



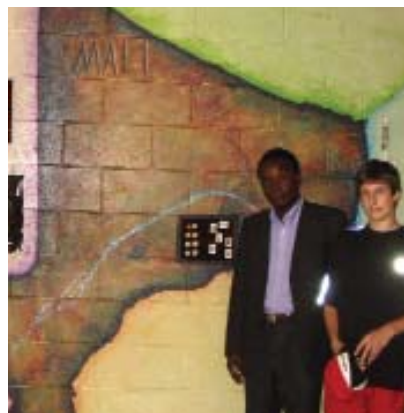
# ACCC INTERNATIONAL

The International Magazine of the Association of Canadian Community Colleges  
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## Good Governance

AND THE CANADIAN COLLEGE  
PARTNERSHIP PROGRAM



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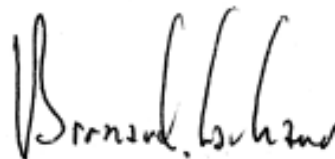
# Good Governance: Everybody's Business

**Good governance** is always the backdrop—the foundation on which the finest achievements can be built and sustained, whether in our institutions or organizations, in our communities or in our governments. It is the “canvas” of trust that can motivate people to live as responsible and respectful citizens. **Good governance** makes it possible for genuine leadership to emerge—leadership under which it becomes easier to convince and more difficult to coerce.

Regardless of whether we are teachers, company managers, public administrators, site foremen or parents, or if we hold positions that influence the paths or work of people, groups or communities, or whether we manage public services or assets, we must be imbued with fundamental values, such as respect, information sharing, fairness, transparency and participation. And at some point or another in our lives, we may have to perform a job or fulfill a role that puts us in a leadership position. The exemplary nature in this regard creates a process in which, in a context of growing trust, each person has the sense of being a stakeholder (for example, for students - in their education, for participants - in completing a project, or for the citizens - in the building of their country).

The purpose of this issue of ACCC International is to initiate, in a modest way, a process of reflection on the topic of **good governance** by first trying to define the concept thoroughly in relation to international cooperation and the directions of our government and those of specific international organizations. The assistance of our colleges' and institutes' project partners, who willingly agreed to share their experiences, is invaluable.

While some projects may focus chiefly on the development of good governance policies and practices, it is essential to demonstrate that, through each project, whatever the objectives and stakeholders, it is possible to advocate and act in such a way that, in terms of results and especially of spin-offs, **good governance** practices are developed and sustained. These practices will be characterized not only by the calibre of the partnerships that develop and by project ownership by all those involved, but also by the adoption and promotion of the basic requirements for **good governance** by all stakeholders involved: respect for all and genuine participation by all in their personal and collective development. ■



Bernard Lachance  
Vice-President, Partnership Programs  
Association of Canadian Community Colleges

# Good Governance

By **Mélanie Pilon**, Project Officer, Canadian College Partnership Program  
in collaboration with

**Dominique Van de Maele**, Senior Program Officer, Canadian College Partnership Program

**Good Governance** is a theme that has gained popularity over the last decade. It has many definitions and implications at the national and international level. For the purpose of this article, good governance will be defined in the context of international development with concrete examples from the Canadian College Partnership Program (CCPP) projects.

To have a better understanding of good governance and how it is linked to CCPP projects, the first section of this article will introduce governance definitions from such international organizations as the World Bank/ International Monetary Fund and the United Nations, which have an impact on policies and procedures at the Canadian International Development Agency (CIDA). The second section of this article will provide a brief analysis of good governance in CCPP projects - how this renewed concept contributes to the achievement of results and sustainability in CCPP projects and how projects can impact on good governance abroad.

## What is good governance?

The definitions presented in this section are not meant to be exhaustive, but rather constitute a sample of perspectives from various organizations working in international development.

The World Bank Institute (WBI) defines governance as the traditions and institutions by which authority in

a country is exercised for the common good. This includes:

- the process by which those in authority are selected, monitored and replaced;
- the capacity of the government to effectively manage its resources and implement sound policies; and
- the respect of citizens and the state for the institutions that govern economic and social interactions among them.<sup>1</sup>

The WBI views good governance and anti-corruption as central to its poverty alleviation mission.

There are six research indicators for governance at the WBI for which more detailed description can be found in their publications. For the purpose of this article, let us simply enumerate them:

- Voice and Accountability;
- Political Stability and Absence of Violence;
- Government Effectiveness;
- Regulatory Quality;
- Rule of Law; and
- Control of Corruption.

The World Bank has been increasing international awareness, encouraging debate, engaging in research and analysis, and disseminating information about good practices for reducing corruption. It is increasingly recognized that an international assistance organization such as the World Bank cannot on its own resolve the corruption issues which exist in the world and also

ensure good governance. Global partnerships are necessary. The efforts of the World Bank will be strengthened by selective, step-by-step reforms that address the specific forms of corruption in each country.<sup>2</sup> There is an overall recognition that one model cannot respond to all the diverging needs around the world.

