

Public Sector Reform



The long term sustainability of development programs is dependant on a responsive and responsible public sector. Cardno provides support for strategic social, institutional and public expenditure reforms to gain the trust of citizens and through decentralisation, increase their participation.

An effective and accountable public sector creates cultural change which in turn improves service delivery. Internal communications allow agencies to implement common approaches to risk and, opportunity, increasing transparency and shared objectives across the public sector.

Strengthening the public institutions that secure governance enhances the activities of both agencies and project beneficiaries. Limitations of institutional structures and procedures reduce efficiency. Shortfalls in equipment, facilities and staffing levels also constrain institutional performance. Cardno manages and facilitates programs that focus on capacity development, improved organisational structures, provision of facilities and equipment, training and sustainable support systems in government ministries and agencies.

We help improve data collection and analysis mechanisms and assist in the design and development of draft legislation and policies. Working in partnership with clients, we provide

access to advanced techniques for designing frameworks with embedded evaluation methodologies to ensure ministries and departments can employ new approaches to policy development. Cardno can assist in identifying key stakeholders and in implementing wider and inclusive consultation processes as part of information collection for improved policy development and public expenditure management.

We assess stakeholders' requirements and respond through the strengthening of institutional capacity.

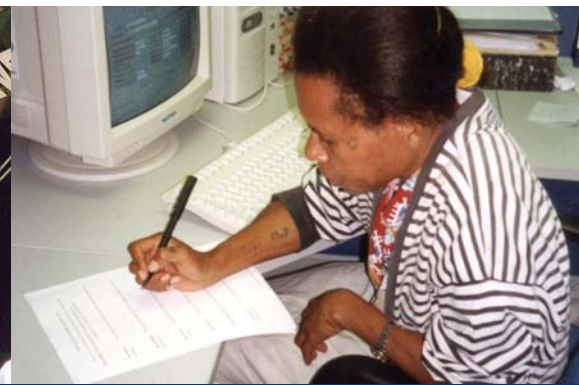
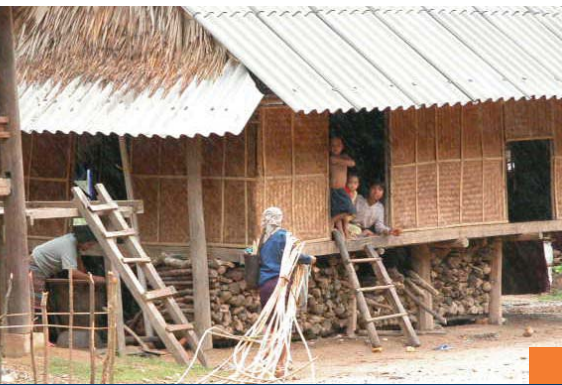
We work with our activity partners to analyse problems, design effective and sustainable solutions and monitor progress towards achieving outcomes.

Our support to public sector reform follows the guiding principles of:

- ▶ Taking a broader and longer term systems perspective to develop sustained capacity
- ▶ Increasing acceptance, ownership and accountability by building on existing capacities and systems
- ▶ Continually improving the quality of our activities by responding to lessons learned
- ▶ Providing sufficient coordinated resources to support the long term requirements of public sector reform
- ▶ Creating an enabling environment that supports the use of existing and newly acquired skills.

Our capabilities and experience includes:

- ▶ Capacity Development
- ▶ Public Finance
- ▶ Training Methodology
- ▶ Strategic Planning and Policy Advice
- ▶ Management Information Systems
- ▶ Skills Development Strategies
- ▶ Financial Management Systems
- ▶ Donor and Line Agency Coordination
- ▶ Gender Analysis.



Financial Management Project, Papua New Guinea

Client Department of Finance and Treasury, Government of Papua New Guinea
Donor Asian Development Bank (ADB)
Company Cardno Emerging Markets (Australia)

Technical assistance was provided to establish wide-ranging improvements for an effective, decentralised financial management system in Papua New Guinea, in meeting the objectives of:

- ▶ Improving the fiscal planning processes
- ▶ Addressing budget execution and accounting issues

Human Resources/Payroll Business Systems Project, Papua New Guinea

Client AusAID
Company Cardno Emerging Markets (Australia)

Support is being provided to the Government of Papua New Guinea to implement a computerised Human Resource Management/Payroll System, helping to:

- ▶ Improve human resource management and personnel expenditure control
- ▶ Develop policies, processes and reporting mechanisms.

Increasing the Financial Management Capacity of the Ministry of Agriculture and Food, Georgia

Client Ministry of Agriculture and Food, Georgia
Donor European Commission (EC)
Company Cardno Emerging Markets (UK)

This Program provides technical assistance to improve the budget and financial management capacity of the Ministry of Agriculture and Food, including improvements to:

- ▶ Budgetary processes including preparation, execution, monitoring and evaluation
- ▶ Links with the Ministry of Finance
- ▶ Capacity of the Department of Strategic Policy Development through targeted training in financial management and use of appropriate IT solutions.

Local and Regional Partnerships Development Program, Romania

Client Northeast Region Regional Development Board (RDB) and Regional Development Agency (RDA)
Donor Department of International Development (DFID)
Company Cardno Emerging Markets (UK)

The objective of this Program was to develop partnership models to stimulate economic growth and reduce social exclusion and poverty in North East Romania, including:

- ▶ Assistance to local authorities to develop economic and social development policies
- ▶ Support to regional level authorities to engage with business sectors and NGOs
- ▶ Assistance to organisations in the development and implementation of regional development plans
- ▶ Development of mechanisms for entrepreneurs and investors to improve access to business advice.

Technical Assistance to the Program Management Unit of Income Generating Public Works Program, Malawi

Client Ministry of Public Works, Government of Malawi
Donor European Commission (EC)
Company Cardno Emerging Markets (UK)

Strategic and operational assistance to the Ministry is being provided through the planning and implementation of an integrated Program in labour-based road infrastructure, irrigation and forestry development and includes:

- ▶ Refining the decentralised program management system to ensure the program furthers national policy, in particular the decentralisation process and the Malawi Poverty Reduction Strategy
- ▶ Program and financial management support.

Trade Analysis and Reform Project, South East Asia

Client AusAID
Company Cardno Emerging Markets (Australia)

The objective is to provide effective interaction with the World Trade Organisation (WTO) in the development of policies on economic integration for economic growth and social development in the region. Assistance enables:

- ▶ Improvements in the quality and use of information and analysis of trade policy development
- ▶ Support for engagement with the WTO by building demand for, and capacity to, supply high quality trade policy analysis
- ▶ Provision of training, regional and national workshops and agency-based research.

Tajikistan Institutional and Policy Support to the Transport Sector, Tajikistan

Client Asian Development Bank (ADB)
Company Cardno Emerging Markets (Australia)

Technical assistance was provided to institutional and policy support services, training programs and institutional improvements in the roads sub-sector. This supported the development planning through:

- ▶ Identification of policy and institutional deficiencies
- ▶ Road maintenance planning, financing and identification of needs for institutional strengthening.

About Cardno

Cardno is an integrated professional services provider, delivering specialist advice to create or improve physical and social infrastructure that underpins communities around the globe. Our team is comprised of leading advisors who plan, design, manage and deliver sustainable projects and programs.

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