the Canadian target to integrate itself into a world class success and to speed up the pace of discovery and commercialization in Canada; and



d) Enhancing Accountability, in order to guarantee stronger governance and reporting practices to deliver and demonstrate results.

Likewise, the strategy fosters three (3) distinct advantages:

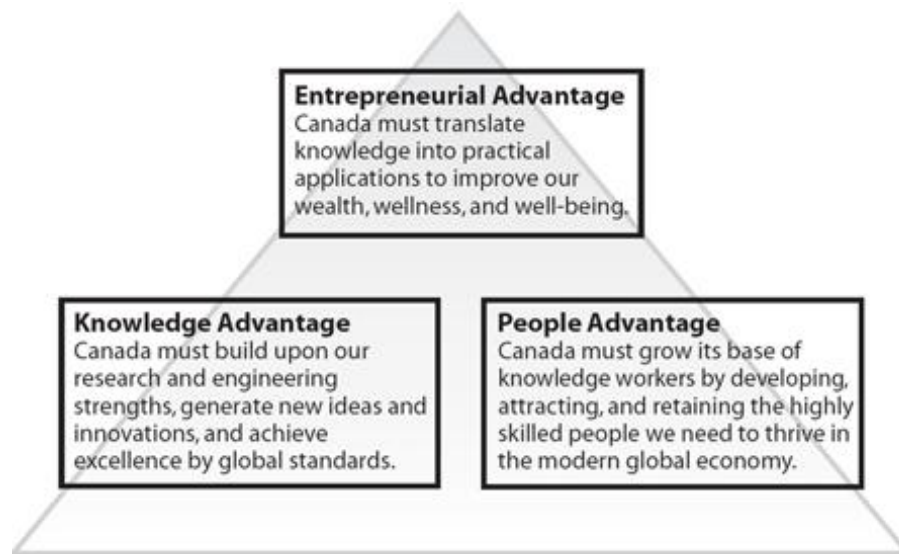
a) Entrepreneurial Advantage: The government's strategy consists on fostering a competitive and dynamic business environment that will encourage business and investment in science and technology. The plan is to promote and implement strong and clear environmental laws and regulations that work with the market forces and thus create conditions for businesses to respond to environmental changes with entrepreneurial innovation. The strategy works with the private sector with the mission to identify and lead new research networks. The government will also support large scale research and commercialization centers in areas where Canadian citizens have the potential to achieve global excellence, in partnership with other levels in the government and the private sector. Research and development is important and the government of Canada has increased assistance programs in the field. The final purpose is to increase commercialization outcomes and to involve provinces and territories in the initiatives.

b) Knowledge Advantage: Takes a strategic focus on research in areas that are in the national interest from a social and economic perspective. A focus on energy and resources is given in the following areas:

- Environmental science and technologies;
- Natural resources and energy;
- Health and related life sciences and technologies; and
- Information and communications technologies.

Research priorities are given to basic and applied science across all disciplines, including natural sciences and engineering, social sciences and humanities, and health sciences. The strategy emphasizes the importance of higher-education institutions have the leading edge research equipment and supporting domestic and international research and networks in areas of strategic importance to Canada. The strategy emphasizes on enhancing value for money, accountability, and the responsiveness of the country's three granting councils by strengthening their governance and to integrate and align their programs that promote academic research. The final objective is to increase the impact of federal investments, improve university and private-sector strengths, create better learning opportunities for students, and foster research excellence.

c) People Advantage: In this part of the strategy, the aim is that Income taxes are reduced in order to ensure that the government may attract and retains the highly skilled workers necessary to foster innovation and growth. More attention is given by this strategy to the immigration and temporary foreign workers systems so that they may provide Canadian firms with improved access to people with the skills needed for a competitive economy. Working with provinces and territories to foster excellence in secondary education is also important for the development of "people advantage". To create more opportunities, the strategy increases opportunities for all to participate in the workforce by modernizing labor market programming and reducing barriers to labour mobility and credentials recognition. The strategy also promotes incentives in the field to technology for students through internships and scholarships in order to increase the supply of the highly qualified and globally connected science and technology graduates that businesses need in today's world.



