

# Politics and Governance

## Summary

Many trends and trajectories identified in this section have been covered in previous scans. The primary contribution of this section is to provide an update on how these trends are evolving and/or taking new forms.

A central theme is the increasing diffusion of power and how it is reshaping governance frameworks and global governance responses.



## In this section

- traditional concepts and frameworks for leveraging or wielding power are no longer applicable or relevant – power is re-cast as multi-dimensional and multi-lateral
- *new world order* framework still taking shape
- increasing focus on ethics as a driver of governance frameworks – internationally and domestically
- Canada begins mapping a role in new world order
- governance future of North America is Canada's key focus
- role of citizens in shaping the future is also central

# Politics and Governance – Global



- shifting global power bases, imbalances and instability
  - **nature of power is changing** in context of new world order
    - **soft power**
      - art of getting others to want what you want, cultural attraction and joint agenda-setting with economic incentives for collaboration – will increasingly supplant traditional hard power – overbearing unilateralism where war is final arbiter
      - applies to non-state actors- corporations, civil society, non-governmental organizations, etc. as well as governments
    - **civic power – citizen and democratic power base potentially emerging as new power threshold**
  - **factors contributing to global power imbalances and instability**
    - **globalization applying unevenly around world – contributing to growing global cleavages and fault lines**
      - economic, ideological, ethnic, information divisions or disparities expanding and deepening
        - » **have and have-nots, East versus West, developing versus developed, etc.**
      - population explosions - too many people for world's resources
    - **governments will have less control**
      - **instruments of power that used to belong exclusively to governments or large corporations – money, weapons (including of mass destruction) technology, information – increasingly available to non-state actors /individuals**
      - **technology, in particular, has simultaneously diffused government power and elevated power base of individuals and groups in world politics**
      - **privatization (including knowledge through intellectual property) has expanded**

**What is happening today is not just indefensible, it is also unsustainable. Large parts of the developing world are becoming enclaves of despair, increasingly marginalized and cut off from the rising wealth generated through trade.... Like the economic forces that drive globalization, the anger, despair, and social tensions that accompany vast inequalities in wealth and opportunity will not respect national borders. The instability that they will generate threatens us all.**

Rigid Rules and Double Standards  
Oxfam Report, April 2002

# Politics and Governance – Global ...



## – US world’s only military “super power”

- only country to have both nuclear and conventional weapons with global reach
- military expenditures greater than next 8 countries combined exemplified by US unilateralism in foreign-military policy response to 9/11 axis of evil, “you are either with us or against us”
- counter-balanced by new power frameworks where US is one of many players and interests

**Until September 11, 2001 discussions about America’s role in the world took place within a small circle of organizations, experts and policymakers. It was conventional wisdom that Americans were not interested in international affairs. Or, that since the United States was such a big powerful country – economically, militarily and politically – that we were the determinants of world policy. Or, that our will as a nation should always prevail if there were differences among nations. Conventional wisdom was wrong.**

*Discussion and Action on the United States and Global Interdependence, Aspen Institute, 2001*

## – expanding role and influence of not-for-profit sector

- international/ national non-profit organizations will expand sphere of influence and change
  - increase resource base and capacity to expand activities
  - more confident and more challenging of governments and for-profit sector
  - move beyond service delivery to design and implementation of policies (partners or competitors)
  - western organizations will continue to dominate - declining level as economic growth in Asia and Latin America produce additional resources in support of civil society
  - increasingly held accountable for actions - expected to respect similar codes of conduct as governments and corporations

- autocratic governments and Islamic states or groups predicted to increasingly support non profit organizations sympathetic to their interests
- key challenge for state will be managing relations and accountability agreements with the non-profit sector