According to the United Nations (UN), and with respect to the Millennium Development Goals (MDGs), the outcome of “poor governance” has two very distinct underlying causes. One is genuinely “corrupt” leadership, where political power is held by larcenous or brutal leaders. This type of leadership does not intend to achieve broad-based development goals, and there is little hope for major reductions in poverty. The second cause, at the other end of the spectrum, is a lack of financial resources and technical capacity which prohibits the management of efficient public administration by leaders. In many cases, however, reality is a mix of those two causes. The key in such cases is to invest in improving governance.<sup>3</sup>

One of the reasons for shortfalls in achieving the MDGs is the poor governance caused by corruption, poor economic policy choices, and denial of human rights. When the government does not encourage sound governance, a country’s economic development can take a turn for the worst. The poverty trap is difficult to overcome because many developing countries lack the basic infrastructure, human capital, and public

administration, which are the foundations for economic development and private sector-led growth. Canada's International Policy Statement (2005) indicates that:

*"Canada will assist countries to build conditions for secure, equitable development by promoting good governance, focusing Canadian efforts on democratization, human rights, the rule of law, public-sector capacity building, and conflict prevention.... Sound governance is a fundamental prerequisite for any of the MDGs to be achieved in a sustainable manner."*<sup>4</sup>

Canada's 2005 International Policy Statement identifies five sectors of program concentration:

- good governance;
- health;
- basic education;
- private sector development; and

- environment sustainability.

Good governance is thus one of CIDA's key results expected from its programs and projects. It includes improved governance structures and institutional capacity, strengthened civil society, improved peace and security, and enhanced respect for human rights and democracy.

The priorities and the examples of development outcomes around this key result presented in the Sustainable Development Strategy (2004) are listed in the table below.

According to *Canada's International Policy Statement*, programming in governance can be articulated around five main pillars:

- Democratization: Strengthening democratic institutions and practices.
- Human rights: Support for the promotion and implementation of human rights, rights of

women and of children, especially the ones affected by conflict, gender-based violence and natural disasters.

- Rule of law: Legal/judicial reform.
- Public sector institution and capacity building: Build core institutions and technical and managerial competencies, including oversight, accountability and anti-corruption measures. In this capacity, the CCPP projects respond to CIDA's governance priority and can have a great impact at this level.
- Conflict prevention, peace-building, and security sector reform: integrating conflict indicators and early warning systems; demobilization of former combatants; truth and reconciliation commissions; small arms collection

Priorities	Examples of development outcomes	CCPP Projects Examples
<ul style="list-style-type: none"> <li>➤ Promote public sector reform and greater use of rules-based systems to govern economic, political, environmental, and social affairs;</li> <li>➤ Build democratic institutions and processes that represent and engage all members of society;</li> <li>➤ Support the increased promotion and protection of human rights by institutions, governments, and civil society organizations;</li> <li>➤ Increased attention to conflict prevention, post-conflict reconciliation, peace building, and security.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Governing structures and institutions are increasingly stable, accountable, transparent, and bound by the rule of law;</li> <li>➤ Civil society is enabled to organize, advocate, effect, and influence change;</li> <li>➤ Increased knowledge and recognition by the general public and decision-making of the human rights of women and men, girls and boys;</li> <li>➤ Improved local capacity to prevent or manage conflict and strengthened security sector;</li> <li>➤ More effective transition from complex emergency/crisis to sustained development.</li> </ul>	<ul style="list-style-type: none"> <li>➤ An employment development project promoting public sector reform by linking with the labour bureau in order to respond to the industry demands and rules;</li> <li>➤ Mining project which supports the promotion and protection of human rights by providing training in efficient and environmentally-sound mining technologies and processes;</li> <li>➤ Agriculture project to enhance the training capacity in agriculture and forestry institutions and to empower people to improve farm viability, nutrition, and living standards.</li> </ul>

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Good Governance

programs; and policing: transparency and oversight of security organs.

**Figure 1** introduces one possible model for Good Governance, where different stakeholders interact within a project and a given country (Developing Country Organization (DCO), Canadian College/Institution (CCI), government, private and public sector and aid agencies/funders); how they can positively impact the economic state of that country; and how they can ensure efficient and effective management of resources and overall sustainability of the project. According to this model, there is a direct impact on the interaction between the agents on the market and good governance. The role for each stakeholder has been defined, including their respective contribution to good governance.

In the model below, the **Local Government** is the solid foundation which should lead by example in its