Source from: "Science and Technology Strategy: Mobilizing Science and Technology to Canada's Advantage 2007"

Gender Perspective

Introduction

Canada has had great advancements in the efforts on gender perspective in public policies. The country recognizes the importance of gender equality and women participation in government and in the labor force. In that regard, [Status of Women Canada \(SWC\)](#) - of the [Department of Canadian Heritage](#) - is the federal government organization responsible for the promotion of equality for women and their full participation in the economic, social and democratic life in Canada.

[SWC](#) has developed and implemented some strategies it works with to promote its mission. The organization is responsible for providing policy advice and "gender based analysis" support, administering the "Women's Program", and promoting commemorative dates relating to women in Canada. These are some of the larger strategies the organization has implemented and works on. Also, a recent long term and meaningful initiative by the organization is the "Action Plan to Address Family Violence and Violent Crimes against Aboriginal Women and Girls 2014". It is a five year plan to stop violence against aboriginal women and girls.

It is also important to mention that Canada is State party to important conventions and mechanisms related to gender affairs, such as the [Convention on the Elimination of All Forms of Discrimination against Women \(CEDAW\)](#) – signed and ratified on July 17, 1980 and December 10, 1981, respectively.

Institutional Framework

The organization in charge of gender perspective is [Status of Women Canada \(SWC\)](#), which is the federal agency responsible for coordinating public policies with respect to the status of women and whose work focuses on the following three (3) priority areas:



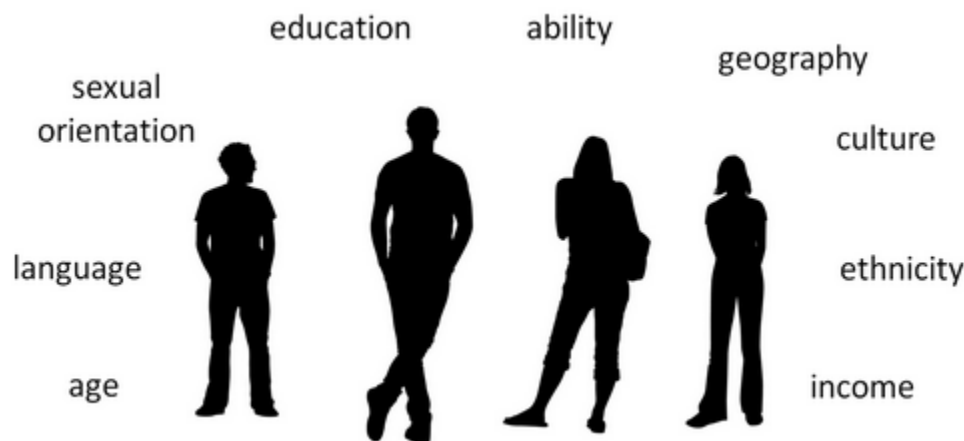
- Increasing women's economic security and prosperity;
- Encouraging women's leadership and democratic participation; and
- Ending violence against women and girls.

The mission of the organization is to exercise leadership and work in partnership to advance equality and increase women's participation. The organization also seeks to provide expert advice on how to take gender equality into account, so that the best policies and programs are developed for all Canadians. The organization supports action and innovation that will lead to equality in communities across Canada; with the vision to achieve equality between women and men in all aspects of life.

Strategies and Mechanisms

Canada has implemented several initiatives regarding women and gender equality. In that regard, its main strategies include:

a) The **Gender Based Analysis Plus (GBA+)**, an analytical tool that the federal government uses in order to make progress in gender equality in Canada. The "plus" in the name symbolizes that the "Gender-based Analysis" goes beyond only gender. The analytical tool also includes the examination of a range of other intersecting identity factors like age, education, language, geography, ethnicity, sexual orientation, ability culture and income. The Gender Based analysis program is used to assess the potential impacts of policies, programs or initiatives on diverse groups of women and men, girls and boys. GBA helps recognize and respond to the different situations and needs of its citizens.



Source: "Status of Women Canada" under the "Gender Based Analysis (GBA +)

b) **Women's program**, an initiative that seeks to achieve the full participation of women in the economic, social and democratic life of Canada. It provides funding to eligible organizations in support of projects at the local, regional and national levels that address the following three priority areas:

- Ending violence against women and girls;
- Improving women's and girls' economic security and prosperity; and
- Encouraging women and girls in leadership and decision-making roles.



c) **Commemorative Dates:** A third important strategy by “[Status of Women Canada](#)” is the commemoration of important dates regarding women in Canada. It sets important dates commemorating women and the progress of gender perspective in Canada. The page “[Commemoration](#)” offers six (6) commemorative dates: 1. [International Women’s Day](#); 2. [Women’s History Month](#); 3. [International Day of the Girl](#); 4. [Persons Day](#); 5. [Governor General’s Award in Commemoration of the Persons Case](#); and 6. [National Day of Remembrance and Action of Violence against Women](#).