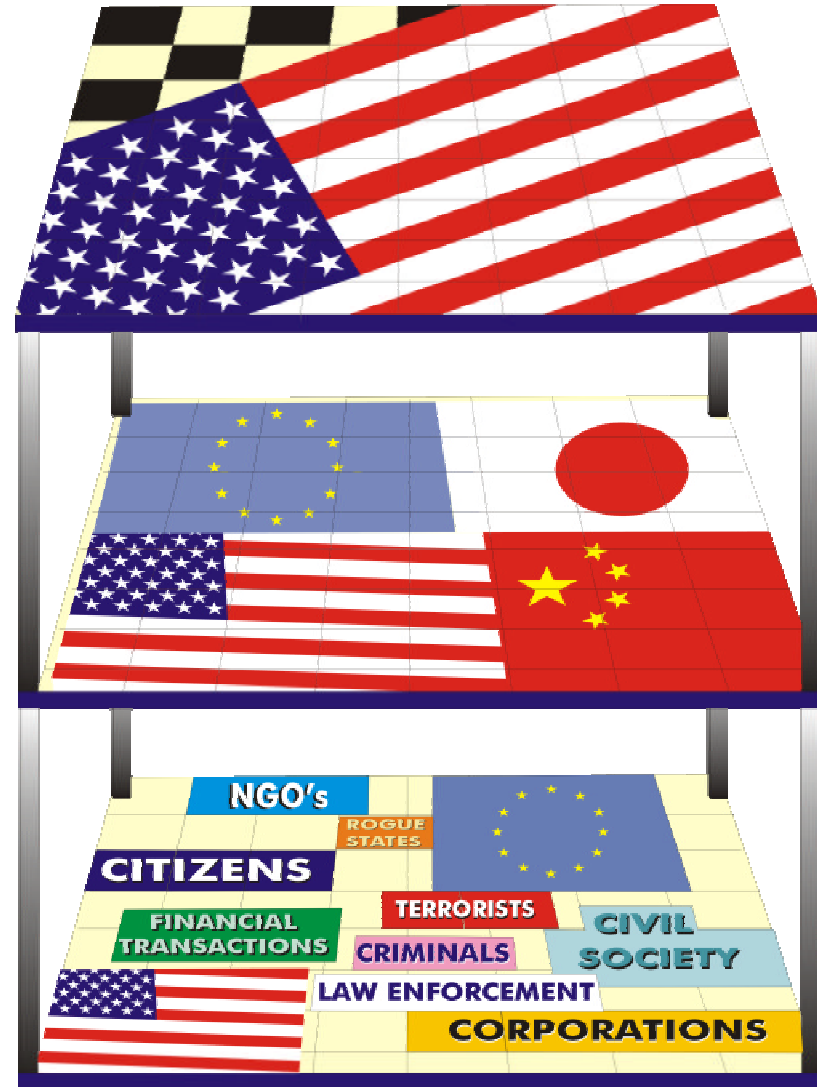
# Politics and Governance – Global ...



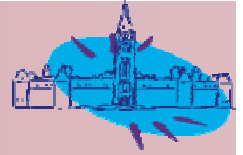
*In a global information age, power is distributed in a pattern that resembles a complex three-dimensional chess game.*

- top chessboard, military power is largely unipolar
- middle, economic power is multi-polar with the US, Europe and Japan representing two-thirds of the world's product, and with China's dramatic growth likely to make it the fourth big player.
- bottom chessboard is the realm of trans-national relations that is increasingly dispersed and crosses borders outside government control. This realm includes diverse actors (e.g. bankers, NGOs, citizens, as well as criminals and terrorists)

Concept by Dr. Joseph Nye, Dean, Kennedy School of Government, Harvard University  
March 2002



# Politics and Governance – Global ...



- global responses to shifting/changing power
  - **emergence of new world order** governance framework taking shape
    - **holistic human security approach to address complex, regional problems**
      - by 2015, all 189 United Nations Member States have pledged to meet following global goals
        - » eradicate extreme poverty and hunger
        - » achieve universal primary education
        - » promote gender equality and empower women
        - » reduce child mortality
        - » improve maternal health
        - » combat HIV/AIDS, malaria and other diseases
        - » ensure environmental sustainability
        - » develop a global partnership for development
      - US to lead international effort to rebuild Afghanistan – its infrastructure education, health care, transportation and industry
        - » commits to a plan comparable to one devised for post WWII Europe over next decade

Note: following 9/11 the concept of a new world order was put forward as a new global governance framework. Although references to "a new world order" are not often used today, the key pillars of the framework are reflected in government activities and initiatives.

