

Major Projects Management Office Initiative



Published On: 29 July 2015

Organisation: Natural Resources Canada

Country: Canada

Level of government: Central government

Sector: Environmental protection

Type: Financial Resources, Organisational Design

Launched in: 2007

Overall development time: 1 year(s)

Link to the innovation's website

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Description

Natural resources are a major driver of Canada's economy, contributing 1.8 million jobs and 19% of the nominal GDP. Over the next decade, hundreds of natural resource projects worth up to \$711 billion are expected. To meet this demand, the federal review process for major resource projects requires sufficient capacity as well as effective, oversight, management and accountability.

The Major Projects Management Office Initiative (MPMO), a whole-of-government collaboration of 12 regulatory departments, was created in 2007 to improve the federal regulatory system for major natural resource projects. It acts as a 'single window' for major projects and thereby improves services to clients. MPMO's mandate is two-fold: (1) an operational mandate to improve the process for major project reviews; and (2) a policy mandate to address cross-cutting issues to drive further improvements to the regulatory system as a whole.

Why the innovation was developed

- Prior to the establishment of MPMO, the federal system for approving major projects was in need of repair.
 - There were lengthy and duplicative review processes, disproportionate attention to low-risk activities, and inconsistent approaches to Aboriginal consultation.
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Objectives

Enhance public trust, Enhance transparency, Improve effectiveness, Improve efficiency, Improve service quality, Improve social equity, Improve user satisfaction

- To have more predictable and timely reviews with reduced duplication.
 - To strengthen environmental protection.
 - To enhance consultations with Aboriginal peoples.
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Main beneficiaries

Ethnic or racial minorities, General population, Government bodies, Government staff, Low-income groups

- Canadians, who benefit from strengthened environmental protection and significant economic and jobs opportunities
 - Aboriginal groups, who benefit from more meaningful and consistent consultations during natural resource projects.
 - Major resource project proponents, who benefit from the MPMO 'single window' approach, timely reviews, and reduced red tape.
 - Federal organizations who benefit from expert capacity to deliver on high-quality and timely reviews.
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Existing similar practices

Major Project Facilitation program

In other countries' public administrations
Government of Australia

MPMO has become a model for other jurisdictions, with Australia having made recommendations or are implementing tools/processes based on it.

Colombia

In other countries' public administrations
Unknown

MPMO has become a model for other jurisdictions, with Colombia having made recommendations or are implementing tools/processes based on it.

Major Infrastructure Projects

In public administration of my country
Government of Ontario

MPMO has become a model for other jurisdictions, with the Canadian province of Ontario having made recommendations or are implementing tools/processes based on it.

Major Projects Inventory

In public administration of my country
Government of British Columbia

MPMO has become a model for other jurisdictions, with the Canadian province of British Columbia having made recommendations or are implementing tools/processes based on it.

Results

Efficiency

- MPMO has demonstrated results by providing a single point of entry into the federal regulatory system and increasing efficiencies for proponents of major resource projects by engaging in early discussions, distribution of guidance materials and information exchanges.
- Developing consensus-based Project Agreements that articulate the roles and responsibilities of each department and timeline-based performance targets for delivery of process milestones.
- Monitoring the Crown's Aboriginal Consultation requirements and maintaining the official record of Aboriginal/Crown consultation for the Government of Canada.
- Implementing and managing a transparent monitoring system for major resource projects through the regulatory process.
- MPMO has also led collaborative research and policy analysis to improve the performance of the regulatory system-including legislative options, cost recovery, cumulative effects, energy infrastructure corridors, regional assessment and capacity building initiatives/processes.

Development

Design

The concept was developed over an extensive period of time along with stakeholder consultations. One measure of its success and the effectiveness of its design is that it continues to operate with few modifications eight years after its inception.

Testing

- An evaluation framework with clear performance measures was developed at inception.
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Diffusion

- None.

Lessons Learned

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- There is an ongoing need for overarching project management and horizontal coordination of the Canadian regulatory system for major resource projects.
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Conditions for success

- A governance structure that provides senior management accountability.
- A dedicated team and resources for coordinating and managing the review system across multiple federal organizations, and for advancing horizontal initiatives to improve the review system.