Transparency and accountability

Introduction

Among the over 30 acts comprising the Constitution of Canada, there is the [Access to Information Act](#) (AIA), enacted in 1983 and last amended in November 2014. The AIA provides the ‘right of access to information in records under the control of a government institution in accordance with the principles that government information should be available to the public, that necessary exceptions to the right of access should be limited and specific and that decisions on the disclosure of government information should be reviewed independently of government’ (Art. 2). Relevant complementary legislation and normative instruments include: [Access to Information Regulations](#); [Privacy Act](#); [Library and Archives of Canada Act](#); [Security of Information Act](#); [Policy on Access to Information](#); [Policy on Information Management](#); and [Directive on the Administration of the Access to Information Act](#) .

Likewise, the Government of Canada issued in 2012 the First Action Plan on Open Government. Some of the achievements resulting from that Plan were: the creation of the *Next-Generation Open Data* portal, the modernization of access to information services, the *Open Government License* for all levels of government, and the *Canadian Open Data Experience* hackathon, among others.

In addition, in 2013 the Government of Canada launched the *Open Government* portal as part of the commitments adopted in the Open Data Charter, subscribed at the G8 Summit. The portal seeks to provide citizens information about how the Government of Canada is working with the national and international open government community to create greater transparency and accountability, increase citizen engagement, and drive innovation and economic opportunities.

Recently, through the [Treasury Board of Canada Secretariat](#), the government issued their [Second Action Plan on Open Government](#), to be developed between 2014 and 2016. This plan, as its predecessor, was drafted after consultation with citizens, civil society organizations, and the private sector. It is articulated around three main dimensions: Open Data, Open Information, and Open Dialogue, which in turn consist of 12 commitments to advance the goals of Open Government.

Although many agencies are involved in accomplishing these objectives, the Treasury Board of Canada Secretariat has a preeminent role in the implementation of the Action Plan and appears as the leading agency in 7 of the 12 adopted commitments.

Finally, Canada has issued the [Directive on Open Government](#) (in force since October 9th, 2014), aimed at providing new orientation to departmental policies and clear and mandatory requirements to government departments to ensure the availability of eligible information and



data of business value while respecting any restrictions related to privacy, security, and confidentiality.

Institutional Framework

1. Treasury Board of Canada Secretariat

The Treasury Board of Canada Secretariat is responsible for accountability and ethics, financial, personnel and administrative management, and comptrollership. Among other duties, it is in charge of monitoring and reporting on the compliance with the Directive on Open Government by federal departments and agencies, and to review the directive and its effectiveness five years after its coming into force. It also plays the main role in the implementation of the Second Action Plan on Open Government, appearing as the lead agency in 7 of the 12 commitments adopted.

The Chief Information Officer Branch of the Treasury Board of Canada Secretariat plays a preeminent role in achieving excellence in information management and the implementation of information technology in government institutions. It is responsible for policy development, monitoring, management oversight, and leading community development and capacity building initiatives in information management, information technology, identity management and security, and access to information and privacy.

Office of the Information Commissioner

As stated by the AIA, the Governor in Council shall appoint an [Information Commissioner](#) after consultation with the leader of every recognized party in the Senate and House of Commons and approval of the appointment by both bodies (Art. 54).

The Information Commissioner is granted clear investigative powers by the AIA to mediate between dissatisfied information applicants and government institutions. The Commissioner is in charge of the oversight of the federal government's access to information practices, and encourages and assists federal institutions to adopt approaches to information-sharing that meet the objectives of the Act. As an ombudsperson, the Commissioner may not order a complaint to be resolved in a particular way, but may refer a case to the Federal Court for resolution (Arts. 32 to 37).