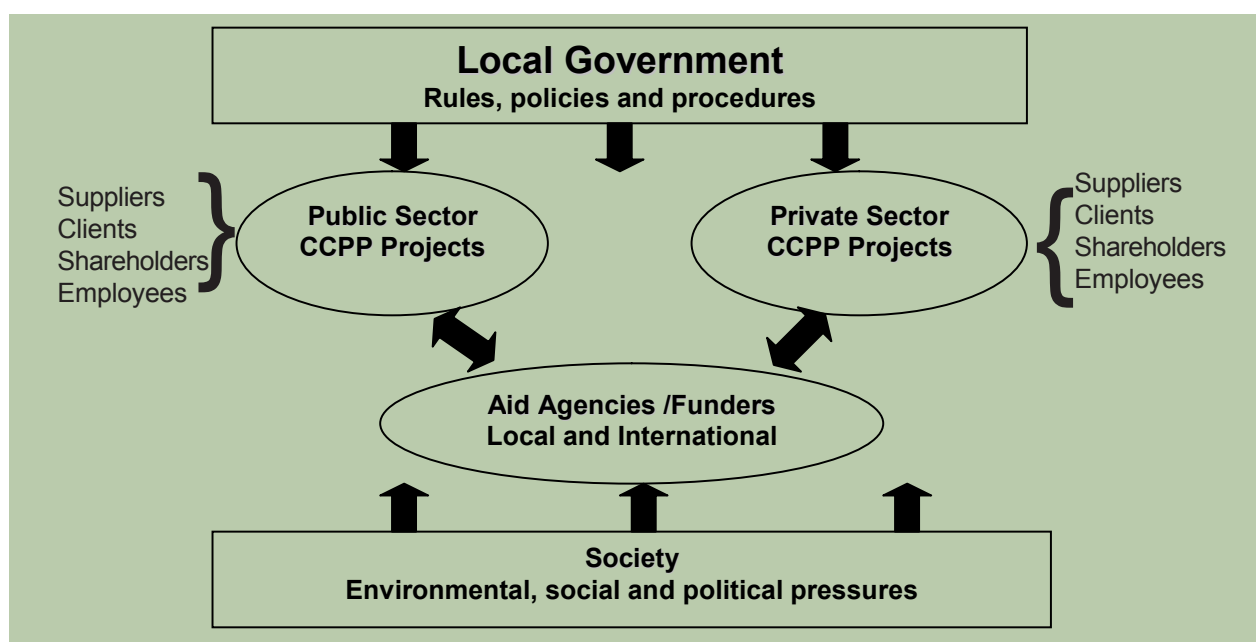
effectiveness, rule of law, political stability and absence of violence, as well as by its regulatory quality at the national and international level. It must set the parameters to protect and encourage both the public and private sectors to survive and grow. CCPP projects are often involved with both the public and private sector, which demonstrates how important it is to have a proper balance and open line of communication between all stakeholders. Good governance is crucial for a country to achieve economic prosperity.

The **Private Sector** must take into account the various government instructions, policies and procedures, and incorporate them in the development and implementation of their governance strategies and structural reforms. The private sector must have access to information but in return, the government must also be able to access information and have an input with regards to the project.

The **Public Sector** must demonstrate that it practices good governance through accountability, regulatory quality, and control of corruption (in good part, all three elements refer to transparency). In the developing world, the public firms have very often been known to hold the economic power. Achieving an appropriate balance between the public and private sectors is part of a good governance package.

Good Governance in a given country demonstrates to international and local **Aid Agencies/Funders** the commitment towards sharing knowledge and information (transparency) and also the higher level of interaction between all the major stakeholders in a project. If the government and the private sector in this country make a concerted effort to attract international and local investors, it creates a greater potential for economic prosperity.

**Figure 1 – An Interactive Model for Good Governance**



**Society**, which can be found in the lower section of **Figure 1**, generates economic, political and social pressures which are exercised on the projects or firms, the aid agencies/funders and the government. Each stakeholder within the society must in turn adapt to various pressures and anticipate the challenges which could occur within its environment.

## Good governance in CCPP projects

CCPP projects impact on governance in their respective countries of intervention. In general, to apply principles of good governance is to acquire and develop new approaches. If we recognize that these principles include transparency, open communication, equality, sound problem solving and decision making processes, among others, then CCPP projects, by their intrinsic goal of capacity development, are impacting on good governance abroad.

Most CCPP projects directly involve key government decision-makers in both project and policy development, as well as in project implementation to ensure the sustainability of project results. Just as an example, a new curriculum will not be implemented in the long run if a ministry of education has not endorsed it from the beginning and is not ready to commit resources to its future implementation.

Also, in order to become fully effective and efficient in managing CCPP projects, overseas partner institutions often need to make some minimal modifications in their structures of operation. We sometimes see the creation of new positions, new sections or new bodies in the structure of the overseas partner institutions as a result of CCPP projects. The latter can also

enhance the visibility and reputation of an institution to such extent that national or local authorities will create and provide new resources to its institutional development. All these initiatives are impacting on institutional good governance abroad.

Overall, current possible good governance *challenges* in CCPP projects can be as follows:

- Lack of transparency between project stakeholders;
- Difficult or non-existent communication – Cultural differences, between project stakeholders;
- Corruption or poor use of resources in countries of project intervention, thus impeding good governance;
- Remaining gap between project results and DCO needs, thus preventing sustainability; and
- Lack of ability to adapt to unpredicted events during the course of project.

The *lessons learned* from CCPP projects in the area of governance have been so far, among others:

- good program and project guidelines are required to help initiate, develop and manage good international project;
- back-up plans are necessary in order to face the challenges from the social, economic and political pressures, particularly when the environment is known to be fluid at best; and
- it is very important to have the right project partners in any project so as to facilitate communication, ensure transparency and respond to respective and mutual needs.

Some key *recommendations* to community colleges and institutes with regards to good governance in CCPP projects include:

- ensure a thorough process in the selection of country, project and partners;
- ensure transparency by making high quality project information accessible, relevant and reliable; and
- remain adaptable in one's approach with regards to changes in the planned versus actual project activities, structures and personnel due to social, economic or political issues that might arise – while maintaining a clear and determined focus on project goal and purpose. ■

### End Notes

<sup>1</sup> World Bank Institute (WBI), [www.worldbank.org/wbi/governance/about.html](http://www.worldbank.org/wbi/governance/about.html)

<sup>2</sup> The World Bank. *2004 Annual Review of Development Effectiveness: The World Bank's Contribution to Poverty Reduction*. Washington, D.C. (2005), p.37

<sup>3</sup> UN Millennium Project 2005. *Investing in Development: A Practical Plan to Achieve the Millennium Development Goals. Overview*. United Nations Development Programme. New York, 2005, p.35.