- new world order governance framework promotes a proactive, holistic approach by addressing the root causes which contribute to national security threats and organized crime

# Politics and Governance – Global ...



- G-8 Summit – Africa development partnership (NEPAD) – one of three priorities on the agenda
  - » new partnership between Africa and developed world based on responsibility and ownership
  - » Action Plan for Africa to be approved at June 2002 Summit
  - » support African development efforts in key areas by addressing systemic challenges – governance, peace and security, knowledge, health, economic growth/private investment, agriculture and water
  - » G8 leaders - personal representatives for Africa (APRs)
- key challenges to framework are unilateral positions adopted around single interests, e.g.
  - » US defined *axis of evil* “you are either with us or against us”
  - » Iraq’s call for an Arab oil embargo in opposition to US interests
  - » G8 participation in global arms trade
  - » immigration back-lash in Europe (e.g. France, UK, Holland, Germany)

## Africa:

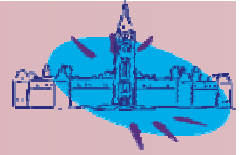
- poverty on rise
- over 40% of Sub-Saharan’s 659M people live below international poverty line - US\$1 a day
- share of world trade is less than 2%
- over 140M young people are illiterate
- only region with rising numbers of children out of school
- lowest life expectancy in world and continues to decline
- over 250M lack access to safe drinking water
- 1 in 5 is affected by armed conflict
- civilian war casualties highest in world

**Local wars and military conflicts draw not only on regional tensions, but on the global trade in arms and weapons.... The world establishment is firmly entrenched in this business: the permanent members of the Security Council are together responsible for 81% of conventional arms exports. The share of the US alone is 50% of total sales in the world....as much as 68% to developing countries. The arms are used not only with bloody results, but also with devastating effects on the economy and the society.**

~Amartya Sen, Master of Trinity College, Cambridge University,  
*Addressing Global Poverty, The World in 2002*



# Politics and Governance – Global ...



- **increased internationalization of governance** – institutionalize solutions to global problems
  - **permanent International Criminal Court - formally established after ratification from 60 countries in April**
    - universal jurisdiction for world/s most egregious crimes (e.g. war crimes, crimes against humanity)
    - US opposes
      - » court could be used to constrain military
      - » will include judges and prosecutors from different countries, trained in different legal systems and espouse different notions of justice
  - **establishment of European Security and Defense Policy/Police (ESDP) – continent-wide capacity to prevent and respond to crises with contributions from each member state**
  - **World Summit on Sustainable Development – follow-up to Rio Earth Summit 10 years ago**
    - to reach agreement on global responses to climate change and other pressing environmental issues
  - **international voluntary, not-for-profit sector increasingly providing independent fora to discuss, analyze global issues**
    - focus primarily directed toward tension between security and human rights
      - » ongoing monitoring of chronic and emergent rights issues – rights abuses in underdeveloped regions among “root causes” of terrorist movements
      - » key role in international human rights laws and agreements – improving understanding of roles and dynamics facing human rights concepts that pre-date 9/11
      - » challenge function for increased security measures
      - » identifying and promoting international development as a central element of “war on terrorism”
      - » improved quality of life – key to sustained security and long-term “success”

***Terrorists believe that anything goes in the name of their cause. The fight against terror must not buy into that logic. Human rights principles must not be compromised in the name of any cause. The fight against terror must reaffirm the principle that no civilian should ever be deliberately killed or abused, but for too many countries, the anti-terror mantra has provided a new reason to ignore human rights.***