Strategies and Mechanism

As a member country of the Open Government Partnership (OGP), the Government of Canada, through the Treasury Board of Canada Secretariat, approved the Second Action Plan on Open Government, to be developed between 2014 and 2016. This plan, as its predecessor, was drafted after public consultation with citizens, civil society organizations, and the private sector. It is articulated around three main dimensions: Open Data, Open Information, and Open Dialogue, which in turn consist of 12 commitments to advance the goals of Open Government. The main commitment of the Plan is the implementation of the Directive on Open Government, as a normative instrument to establish policy direction for future years. The other 11 commitments are:

- Open Data Canada
- Canadian Open Data Exchange (ODX)
- Open Data for Development
- Open Data Core Commitment



- Open Science
- Mandatory Reporting on Extractives
- Open Contracting
- Open Information on Budgets and Expenditures
- Digital Literacy
- Open Information Core Commitment
- Consulting Canadians

These strategies are aimed at the more comprehensive goals of improving public services, increasing public integrity, the effective management of public resources, creating safer communities, and increasing corporate accountability.

As a fundamental part of the Second Action Plan on Open Government, Canada issued the [Directive on Open Government](#), entered into force on October 9th, 2014, aimed at providing new orientation to departmental policies and clear and mandatory requirements to government departments to ensure the availability of eligible information and data of business value while respecting any restrictions related to privacy, security, and confidentiality. The Directive aims at maximizing access to and dissemination of public information to strengthen transparency, accountability, participation and socio-economic benefits. A special emphasis is put on information and records management as a fundamental part of Open Government initiatives, since it reduces costs, increases efficiency, improves the quality of information and ensures security and confidentiality of personal data.

According to the Directive, the Information Management Senior Official of each department is responsible of overseeing monitoring of this directive in their department, and making sure information is made available in a timely manner and easily accessible to the public. The Treasury Board of Canada Secretariat is in charge of monitoring and reporting on compliance with all aspects of the directive, as well as reviewing it and its effectiveness after its coming into force.

Finally, in its Appendix C, the Directive establishes that all departments will develop and update on an annual basis, an Open Government Implementation Plan (OGIP) to outline departmental direction, strategies, and initiatives undertaken to meet the requirements of this directive. The implementation of the Directive will be carried on with support and collaboration from the Treasury Board of Canada Secretariat and Library and Archives Canada.

Quality of public services

Introduction

The provision of high-quality public services holds a fundamental role in the Canadian Public Management's planning. As a matter of fact, the commitment of the central and provincial governments is towards the provision of essential public services of reasonable quality to all Canadians (Section 36 of the Canadian Constitution).



In order to guarantee the compliance with the constitutional norm, the Treasury Board Secretariat (TBS), in its role of responsible institution, elaborated and implemented the Management Assessment Framework (MAF), an annual process aimed at assessing management and performance in most Canadian Public departments and agencies.

In that regard, one of the core elements of the MAF is the Management of Service Delivery whose objective is the achievement of client-centered services while optimizing partnerships and technology to meet the needs of stakeholders.

Institutional Framework

The government entity responsible for guaranteeing the implementation of national policies addressing the issue of quality of public services is the Treasury Board Secretariat (TBS), through the Service Improvement Department.

The TBS is the administrative arm of the Treasury Board of Canada (TB) and its functions are mainly to support the activities of the TB and provide advice and recommendations on policies, directives, regulations and program expenditure proposals. The Secretariat is also responsible for the comptrollership function of government.

The TBS is divided into the following Departments: 1. Human Resources; 2. Assets and Contracting; 3. Access to Information, Privacy and Security; 4. Financial and Expenditure Management; 5. Information Management and Information Technology; and 6. Service Improvement.

Strategies and Mechanisms

The most relevant strategy implemented in the area of Public Service Delivery Improvement is the Management Accountability Framework (MAF), which is a comprehensive process presenting the elements that are necessary for a strong public sector organization.

The assessment process takes place annually in most Canadian public Departments and Agencies. In that regard, the MAF assesses seven (7) Areas of Management. Four (4) of these Areas are assessed among all participating institutions and comprise:

- a) Financial Management;
- b) Information Management and Information Technology Management;
- c) Management of Integrated Risk, Planning and Performance; and
- d) People Management

Other three (3) Areas are department-specific, namely:

- a) Management of Acquired Services and Assets;
- b) Security Management; and
- c) Service Management



Citizen Participation in Public Management

Introduction

Canada recognizes that citizen participation has a direct correlation for a better public management. The country has ten (10) provinces and three (3) territories and uses [local governments](#) to involve public participation in public policy and management. This is possible through the agency "[Service Canada: People Serving People](#)" which is used to involve the public in public policy decision making is

[Service Canada: People Serving People](#) is an agency used by the Canadian government so that citizens all around Canada may communicate with the government on public management related issues. This agency supports local governments, agencies, the federal government etc. in integrating the public in the public administration and its services. A big strategy by the "[Service Canada: People Serving People](#)" is through the use of the agencies "[Office of Client Satisfaction](#)" as well as the federal strategy created for the promotion of citizen participation is called "[Consulting with Canadians](#)" which was an initiative by [the Government of Canada](#).