<sup>4</sup> Canada's International Policy Statement 2005. *A Role of Pride and Influence in the World: Development* Gatineau, 2005, p.12

<sup>5</sup> Canadian International Development Agency (2004). *Sustainable Development Strategy: 2004-2006*. [www.acdi-cida.gc.ca/sds](http://www.acdi-cida.gc.ca/sds), Gatineau 2004, p. 28.

# Good Governance and Community Policing in Burkina Faso

**By Hamadou W. Guigma, Police Commissioner  
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The concept of good governance has had a real impact in Burkina Faso for over a decade.

In the early 1990s, Burkina Faso, like most African states, re-established a democratic system, supported by the international community and motivated by the lessons learned from the long political, economic and social crisis of the 1980s. Following this democratic opening, a strong, dynamic civil society was established to support the government in efforts to develop an ethical public administration. This was to be accomplished through transparency in the management of public property and common heritage, with the elimination of corruption and disrespect for human rights, particularly by those responsible for implementing laws and law enforcement officers generally.

The security sector was not overlooked in this process. Emerging from under the shadows of the past when special measures dominated the country, the security sector initially fell seriously short and had difficulty bringing its methods in line with the requirements of the rule of law, particularly regarding the respect

of citizens' fundamental rights and freedoms.

In the process of adapting to the requirements of the rule of law, the police services, under the supervision of the Ministry of Security, decided to adopt community policing as a means of establishing a democratic police force, close to the people and respectful of human rights. As a result of taking this course, encouraged and supported by the government, there is now a plan for instituting community policing, which is in the initial implementation phase. The overall objective of this plan is to create a partnership between the security services and the people so as to resolve problems of crime and disturbances of public order.

Conscious of the fact that a real solution to delinquency problems in Burkina Faso involves resolving the problems of troubled youth, the Ministry of Security, through the École Nationale de Police [National Police Academy] is a key partner of Collège de Maisonneuve in the project "Concertation-Prévention-Jeunesse" [Cooperation-Prevention-Youth].

The purpose of this project is to:

- facilitate the social integration of young people through prevention and through seeking sustainable solutions to the problem of troubled youth;
- strengthen the capacity of individuals and institutions to work with young people in a concerted way through a community approach.

A memorandum of understanding between the partners sets the terms and the principles of partnership and specifies the responsibilities of each partner.

The activities carried out under this project involve training social workers in a community approach, in problem solving strategies and in youth issues. These activities are intended to increase the effectiveness of the efforts of public and private institutions to socially reintegrate troubled youth.

The results, admittedly partial, show the beginnings of genuine cooperation between community organizations and public service agencies in the battle against crime.

# HUMAN RESOURCES INFRASTRUCTURE AND EMPLOYMENT DEVELOPMENT IN SOUTH-WESTERN CHINA

**By Cai Jianying, Deputy Director  
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From 2000 to 2004, Southern Yangtze University (SYTU) and Vancouver Community College (VCC) extended their cooperation relationship to implement a second four-year project entitled "Human Resources Infrastructure and Employment Development in South-western China" funded by the Canadian International Development Agency (CIDA) under the administration and supervision of the Association of Canadian Community College (ACCC) in Guizhou Province in south-western China.

The goal of the project was to contribute to poverty reduction and economic development in south-western China by addressing regional vocational training needs, creating sustainable opportunities for workers and transforming agricultural and other enterprises into more profitable ventures. This goal has well matched the national policy of developing the western regions of China.

SYTU worked very closely with VCC and the Guiyang Labour and Social Security Bureau to deliver vocational training workshop to local people in Guizhou Province which is a less developed region. However, Guizhou is rich in tourism resources that have good potential for attracting both domestic and international tourists. There has been a great need to increase the training and consulting capacity, to improve the quality of human resources, and to enhance development in small and medium-sized enterprises in tourism and hospitality.

The project has had significant impact on establishing good governance, which is indeed seen as an approach to doing things. This approach is unique in promoting cooperation among all stakeholders from government to community and in supporting a true sense of accountable leadership through practice. In particular, the project has obtained the following tangible results:

- A total of 7 training seminars were held and a total of 569 managers/supervisors and creators/operators of small and medium-sized businesses in the tourism and hospitality industry throughout

Guizhou Province (267 male and 302 female) attended. The trainees have now become effective trainers in their workplaces which have resulted in the work efficiency and quality of services in the industry being improved in the long run.