–Kenneth Roth, Executive Director, Human Rights Watch

# Politics and Governance – Global ...

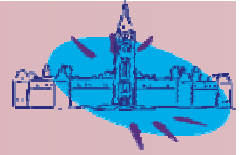


## – ethics - driving governance force

- **governments, especially at national level, increasingly challenged to be trustworthy, accountable and ethical**
  - promotion of ethical behaviour in creating level playing field for profitable business competition
- **corporations increasingly expected to meet rigorous regulations and standards as well as societal expectations of socially responsible behaviour**
- **whistle-blowing**
  - US government claims that most of the billions of dollars retrieved from those attempting to defraud federal agencies come via whistle-blowers
    - » despite growing body of legislation in US to protect whistle-blowers, wrongful dismissal cases remain difficult to win
  - Britain's financial services regulator established a hot-line for whistle-blowers
    - » unique role as an independent party that also is knowledgeable about industry practices
- **examples of emerging fault-lines and citizen frustration are appearing globally**
  - 2000 World Values Survey confirms rising frustration and disillusionment among citizens in Western democracies with public officials and institutions
    - » public's demands for transparency, accountability and higher ethical standards growing louder
  - Transparency International rates Germany only 20th for public honesty - below Hong Kong - as corruption scandals surround Germany's 2 main political parties (Social Democrats and Christian Democratic Union)



# Politics and Governance – Global ...



- **leadership** – primary driver of high performance and potential crisis for organizations
  - **new research extends link between “emotional intelligence” self awareness, empathy of executives and organizational performance**
    - suggests primary task of managers is emotional leadership
    - key role is to release human potential, cultivate creative/collaborative environments and encourage individual initiative and responsibility
    - adaptive (and stabilizing) leadership capacity increasingly important in global information age
    - points to potential deficit in leadership in both public and private sectors – some analysts referring to deficit as a “leadership crisis”
    - raises new gender implications – as women traditionally demonstrate strong emotional intelligence
- **new governance models push power down into organization**
  - **US military operations in Afghanistan – deemed a defining moment in “interoperability”**
    - transform leadership structure to empower front-line soldiers, improve learning capacity, boost morale and capture value of distributed intelligence allowing action on “real time” information
    - give subordinates mission, provide tools they need; allow them to complete it autonomously

***...the events of September 11, have accelerated and intensified existing trends in the structure of organizations. The military, while still essentially hierarchical, is now smaller in size and faster to act. Military services deploy personnel who can think multi-dimensionally and make decisions rapidly. Private, public sector and non-profit organizations are also becoming leaner and more efficient, largely due to the softening economy which increases both pace and pressure in the work environment.***

*Beyond Outrageous Fortune: Marshall Carter Reflects on Meeting Challenges and Leading Change,  
~Barbara Barry, Centre for Public leadership, John F. Kennedy School of Government, Spring 2002*

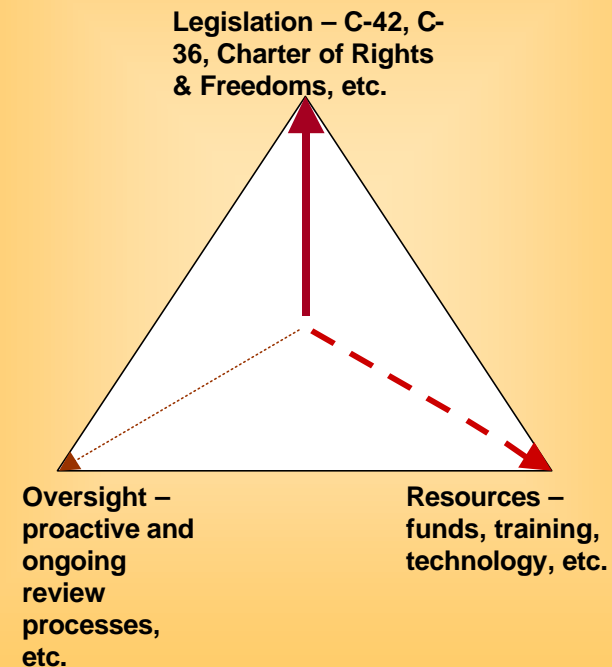
# Politics & Governance – Global ...