Institutional Framework

"[Service Canada: People Serving People](#)" is the agency promoting public participation in Canada through their "[Office of Client Satisfaction](#)". The agency is a place where Canadians can access by phone, online or in person the several programs, services and benefits that they need from the government, as well as contribute to the improvement of these services through consultations and recommendations.

The agency follows [Service Canada's "Service Charter"](#) and "[Service Standards](#)" which outline the agencies commitment to the Canadian population. [Service Canada](#) has used online tools to like social media in order to connect directly with citizens and for citizens to connect with the government. The agency is administered by a [Minister](#) who is also the [Minister of Employment and Social Development](#). There is also a "[Chief Operating Officer for Service Canada](#)" who works with the Minister of the agency to provide the efficiency of the following [eight core \(8\) services amongst many others](#):

- A) [Employment Insurance](#);
- B) [Canada Pension Plan](#);
- C) [Old Age Security Programs](#);
- D) [Social Insurance Number](#);
- E) [Passports](#);
- F) [Apprenticeship Incentive Grants](#);
- G) [Wage Earner Protection Program](#); and
- H) [Employer Contact Centre](#)

Strategies and mechanisms:



The two biggest strategies created for public participation are the "Office of Client Satisfaction" and the creation of "Consulting with Canadians".

A) Office of Client Satisfaction:

The Office for Client Satisfaction (OCS) is an organization that reviews suggestions, compliments and any complaints regarding the public services offered to the public by [Service Canada](#). The organization is an important part of the agency in order to provide fair, open and transparent client service in.

If citizens have issues regarding a public service they use and need, the OCS is the place they can access to contact.

The OCS ensures that your feedback and/or issue is dealt with in a fair, timely manner and is:

- personally acknowledged within 24 hours of receipt;
- given the complete attention it deserves;
- dealt with in a fair manner; and
- addressed within 7 working days

The services offered by the OCS are free and anyone can provide feedback as long as it is focused on programs or [services delivered by Service Canada](#).

B) Consulting With Canadians

This site offered by the [Canadian government](#) provides a structured point of access in order to make consultations. Consultations are updated by participating government departments and agencies and are a way to involve the public with the government on public management decision making.

Consultations are a way of requesting feedback from the public. Consultations can be developed on topics of interest to the government. Consultations may be ongoing, this means that they do not end or they may have an end date. "Consultations with Canadians" is a strategy that allows Canadians to consult the government on certain topics regarding public management and to also find out what the Government is consulting Canadians about. It creates a relationship between Canadian citizens and the government

The [Consulting with Canadians site](#) has three (3) objectives:

- 1) To enhance public awareness of government consultation activities;
- 2) To provide opportunities for Canadians to participate in government consultations, both online and offline;
- 3) To develop the government's capacity for engaging Canadians online and improve management of government consultations across departments.

Evaluation of Policies and Programs

Introduction



Canada recognizes that the evaluations of government policies and programs are crucial to better serve Canadian and to improve existing policies and programs. It serves as a way to see what is being done well and what needs more focus and improvement.

The main institution in charge of evaluations on government policies and programs is the [Treasury Board](#) through its administrative arm, the [Treasury Board Secretariat \(TBS\)](#); as well as the [Centre of Excellence for Evaluation \(CEE\)](#), created by the [TBS](#) to supervise the correct implementation of the Canadian Policies on Evaluation.

When evaluating policies and programs the [TBS](#) involves and supports the following:

- Accountability, through public reporting on results;
- Expenditure management;
- Management for results; and
- Policy and program improvement.