- An effective training model combining the expertise of Canadian and Chinese teaching methodologies and contents was established for future training activities.
- A wealth of training materials was developed to support sustainable development of VSDC.
- Using the training models of VCC and SYTU instructors, Guiyang Labour and Social Security Bureau organized its own training courses for more than 26,000 displaced workers and business creators since September 2002. These courses equipped them with new skills and enhanced their employability in the labour market.
- Capacity of staff members of Guiyang Labour and Social Security Bureau was highly enhanced. Some of them are now the key personnel to manage the training and other sustainable functions.
- Trainees from the industry could successfully apply the knowledge from the seminars in their work units. As a result, they were able to expand their sales volume, attract more investment funding for their projects, increase the productivity of their work teams, and enhance their problem-solving ability.
- Guiyang Labour and Social Security Bureau have developed a close consultative mechanism with the tourism bureaux and professional bodies of various cities in Guizhou Province for tourism development planning. Regular consultative meetings are conducted to exchange views on training needs and employment capacity in the industry.
- Through participation in the project activities, a close network has been established among Guiyang Labour and Social Security Bureau, vocational training institutions and the private sector, such as hotels, restaurants, scenic attractions, recreational

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### HUMAN RESOURCES INFRASTRUCTURE....

resorts, tour companies and travel agents. This would help acquire the most accurate labour market information and solicit industry support for future sustainable functions.

- VCC and SYTU instructors became role models of the trainees. Not only did they help the trainees upgrade their knowledge, but also inspired them to have a high level of work ethics and professionalism. This would improve the work efficiency and quality of services in the industry in the long-term.
- The case and research studies prepared by the VCC student participants have formed a sustainable base for the project. Not only did the student participants enhance their personal profiles, their works would be included in the permanent Provincial Instructor Diploma Program curriculum of VCC and would be a key part in the long-term tourism training plan of Guizhou Province.

- As the training and business development capacity in the private sector have been greatly expanded, new jobs were emerged, more stable and competitive businesses were established, decreased unemployment and increased GDP which all have led to reduction of poverty in Guizhou Province.
- As for VCC and SYTU instructors and students, their involvement in the project provided them with new vision and inspiration that might have influenced the viewpoints and value systems of themselves, their families and other people.
- The promotion of community awareness has increased the understanding and support of international development within the Canadian and Chinese societies.
- In response to gender equality concerns, Guiyang Labour and Social Security Bureau in consultation with VCC and SYTU have developed and implemented a set of

comprehensive policies to ensure gender equality.

Good governance was achieved in the project by successfully motivating all stakeholders, such as educational institutions, government bodies, industries and communities, to work together to achieve project goals and sustainability. The project has brought new knowledge and experience, and pumped much energy and vitality to the regional vocational skills training and the capacity development in both the public and private sectors. Canadian values, such as gender equality, work ethics, professionalism and environmental sustainability, were implanted in the contents of each training workshop. The governments of Guizhou and Guiyang would continue to commit necessary human and financial resources to ensure sustainable developments. They would also leverage and capitalize on the expertise and experience from the project to replicate the activities in other subject and geographical areas. ■

## Good Governance: The Road to Change

**Cynthia Murphy, Director, International Account  
Nova Scotia Community College International Program**

### “Free speech doesn’t feed my kids.”

As Friday, the taxi driver, was making his way through the safest streets of Lilongwe, Malawi, conversation regarding the changed state of the country over the previous decade quickly fell into an emotional personal discussion.

The above exclamation was elicited by his non-Malawian passenger’s

naïve comment, “Life must be so much better now that Malawi is a democratic country, now that the dictator His Excellency Kamuzu Banda is dead.” After his gut reaction, Friday reflected and shared that he expected great things when the dictatorship that had gripped his country for decades since independence fell and Malawi became

a democratically governed country. To his dismay and bewilderment, he had not expected or anticipated that democratization and the accompanying freedom of speech and press, which brought the world to all Malawians, would lead to what he called the “westernization” of his country. He had not anticipated that his children would develop a fondness

for television, the medium that had been banned for so many years, a feeling of need for Nike sneakers, a desire for western goods that would surely bring them happiness. He had not anticipated that the new government would be faced with the challenge of democratically governing while addressing the challenges of a skyrocketing HIV/AIDS infection rate, years of drought that had led to crop failures and hunger, and corruption instilled by years of Banda's dictatorial rule.

While the encounter with Friday did not happen while traveling with a Canadian College Partnership Program (CCPP) project, it serves as a constant reminder that, as implementers of development projects that must reflect the Canadian International Development Agency (CIDA)'s commitment to its nine key action areas from the World Summit on Sustainable Development<sup>1</sup>, Canadian colleges and institutes involved in CCPP projects must ensure that development results are transferred to individuals as well as institutions. Friday's comment poses a great and fundamental challenge for policy makers, development agencies, and implementing agencies. How can developed countries promote and support good governance and the practices that are associated with it in developing countries while ensuring that the needs of individuals are met and respected? The practices and policies associated with the changes that accompany better governance are often accompanied by major change and paradigm shifts; if not presented in clear, justifiable terms, change and new ideas can be threatening.

When managing and implementing CCPP projects, Canadian colleges and institutes and their partners must

be mindful of project practices and approaches that will promote good governance. Project stakeholders must commit to transparent and open communication when developing CCPP proposals and, once funded, throughout the life of the project. A climate of trust must be cultivated and maintained.