## – balancing relationships in “security triangle” an emerging challenge

- **human security system increasingly viewed as tripartite relationship**
  - resources – people, organizations involved in delivering security measures
  - legislation – legal underpinnings of human security
  - oversight – how security community is governed, ensuring responsiveness
- **key areas for further development include**
  - providing more comprehensive oversight for intelligence and law enforcement matters
  - improving training and development for practitioners to ensure laws are implemented responsibly
  - providing practitioners with sufficient resources to fulfill new responsibilities without jeopardizing others

## The Security Triangle Achieving Equilibrium after 9/11



# Politics and Governance – Global ...



- global uncertainties and “hot” zones
  - **internal conflicts** will pose most persistent threat to global stability
    - communal disputes likely to be vicious, long-lasting and difficult to terminate
    - results - internal displacements, refugee flows, humanitarian emergencies, and other regionally destabilizing dislocations
    - spill over into inter-state conflicts as neighbouring states move to exploit opportunities for gain or to limit possibilities of damage to national interests
    - threatening stability of a globalizing international system
    - interstate wars, though less frequent, will grow more lethal due to availability of more destructive technologies
    - impacts of military, political and economic rise of China and India and continued decline of Russia
  - **countries with endemic internal and/or regional conflict most at risk of falling behind economically**
    - associated with failure to diversify economies – includes Sub-Saharan Africa, Middle East and some in Latin America
    - large segment of Eurasian landmass – Central Asia through the Caucasus to parts of south eastern Europe – could also face declining economic prospects
    - gap in standard of living will increase within countries – even in rapidly growing countries, large regions and populations could be left behind
    - increased trade links and integration of global financial markets can quickly transmit turmoil in one economy regionally and internationally
  - **South Asia (India and Pakistan) – expected to continue to expand nuclear arsenal**
    - CIA projects threat of war between two nations is most serious regional issue in next 15 years
    - contributing factors – widening strategic and economic gaps, sustained hostility, deep political, economic, and social disparities within both states and the instability of Central Asia

# ***Politics and Governance – Global ...***



## **– East and South East Asia**

- power realignments and post-Cold War security environment raise questions about how longstanding power rivalries US-China, China-Japan, China-India, regional "hot spots" Taiwan, Korea, South China Sea, challenged political regimes Indonesia, North Korea, China, and communal tensions and minority issues in China, Indonesia, the Philippines, and Malaysia will be dealt with
- implications of China's rise as a regional economic and military power pose greatest uncertainty
- Korean unification and evolution of Japan's regional leadership aspirations are additional uncertainties
- rich societies Japan, Korea, Hong Kong, Taiwan, Singapore, and pockets in China will likely get richer, while poor societies Vietnam, Cambodia, Laos, and rural areas in western China will fall further behind – exacerbating current power imbalances

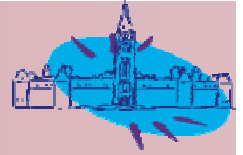
## **– Middle East**

- complex regional area – characterized by conflict and deeply entrenched ideological/religious fragmentation
- intricate web of strategic alliances – strong economic base with increasingly troublesome security issues
- increasingly important as primary source of energy
- converging domestic economic pressures and regional rivalries likely to further proliferation of weapons of mass destruction and means to deliver them
- likely to experience more terrorism, insurgencies, and humanitarian emergencies arising from internal disparities or disputes over ethnic or religious identity

## **– Sub-Saharan Africa**

- demographics, disease and poor governance will increase Africa's marginalization – most states will not participate in economic growth of global economy
- ethnic and communal tensions likely to intensify, periodically escalating into open conflict, often spreading across borders and sometimes spawning secessionist states

# *Politics and Governance – Global ...*



## – South and Central America and the Caribbean

- **short-lived Venezuelan coup (April 2002) and aftermath point to underlying hemispheric tensions – could signal strong anti-American sentiment among FTAA partners**
  - Venezuela 4th largest supplier of oil to US - also trades with Iran, Cuba, Iraq, causing long-standing friction with US
  - swift condemnation of coup by Mexico, Colombia, OAS – potentially emerging influence of international community as potential balance to US in hemispheric relations
- **growing public disdain for traditional power structures expected to accelerate political, economic shifts in Argentina**
  - increasing numbers looking to social reform as cure to political and economic volatility – unemployment at 20%, poverty at 40% having clear impacts on industry and economy
  - public approval for traditional power brokers (political parties, trade unions, military, international organizations) at all-time low
  - nascent political movements looking to unemployed and marginalized communities for support
- **political instability, underdevelopment, likely to be reinforced by key governance vulnerabilities in Caribbean countries – hemispheric integration to reinforce current trajectories**
  - exacerbated by impacts of deeply entrenched organized crime on economies
- **weak institutional capacities – lack of expertise within administrative and legal institutions**
- **infrastructure – geographical, transport infrastructures largely outdated**