In 2009 the [TBS](#) approved three (3) main strategies to better define evaluation strategies for government policies and programs, namely: a. the 2009 [Policy on Evaluation](#), a comprehensive strategy aimed at strengthening the evaluation functions for all Canadian Departments and offices; b. the 2009 [Standard on Evaluation for the Government of Canada](#), whose objective is to set minimum requirements for the conduct of evaluations; and c. the 2009 [Directive on Evaluation Function](#) which establishes the specific requirements to enable the production of credible, timely, neutral, and cost-effective evaluations to support policy, program and expenditure decision-making. All three (3) policies came into effect on April 1st, 2009.

Institutional Framework

The [Treasury Board Secretariat \(TBS\)](#) being the administrative arm of the [Treasury Board](#), is the government institution responsible of the general administrative policy in the federal public administration and is the main institution in evaluating government policies and programs geared towards public management. Its vision has been summarized in "[Better Government: with partners, for Canadians.](#)". To that end, the mission the Secretariat is to promote and implement: a) Effective People; b) Effective Policies; and c) Effective management of the Public Purse.

The [Secretariat](#) makes recommendations and provides advice to the [Treasury Board](#) on: policies, directives, regulations, and program expenditure proposals with respect to the management of the government's resources.

Likewise, with the aim to provide a better supervision and implementation of the 2009 Policies on Innovation, the [TBS](#) created the [Centre of Excellence for Evaluation \(CEE\)](#), who provides advice to the [TBS](#) and government Departments for the right conduct and use of the evaluation processes and requirements.

In that regard, key activities of the [CEE](#) are, among others:

- a. developing guidance materials and tools to support policy implementation in departments and agencies and to advance evaluation practices;
- b. monitoring evaluation capacity and policy implementation in departments; and
- c. fostering community and capacity development to support improvements in the capacity and competence of evaluation units across the Government of Canada.



Strategies and Mechanisms

The most relevant strategies adopted by the Government of Canada aimed at implementing effective evaluation mechanisms are the following:

- [The 2009 Policy on Innovation](#), whose objective is to create a comprehensive and reliable base of evaluation evidence that is used to support policy and program improvement, expenditure management, Cabinet decision making, and public reporting ([Section 5.1 of the Policy](#)).

In that regard, the 2009 Policy states that departments' deputy heads are the officers responsible for the establishment of a neutral and robust evaluation function and for the designation of a head of evaluation for the leading of the evaluation functions. Each Department should also count with a Departmental Evaluation Committee with the functions of advising the deputy head ([Section 6](#)).

- [The 2009 Standard on Evaluation](#), whose aim is to create the minimum set of standards to be used by all government departments for the evaluation functions. The policy covers four (4) areas, namely ([Section 6](#)):

- Evaluation Protocol Requirements, that refer to expected processes and activities to ensure evaluations produce credible, neutral and timely results that inform decision making, support program improvements, and demonstrate accountability ([Section 6.1](#));
- Evaluation Planning and Design Requirements which aim to ensure the basic elements of a good evaluation. This area comprises: a. Cost-Effective and Risk-Based Evaluations; and b. Standard on Measurement and Analysis ([Section 6.2](#));
- Evaluation Project Management Requirements, that require that the evaluation process is ethically-based and include the following aspects: a. Team Competencies; b. Project Management; and c. Information Management, Privacy and Confidentiality ([Section 6.3](#)); and
- Evaluation Reporting and Use Requirements, which ensure that evaluation reports present the findings, conclusions and recommendations in a clear and neutral manner ([Section 6.4](#)).

- [The 2009 Directive on Evaluation Function](#), whose objective is to clarify the responsibilities of departmental staff involved in evaluation, as the heads of evaluation and heads of evaluation. [Annex A](#) of the document specifies the core issues to be addressed in evaluations, divided into two (2) categories:

a. Relevance, which includes the following issues:

- Continued Need for Program - Assessment of the extent to which the program continues to address a demonstrable need and is responsive to the needs of Canadians;
- Alignment with Government Priorities - Assessment of the linkages between program objectives and (i) federal government priorities and (ii) departmental strategic outcomes; and
- Alignment with Federal Roles and Responsibilities - Assessment of the role and responsibilities for the federal government in delivering the program



b. Performance, which comprises effectiveness, efficiency and economy. The issues comprising this category are:

- Achievement of Expected Outcomes - Assessment of progress toward expected outcomes with reference to performance targets and program reach, program design, including the linkage and contribution of outputs to outcomes; and
- Demonstration of Efficiency and Economy - Assessment of resource utilization in relation to the production of outputs and progress toward expected outcomes