

deadlines that had to be met and whether the PPC could be granted more time than had originally been expected. (The original timeline had slotted the week of 08 March 1999 for the pilot's delivery.)

49. After some discussion and taking into consideration some operational difficulties including locating and securing the participation of field experts, and recognizing that engaging other implementing agents at this stage would set the initiative back further; the Steering Committee decided to seek some clarification from the PPC on a number of issues and then reconvene.

50. It was clarified that the Steering Committee would not be used as the group of experts to provide the substance of the course but as a resource for direction. For example, members could provide names of resource people rather than the expertise themselves. However, the PPC would have access to project managers, possibly two members of the Steering Committee to ensure that the PPC understands all of the dimensions of the training and its objectives.

51. The cost associated with the development of a standard training course which runs for 2 weeks is approximately \$20 000- \$30 000 to develop and \$34 000- \$ 40 000 to run. The fee for participants is approximately \$2 200 per person, not including travel costs to Halifax.

52. Some reservations about the PPC were expressed. These included some perceptions that the PPC underestimated the costs associated with developing a training. There were also some reservations regarding the PPC's expertise in gender. The benefits of retaining the PPC include its excellent international reputation, its experience in course development, and their ability to access the quality of clientele that this initiative merits. It was agreed that the project should proceed at this stage with the PPC as the implementing agent.

### **The Process**

53. The Steering Committee agreed to draft Terms of Reference (TOR) for the PPC. The TOR will:

- a) render the Steering Committee's understanding of gender issues;
- b) specify expectations, including marketing tool;
- c) and not include "a call to action".

54. After receiving the TOR, the PPC will plan a Course Design Conference. Over a three day period, members of the Steering Committee will meet with PPC representatives, and:

- a) develop the aim, scope and structure (preliminary) of the training;
- b) develop the title of the training;
- c) discuss key elements of the course;
- d) establish the length of the training, as well as designate blocks of time for key curricula;