# Politics and Governance – Canada



- shifting governance relationships
    - **sub-national relationships** a driving force of continentalization
      - integration at province/state level influencing evolving federal/provincial relations
      - key drivers relate to governance of day-to-day border issues – cross-border trade and security issues helping to redefine intergovernmental landscape and relations
        - concentration of cross-border trade and traffic in “have” provinces helping to cement strong north-south relationships•e.g. province of Ontario 4th largest trading partner of US in world
        - increasing dependence of “have-not” provinces on infrastructure, networks of wealthier regions to ensure trade
        - inter-provincial trade barriers remain a source of tension – discouraging inter-provincial trade relationships and encouraging cross-border activity
    - **security**
      - shared borders a high priority for provincial, state governments
      - strong role of state, local governments in US border security dictate requirement of close interoperability with local Canadian agencies
      - new anti-terrorism agency in Ontario helping to meet high US security expectations
    - **environment/resources**
      - increasingly important role of sub-national agencies to oversee regional environmental responsibilities
      - US-based Council of Great Lakes Governors working more closely with Canadian counterparts to improve environmental, economic sustainability of “rust belt”
- growing north-south relationships could challenge “Canadian” values and structures
  - concept of equalization among provinces potentially further challenged by north-south relations
  - clustering of cross-border environmental concerns (e.g. Great Lakes) dictate need for responsive, adaptable cross-border intergovernmental collaboration

# Politics and Governance – Canada ...



## – international trends pointing to **increasing influence of municipal governments**

- **urbanization and population concentration raising profile of local governments as key players**
  - amalgamation of regional municipalities and populations accelerate trends Toronto, Ottawa, Montreal, Gatineau, Halifax-Dartmouth.
  - economic, environmental, infrastructure sustainability increasingly challenged by growth of urban centres, sub-urbanization and urban sprawl
  - municipal leaders seeking systematic changes to ensure
    - » sustainability, responsiveness to new urban landscapes, realities e.g. funding levers
    - » reversal of “culture of non-recognition” that leaves municipal stakeholders out of many policy discussions

- **key policy areas – infrastructure, immigration, environmental concerns, resources/taxation rights governance capacity within federation and within provinces**

## – **evolving governance of Aboriginal communities**

- **modernisation of *Indian Act* to better support effective, accountable First Nations governments**
- **self government initiatives underway for First Nations communities opting out of *Indian Act***

## ➤ **increasing urbanization and regional-municipal amalgamation will present new service challenges for policing and RCMP**

- **potential new roles, responsibilities and partnerships**
- **need to assess long-term impacts for integrated policing models in Canada**

***The constitution of Canada... was conceived at a time when the vast majority of Canadians lived on a farm and when our largest conurbation numbered but a few thousand souls. The concept of an urban region embracing millions of citizens would have been unimaginable to those who framed the Canadian federation.***

Federation of Canadian Municipalities  
Prime Minister's Task Force on Urban Issues  
February 2002



# Politics and Governance – Canada ...



- governance responses to shifting relationships and power bases
  - establishing role within **new world order framework**
    - leadership on Africa agenda
      - invited by G8 to take lead on African Action Plan
      - leader in debt relief to developing countries – forgave over \$1B in foreign debt
      - working in partnership with private sector to establish trade and growth across continent
    - role in reducing world poverty and in peace-building efforts
      - federal government consulting Canadians – key industry sectors, non-governmental organizations, and interested citizens – on new proposals to help world's least developed countries
      - Canadian government holding annual consultations (since 1997) on peace-building and human security issues with national network of NGOs and institutions involved in human security activities to facilitate development of partnerships, knowledge-sharing and strengthening Canadian capacity