Nova Scotia Community College (NSCC), in partnership with the National Union of Eritrean Youth and Students (NUEYS), began the implementation of their Appropriate Technical Training (ATT) project in March 2005, developing a technical training centre for youth and displaced adults in the Keren region of Eritrea. The project partners are committed to the development and implementation of activities and actions promoting good governance. To foster communication and ensure transparency, NUEYS and NSCC have committed to each other that all formal and informal documentation that relates to the ATT project will be shared with the other partner. NUEYS is fully committed to transparent management practices. The NUEYS project officer who has been assigned to the project is working closely with the NUEYS finance department to ensure that project funds are utilized according to CCPP regulations. He is also committed to developing and implementing management practices that adhere to the principles of Results Based Management.

The Eritrean Ministry of Education is committed to the development of technical and vocational education in Eritrea. It has endorsed the project and ATT Ministry officials were informed and engaged as the project proposal was developed and their involvement has continued as the project has progressed. The Ministry of Education's Director of Technical

Education is committed to working with both NUEYS and NSCC by providing assistance through the provision of government guidelines for curricula development and by being consulted regarding the scheduling of project activities. During the proposal development stage, and in the six months since project implementation, ties between the Ministry of Education and NUEYS have been strengthened and the reputation of NUEYS as a recognized training institution has been strengthened in Eritrean government circles.

When addressing the challenges associated with good governance, Friday's comments should remind CCPP participants of their fundamental responsibility to ensure that CCPP projects are mindful of all stakeholders. All project activities affect the lives of individuals and the institutions and communities that belong to those individuals. To best serve those individuals, institutions, and communities, good governance can be instilled through transparency, respectful communication, appropriate use of resources, and working with stakeholders to that sustainable results are achieved. ■

### End note

<sup>1</sup>Canadian International Development Agency (2004). *Sustainable Development Strategy: 2004-2006*. [www.acdi-cida.gc.ca/sds](http://www.acdi-cida.gc.ca/sds), Gatineau 2004, p. 20.

## News

### **New Brunswick Community College awarded Knighthood in the National Order of Mali**

On September 6, 2005, at the Embassy of the Republic of Mali in Canada, the New Brunswick Community College (NBCC) was awarded a Knighthood in the National Order of Mali. Jeanne Comeau, principal of NBCC Bathurst and head of NBCC's Institutional Development Services, accepted this important distinction on behalf of NBCC from His Excellency Mamadou Bandiougou Diawara, Mali's Ambassador to Canada.

### **Environmental Health Training for Women in Zambia**

In April 2003, the University College of Cape Breton (Cape Breton University) (UCCB) partnered with the University of Zambia (UNZA) and Lusaka's Natural Resource Development College to strengthen the capacity of Zambian institutions to improve both the health and the environment of local communities through the training of approximately 100 female trainers and leaders. The outreach of this project has drawn the attention of several national and international organizations such as the International Development Research Centre (IDRC) and the World Health Organization-United Nations Environment Programme (WHO-UNEP).

In June 2005, IDRC approved a UCCB concept paper and the two institutions, along with the University of Zambia, are currently in negotiations for a three year contract

(2006-2009), in addition to the CCPP funding (2003-2008). This funding will help to measure the disease burden, in the urban area of Lusaka (also called Msisi), due to diarrhea, malaria, intestinal worms and respiratory infections. Training will be delivered to women, and community consultations will be held. The results will be disseminated through showcasing the value of an eco-health approach, illustrating the environment and human health linkages in the southern communities and the benefits of addressing human health problems by strategically improving the environment.

### **Friendship Award of Liaoning Province Liaoning Provincial People's Government, People's Republic of China**

On September 29, 2005, the Liaoning Provincial People's Government awarded, the *Friendship Award of Liaoning Province* to Dr. Alice Siu-Ping Wong, of Kwantlen University College, in appreciation of her enthusiastic support and contribution to the construction of Liaoning Province. This award recognizes the contribution and dedication of foreign experts to the economic, scientific, technological, educational and cultural development of Liaoning Province.

Dr. Wong's award stems from her involvement in Kwantlen University College's Enterprise Skills for Women project in the province of Liaoning, funded under the Canadian College Partnership Program (CCPP). The project focused on increasing the capacity of the Dalian Institute of Light Industry (DILI) faculty and industry trainers, and developing a permanent Enterprise Skills Training

Centre within DILI to train, retrain and support displaced women workers, women entrepreneurs and enterprise managers, resulting in the economic growth in the city of Dalian and eventually the province of Liaoning. DILI is now recognized as a pioneer in the field of "entrepreneurship skills" within the province.

In a letter from Ms. Zhao Guohong, Director of Personnel Department, Liaoning Provincial People's Government wrote: "*Since Alice came to Liaoning, she has contributed a lot to the economic and social development through hard working, to the revitalization of the old industrial base, and to the friendship between Liaoning and her country. Liaoning Provincial People's Government decides to confer Alice the 2005 "Friendship Award of Liaoning Province".*

### **Northern Canada and the Linkage Model**

Since April 2003, Bow Valley College (BVC) has been engaged in the delivery of a Canadian College Partnership Program (CCPP) Project for community-based technical, entrepreneurial and essential skills training to the Namibian unemployed youth (15-35 year olds) and women. The objective is to increase their revenue-generating opportunities that will lead to sustainable small-and-medium sized enterprise (SME) development. The **Linkage Model** referred to as "made in Africa" by BVC is versatile because it is a delivery methodology and not a training program; this means the technical curriculum to be delivered must be developed by training centres to meet the specific requirements of the learning community for which it is intended. The model also provides special support for women wanting to

access the SME sector and a gender-neutral curricula and mentorship approaches.