***By every index or measure, Africa now lives on the fringes of our globalized world. And is at risk of falling so far behind that it may never catch up. We can't allow that to happen. All nations have a moral obligation and an economic interest in reversing these depressing statistics.***

~Jean Chrétien, Prime Minister of Canada  
address to World Economic Forum Plenary Session, February 1, 2002

# ***Politics and Governance – Canada ...***



- **support and leadership for democracy and capacity-building in hemisphere**
  - **OAS Foreign Ministers, including Canada, signed Inter-American Democratic Charter last September**
    - first major accomplishment of Quebec Summit – defends representative democracy in hemisphere by reinforcing existing OAS instruments
    - invoked for 1<sup>st</sup> time on April 13, 2002, in response to coup in Venezuela
  - **Canada contributed \$20 million to Institute for Connectivity in the Americas**
    - establishes national and regional strategies for connecting citizens
    - guided by a hemispheric advisory board of representatives from governments, NGOs, business and academia
  - **Canada chairs Inter-American Drug Abuse Control Commission (CICAD) – which developed the Multilateral Evaluation Mechanism (MEM), a tool to measure progress of anti-drugs efforts in the region**
  - **Justice Ministers and Attorneys General of the Americas working to improve cooperation on legal and judiciary issues and increase efficacy in fight against terrorism and organized crime**
  - **Canada hosted recent meetings to move environmental health agenda forward, advance issues of cultural diversity, and cooperation on labour issues**
  - **progress being made on gender issues and discussions among indigenous peoples and OAS Member States on draft American declaration on Rights of Indigenous Peoples**

# Politics and Governance – Canada ...



## – focusing on governance future of North America

- managing and brokering relationships with US and Mexico
  - determining role Canada will play in governance framework of NA
  - importance of engaging and integrating other levels of government and other sectors in larger governance framework
    - » provinces, municipalities, private and third sectors have role to play – have well-established relationships and common objectives with US partners
  - Canada's ambassador to US sites 3 key components to making most of our influence with US
    - » **operational coordination** – amongst all levels of government and private sector
    - » **policy formulation** – developing a vision for the future and a path to get there
    - » **communications** – publicizing Canada's advantages and lobbying for our points of view

*The management of the Canada-U.S. relationship extends deeply into Canadian domestic policy. ...The experience of the last 18 months – and the horizontal nature of so many of the issues we have faced – has only re-enforced my conviction that an informed, coordinated foreign policy ...**(is) vital to Canada's domestic interests.***

–Michael Kergin

Canada's Ambassador to the US

April 23, 2002

## **Ipsos-Reid Poll (April 2002) finds:**

- **30% of Americans - particularly in the South - think of Canada as a 51<sup>st</sup> state rather than as a separate nation**
- **27% think Japan is their biggest trading partner another 25% think its China 14% know its Canada**
- **56% chose Britain as their greatest ally; 18% chose Canada**

# Politics and Governance – Canada ...



## – focusing on governance future of North America ...

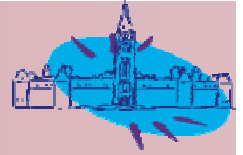
- **challenge of policy “intermesticity”**

- traditional separation between international and domestic policy no longer applies – two domains almost completely integrated – decisions in one impact on other
- increasing policy complexity - simultaneous need for faster governance/regulatory regime
- intense requirement for enhanced knowledge, analysis, etc.

- **engaging citizens in discussions of an increasingly integrated North American space**

- public dialogue about potential complexity and implications of a more integrated policy agenda - important element of governance
- North American Integration Survey conducted by EKOS Research Associates – testing values/ attitudes of Canadians, Americans and Mexicans on concepts of a changing North American space – yields preliminary results
  - » unlike Europe, NA market place not resulting in an emerging NA community/identity
  - » national identity remains strong and is rising across all three countries
  - » broad consensus that NAFTA has had a positive impact for all partners
  - » values across three countries are more similar than different
  - » gap in values between Americans and Canadians is widening since 1999 – collectivism – statism, secular and cosmopolitan values in Canada – individualism/self-reliance, moralism and materialism in the US
  - » Mexico accents are on humanism, national progress and lower statism
  - » US/Canada trust in government very similar in long-term tracking, but 9/11 elevated trust levels more in US than Canada
  - » orientation toward world has risen significantly more in Canada than US