Before the end of year 2, the project has succeeded in having a positive impact on the socio-economic development of the targeted population of Namibia. Besides accomplishing the planned expected results, the project is gaining recognition and support from other sources such as Namibia's Minister of Higher Education, Training and Employment Creation, Luxembourg Agency for Development Cooperation, Ghana's centre of Vocational Training for Females, EED/DU Germany (a Christian Church Organization based in Bonn, Germany) and the northern Canadian industry and aboriginal groups to bring the linkage model to the Mackenzie Delta.

In February and March 2005, Bow Valley College's International Department participated in a series of discussions with key gas players-Imperial Oil, SunocoPhillips, Shell, Exxon, Mobil, the Government of the Northwest Territories, Aboriginal Futures, and the Inuvialuit Regional Corporation. These corporations and organizations are currently conducting negotiations targeting the building of the Mackenzie gas pipeline across Canada's Northwest Territories.

There is a definite "northern" interest in the Linkage Model, especially the business and essential skills enhancement facilitated by the delivery format. Presently, Bow Valley College is continuing its talks as well as presentations to other stakeholders.

## Events

### **CIVICUS World Assembly 2006: Acting Together for a Just World Glasgow, Scotland**

The CIVICUS World Assembly is a forum for international civil society representatives to get together, exchange ideas, experiences and build strategies for a just world. Be there to share the platform with high-profile speakers and grassroots activists from all over the world.

Guidelines for anyone who is interested in submitting proposals for workshops, training sessions or visual arts exhibitions at the CIVICUS World Assembly 2006 are now online. Delegates from developing countries are eligible to apply for a grant to attend the CIVICUS World Assembly 2006 in Glasgow.

**Source:** CIVICUS World Assembly 2006 at [www.civicusassembly.org/English/Home/Home.asp](http://www.civicusassembly.org/English/Home/Home.asp)

### **ACCC 2006 Annual Conference Calgary, Alberta May 28-30, 2006**

Join us in Calgary for **The Learning Stampede**, ACCC's 2006 Conference. Seven of southern Alberta's leading institutions – Bow Valley College, Lethbridge Community College, Medicine Hat College, Mount Royal College, Olds College, Red Deer College, and SAIT Polytechnic – will play host to a true western experience.

There will be a first-class program prepared, with opportunities to connect with the mavericks who are blazing new trails in post-secondary education. You'll rope in new ideas from our speakers and presenters on the issues that are driving our institutions – meeting diverse workplace and learner needs, building capacity for applied research, developing partnerships and more. Plus exciting social events, including our own rodeo – you won't want to miss it!

### **Education and Economic Development in Africa Montreal, Canada April 25-28, 2006**

To further its development, Africa must invest in its own education. This applies at the primary, secondary and university levels, as well as in vocational training and adult education. It also involves the formal and informal sectors and private and public sector training. The report of the Commission for Africa, "Our Common Interest" (March 2005), stresses not only the importance of fostering basic education, but also of supporting higher education, vocational training, adult learning and teacher training in the context of a well-planned overall education system.<sup>1</sup>

The Education and Economic Development in Africa conference objectives include:

- Understand the challenges Africa faces in integrating education and economic development
- Explore the roles of the various development stakeholders
- Identify and promote the partnership capacities of Canadian firms and institutions

*cont'd on p. 14*

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- Consider implementation strategies for guidelines set forth by the G8 in Kananaskis and Gleneagles, the Millennium Development Goals and the Commission for Africa.

The participants will include Canadian universities, colleges and cégeps; African education and training institutions; national and international education or economic development organizations; and Canadian and African education and training organizations in the private sector. The conference is organized in partnership with ACCC, AUCC, Cégep international, Sogema and TecSult. Its financial partners include SNC-Lavalin, Sogema, TecSult and Placer Dome.

**Source:**

Education and Economic Development in Africa, p.1 at [www.ccafrica.ca/events/ccaf/education/Education\\_Conference.pdf](http://www.ccafrica.ca/events/ccaf/education/Education_Conference.pdf)

<sup>1</sup> COMMISSION FOR AFRICA. (March 11, 2005). *Our Common Interest*, Commission for Africa, [On line], [www.commissionforafrica.org/english/report/introduction.html](http://www.commissionforafrica.org/english/report/introduction.html)

## Resources

### **CIDA's Human Rights, Democracy and Good Governance Policy**

The Government of Canada's Policy for the Canadian International Development Agency (CIDA) on

Human Rights, Democracy and Good Governance is situated within the framework of Canadian foreign policy and overall Government objectives. Objectives for CIDA are closely tied to the three key objectives identified by the Government for its international actions in the years to come: the promotion of prosperity, the protection of our security within a stable global framework, and the projection of Canadian values of democracy and the rule of law, and culture. The Government recognizes that a broad approach is required to build a more secure world, one that in Canada includes promoting international cooperation, building stability and preventing conflict. Canadians expect our relations with the rest of the world, including with developing countries through the development assistance program, to be guided by such values as respect for human rights, democracy and the rule of law. This policy builds on those values.

**Source:** Government of Canada Policy for CIDA on Human Rights, Democratization and Good Governance, p. 2 or [www.acdi-cida.gc.ca/humanrights](http://www.acdi-cida.gc.ca/humanrights) (ISBN: 0-662-24393-5)

### **Governance for Sustainable Human Development**

Governance includes the state, but transcends it by taking in the private sector and civil society. All three are critical for sustaining human development. The state creates a conducive political and legal environment. The private sector generates jobs and income. And civil society facilitates political and social interaction - mobilizing groups to participate in economic, social and political activities. Because each has

weaknesses and strengths, a major objective of our support for good governance is to promote constructive interaction among all three.

**Source:** Governance for sustainable human development, <http://magnet.undp.org/policy/default.htm>

### **United Nations Development Program Practice Note: Public Administration Reform**

Public Administration Reform (PAR) has historically been a core area for United Nations Development Program (UNDP) support. Today, UNDP supports 380 projects in 112 countries, covering various aspects of PAR. Paradoxically, it is also very difficult to define a UNDP role compatible with its resources. Moreover, a number of other players have increased their role in this field, which has led UNDP to question and reorient its strategic position. In the area of PAR, UNDP's mandate to reduce poverty and foster respect for human rights implies designing programs that will have the highest long-term impact on the poor and disadvantaged (especially women and marginalized groups). Taking appropriate account of the political and cultural context is axiomatic.

**Source:** UNDP Public Administration Reform Practice Note, p. iii or [www.undp.org/policy/docs/practicenotes/PAR-PN.doc](http://www.undp.org/policy/docs/practicenotes/PAR-PN.doc)

### **Forum of Federations**

The Forum of Federations is a non-profit, international organization based in Ottawa, Canada. We engage in a wide range of programs of mutual cooperation designed to help develop

best practices in countries with federal systems of government around the world. The Forum works with countries and organizations of the North and of the South, with established federal countries and newly-emerging federations. In addition, the Forum works with countries that are exploring the possibilities of a federal political system. In its work, the Forum adheres to a number of principles. First, they operate within their particular niche: federalism. Their focus is on education, networking and information-sharing. They do not engage in advocacy for any political ideology. The Forum provides a unique program focus that is both multilateral and comparative. It works primarily with practitioners, according equal standing and treatment to all levels and branches of federal structures. Their aim is to build on existing expertise and not to duplicate what academic centres for the study of federalism and other policy institutions are doing. They work in partnership with these institutions, not in competition with them. The purpose of the Forum is to facilitate contacts among practitioners, academics, and institutions working on governance issues. The Forum is a partnership organization, not a funding source. It gives priority to projects with diversified partnerships related to both funding and implementation.

**Source:** Forum of Federations at [www.forumfed.org](http://www.forumfed.org)

### **Institute on Governance**

The Institute on Governance (IOG) is a non-profit organization with charitable status, founded in 1990 to promote effective governance. From their perspective, governance comprises the traditions, institutions and processes that determine how power is exercised, how citizens are

given a voice, and how decisions are made on issues of public concern. IOG works with a wide variety of partners, including government agencies, international organizations, NGOs and the private sector. While much of their activity takes place in their home base of Canada, they also work extensively with international partners. Their international efforts, which concentrate on the developing world, have taken them to Africa, the Caribbean, Eastern Europe, the Middle East, Southeast Asia and South Asia.

**Source:** Institute on Governance at [www.iog.ca/about\\_us.asp](http://www.iog.ca/about_us.asp)

### **Law and Policy Reform: Asian Development Bank**

With the aim of promoting sustainable development in the region, the Asian Development Bank is increasingly paying attention to the policy and institutional environment in which economic activity takes place. As part of its efforts to support capacity building and governance for sound development management, the Bank continues to expand law and development work, promoting policies, legal reforms, and regulations supporting economic growth; enhancing the status of women; and protecting the environment. Such work has focused on capacity building among institutions responsible for the administration and enforcement of laws and regulations, continuing legal education for government lawyers working with front-line development ministries and with government enterprises, and fostering research into the relationships between economic development and legal reforms.

**Source:** Law and Policy Reform at [www.adb.org/Law/default.asp](http://www.adb.org/Law/default.asp)

### **CIVICUS: World Alliance for Citizen Participation**

Originally based in Washington, DC, USA, CIVICUS- World Alliance for Citizen Participation has now established its global headquarters in Johannesburg, South Africa. CIVICUS is an international alliance of over 1000 members from 105 countries that has worked for over a decade to strengthen citizen action and civil society throughout the world, especially in areas where participatory democracy and citizens' freedom of association are threatened. CIVICUS has a vision of a global community of active, engaged citizens committed to the creation of a more just and equitable world. This is premised on the belief that the health of societies exists in direct proportion to the degree of balance between the state, the private sector and civil society. CIVICUS provides a focal point for knowledge-sharing, common interest representation, global institution-building and engagement among these disparate sectors. It acts as an advocate for citizen participation as an essential component of governance and democracy worldwide. CIVICUS seeks to amplify the voices and opinions of ordinary people and it gives expression to the enormous creative energy of the burgeoning sector of civil society.

**Source:** CIVICUS at [www.civicus.org/new/about\\_civicus.asp?c=00265D](http://www.civicus.org/new/about_civicus.asp?c=00265D)