# Politics and Governance – Canada ...



- **ethics and public confidence** as a driving governance force
  - **Leger marketing poll finds 70% of Canadians believe federal and provincial political systems are highly or somewhat corrupt**
    - 80% want major reform of rules regulating awarding of government contracts
    - politicians, their staff, senior public servants, and public service were all identified as perpetrators of corruption and patronage – at 46%, 30%, 26% and 18% respectively
  - **establishment of Public Service Integrity Officer (Treasury Board)**
    - acts as neutral party on issues of internal disclosure of wrong-doing (i.e. whistle-blowing)
    - can provide confidential advice, establish if further action can be taken, initiate investigations, protect employees from reprisal, monitor dispositions, reports to Clerk of the Privy Council
- **civil society and voluntary sector** – moving toward direct governance/influence
  - **Canada's voluntary sector comprised of 180,000 charities and non-profit organizations**
  - **partnering with both public and private sector in seeking policy solutions to societal issues**
  - **rely on *soft power* instruments – rely on public credibility and support**
  - **historic Joint Accord announced (Dec. 01) between Government of Canada and voluntary sector**
    - outlining values, principles and commitments for the future relationship
    - formalized commitment to engage the voluntary sector in the development of new policy and programs
  - **precipitated by growing trend toward protest – Canadians rank in mid to high range among other democratic nations**
    - correlated with higher levels of education and interest in politics/ public policy issues

# Politics and Governance – Canada ...



## – reforming management of Public Service to meet citizen needs/demands

- significant reform of human resource management systems and processes on horizon as labour/skill shortages loom large in highly competitive market
  - new legislative framework committed to at federal level
    - » merit to be redefined – from “best qualified” to “being qualified”
    - » managers to be responsible and held accountable for all aspects of human resource management
  - people management to be re-cast as primary responsibility of managers
  - PSC likely to assume audit role – transfer staffing authority to departments

***What I want to do is make the Public Service, as big and cumbersome as it is, feel like a whole bunch of small start-up companies with dynamism and eagerness and where all employees work hard...and wake up in the morning looking forward to coming to work.***

–Mel Cappe  
Former Clerk of the Privy Council  
*The Ottawa Citizen*, April 21, 2002

## – citizens consistent on government performance and priorities

- majority support overall direction of federal government 54% indicate movement in "right direction"
  - support has declined over past couple of years 60% in 1999
- health care still top priority for federal and provincial governments
- support for "level of taxation" as a key priority for federal government continues to decline over last 3 years

# Politics and Governance – Canada ...



- solidifying **focus on results and outcomes**
  - **Government of Canada looking to modern comptrollership as key to good stewardship of public resources, improved decision-making**
    - signals emergence of proactive, “management board” responsibilities for Treasury Board – providing comprehensive view of government operations, sustained leadership in improvement of management
    - strengthen government focus on results and outcomes
      - » improved performance reporting and transparency on policies and programs to general public, elected officials, and broader government community
      - » better informed risk management - identification of lessons learned, best practices, and effective knowledge management on outcomes
    - key implementation principles
      - » clarify management commitments – identify what is to be achieved
      - » stronger citizen focus – in designing, delivering, evaluating, reporting on activities – providing accessible, connected service
      - » leverage greater responsiveness and capacity through partnerships
      - » public sector values and principles – reinforcing Canadian institutions of democracy, professional, ethical and people values

## Tools of Good Stewardship

- **citizen-centred service delivery – improving client satisfaction**
- **Canada online –secure, reliable electronic interface to government information and services**
- **modern comptrollership – invigorated management frameworks and policies**
- **improved reporting to Parliament – focusing on relevance, appropriateness and utility of information in departmental reports**
- **program integrity – demonstrating individual program, department, “whole-of-government” results**
- **workplace excellence – modernizing human resources management and providing a positive and effective work environment**
- **knowledge management – identifying, sharing lessons learned and best practices**

Treasury Board of Canada  
*Results for Canadians 2000*

