Executive Training Program for Parliamentary Staff

Global/Domestic

Theoretical/Practical

Innovative/Historical

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INTRODUCTION

ADVANCING PARLIAMENTARY DEMOCRACY BY ENHANCING KNOWLEDGE AND UNDERSTANDING OF DEMOCRATIC GOVERNANCE

Parliaments are a critical component of a country’s governance system. Typically, they oversee the executive arm of the government, they represent the electorate and they formulate/enact legislation. To perform these roles, parliaments need to have in place strong parliamentary strengthening training programs that will ensure effective, proactive and responsive personnel. Building the capacity of staff assures that the demands and needs of all members of the legislature are met and, in so doing, helps sustain parliamentary institutions for the challenges of tomorrow. At a time when public expectation for improved democracy is on the rise and that the executive power is still weakening the structure of parliamentary governance in many countries, it is more important than ever to build stronger parliamentary workforces.

For this reason and to better ascertain the training needs of as many parliaments as possible, the World Bank Institute (WBI) conducted a thorough capacity enhancement review with over 150 legislatures of the Commonwealth and La Francophonie. A focus group of senior parliamentary staff from Africa, Asia, Australasia, Europe and North America analyzed the data and formulated recommendations to structure a comprehensive training program for parliamentary staff that would address international, national and regional standards, customs and historical realities.

WBI and the Institute for the Study of International Development (ISID) at McGill University in Montreal, in collaboration with international partners, developed a curriculum based on the capacity enhancement review. The result is a university-based executive development program for parliamentary staff, with an intensive one-week residential seminar at McGill University, followed by expert-moderated e-learning courses. Other features of the program include one-on-one professional mentoring, possible short attachments to other parliaments and the elaboration of a practical research project relevant to the participant’s parliament.

The McGill-WBI program ensures that a well-trained cadre of mid- and senior-level staff helps bolster their parliaments and enhances democracy in their countries. By equipping staff to become the ‘corporate memory’ of parliament, the program helps build the legislatures of tomorrow.
Participants will complete a weeklong intensive residential, face-to-face training program at McGill University in Montreal. The various sessions will provide an overview on democratic principles, how parliament works and the particular skills that are required of parliamentary staff. Discussions on these topics, will permit participants to share their views, to acquire a better appreciation of each other’s Parliament and to “set the stage” for the more intensive e-learning facet of the program. Distinguished keynote Speakers will be invited to give their perspective on the topics covered. During the residency, each participant will be introduced to a mentor who will be available for consultation throughout the program.
THE TOPICS COVERED DURING A RESIDENCY WEEK WERE DELIVERED BY THE FOLLOWING EXPERTS:

> DEMOCRACY, ACCOUNTABILITY AND PARLIAMENTS: PHIL OXHORN (FOUNDING DIRECTOR, INSTITUTE FOR THE STUDY OF INTERNATIONAL DEVELOPMENT, MCGILL UNIVERSITY) AND RICCARDO PELIZZO (FORMER PROFESSOR, SCHOOL OF ECONOMICS AND SOCIAL SCIENCES, SINGAPORE MANAGEMENT UNIVERSITY)

> LEGISLATIVE-EXECUTIVE RELATIONS: ANTHONY STADDON (VISITING LECTURER, POLITICS AND INTERNATIONAL RELATIONS, UNIVERSITY OF WESTMINSTER)

> CORE FUNCTIONS OF PARLIAMENT-OVERSITE: RICCARDO PELIZZO (FORMER PROFESSOR, SCHOOL OF ECONOMICS AND SOCIAL SCIENCES, SINGAPORE MANAGEMENT UNIVERSITY); REPRESENTATION- RASHEED DRAMAN (DIRECTOR, AFRICA PROGRAMS, PARLIAMENTARY CENTRE) & MITCHELL O’BRIEN (PARLIAMENTARY PROGRAM TEAM LEADER, WORLD BANK INSTITUTE); LEGISLATION- CRAIG JAMES, (CLERK OF THE LEGISLATIVE ASSEMBLY OF BRITISH COLUMBIA)

> STRATEGIC COMMUNICATIONS FOR PARLIAMENTS: GURPRIT KINDRA (FULL PROFESSOR, SCHOOL OF MANAGEMENT, UNIVERSITY OF OTTAWA) & MARIE-AN-DRÉE LAJOIE (FORMER CLERK-ASSISTANT, CANADIAN HOUSE OF COMMONS)

> CORPORATE MANAGEMENT OF PARLIAMENT: PAUL BÉLISLE (FORMER CLERK OF THE SENATE AND OF THE PARLIAMENTS OF CANADA)

> PARLIAMENTARY PROCEDURE & PRACTICES: CRAIG JAMES (CLERK OF THE LEGISLATIVE ASSEMBLY OF BRITISH COLUMBIA)

OUR SPEAKERS INCLUDED:

RT. HON. JOE CLARK; FORMER PRIME MINISTER OF CANADA

JEAN PAUL RUSKOWSKI; PRESIDENT AND CEO OF THE PARLIAMENTARY CENTRE

MARK BASKIN; SENIOR ASSOCIATE FOR ACADEMIC AFFAIRS AT SUNY/CID AND A RESEARCH PROFESSOR IN THE POLITICAL SCIENCE DEPARTMENT AT ROCKEFELLER COLLEGE AT THE UNIVERSITY IN ALBANY
E-learning (May 2013- December 2014)

Making the course available to through the internet not only provides easy access to the course content, but also allows the participants the flexibility to participate in the learning programs within the confines of their busy schedules.

a) Participants will choose five of the following courses:

Parliamentary Governance

This course is designed to give mid-level parliamentary staff a better understanding of the roles and responsibilities of parliaments worldwide, and greater insight into the workings of their own parliaments. It outlines the core functions of legislatures, and presents a model of parliamentary power that differs from the traditional presidential-hybrid-parliamentary model, allowing parliamentary staff to identify their type of legislature, with accompanying strengths and weaknesses. The course then goes on to consider those factors that influence parliamentary capacity and influence: namely political and electoral systems, formal parliamentary powers, the technical capacity of parliaments, effectiveness of committees, and others. It concludes by presenting some examples of parliamentary development – noting where progressive parliamentary leadership has resulted in substantial increases in parliamentary autonomy and, it is anticipated, parliamentary effectiveness.

Moderator: John K. Johnson
**PARLIAMENTARY COMMITTEES**

Committees would have the role of “inquiry, counsel and throwing light into dark corners” (J R Odgers, Clerk of the Australian Senate 1970). This course focuses on the importance of parliamentary committees and hence the importance of training committee staff to support their committees. Committee staff guide their committees, point them in the right direction procedurally, are the first point of contact between the committee and its stakeholders, undertake the research and analysis for the committee, fulfill a vital administrative role and prepare the committee’s findings for presentation to the parliament. The course is designed to assist those working with parliamentary committees in their work.

Moderator: Quinton Clements

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**PUBLIC FINANCIAL MANAGEMENT**

Public Financial Management (PFM) is the system of institutions, rules, processes, procedures and regulations through which decisions on financial resources are made and implemented. In a broader perspective, PFM also defines the relation of the state to its citizens. The major dimensions of the domestic context of PFM are the quality of governance the capability of institutions in the country. As such it is a large - and rapidly developing - area of study of particular importance to parliamentary staff and those engaged in the field of legislative development. This course aims to provide a basis for better understanding of core concepts, objectives and issues in PFM especially as they relate to the functions of the legislative. It considers the context of PFM as well as the “upstream” and “downstream” stages of the budget. A particular focus of the course - both in the core material and the e-discussions - will be to examine how PFM arrangements impact on budgetary outcomes and the objectives of aggregate fiscal discipline, allocative efficiency and operational efficiency.

Moderator: Anthony Staddon
CORNATIONAL MANAGEMENT OF PARLIAMENT

Increasingly, Parliaments are being challenged to manage their own affairs free from the restrictions imposed upon them by the executive. The expectations of parliamentarians that they will be able to manage the way a legislature is organized and the services that it provides come at a time when the global expansion of democracy means that there is a greater level of accountability and transparency placed on the institution of Parliament by civil society. This course explains how Parliaments can meet these objectives in such a way as to better utilize the resources available while at the same time enhancing their independence from the executive. Parliaments that do this are better able to assert their independence and ensure that adequate resources, both financial and otherwise, are made available. Through shared experience and knowledge, participants will learn from the successes and failures of others, with a view to improving the capacity and performance of the administration within their own parliamentary institutions.

Moderator: Paul Belisle

PARLIAMENTARY COMMUNICATIONS

Dialogue with citizens is at the heart of parliamentary democracy. Traditional functions of parliaments (oversight, legislation and representation) ring hollow when citizens remain in the dark and essentially “silent.” Citizens must be able to appreciate and respond to committee efforts. And this can only happen when parliaments take steps to “connect” with the citizens – in a systematic manner. Parliamentary strategic plans - must grasp the critical role of staying in constant “touch” with all citizens. Only then democracy will manifest itself in all its grandeur. The objective of this course is to enhance your understanding of effective communication principles and skills with regards to parliamentary functioning. The course provides tips on written and oral communications, practical tools for use of ICT and social media, key success factors in outreach programs and steps in writing a “winning” strategic communications plan. We will use exercises, case studies, discussions, lectures and guest speakers to make the course practical and relevant to your unique situation.

Moderator: Gurprit Kindra
This course will serve as an introduction to the importance of research and policy analysis in the legislative process and will demonstrate how parliamentary staff can utilize effective methods to contribute effectively to that process. The course will begin with an overview of the role of staff in the formulation of policy and legislative proposals, highlighting various staff functions and how they contribute to policy and legislative development, the organization of staff services, internal and external relations to which staff research and analysis is vital, and a detailed examination of how staff can best support the work of parliamentary committees. Next, the course focuses on the particulars of research and policy analysis, highlighting the differences in purposes and methods between academic and legislative research and proper staff preparation for policy analysis work. This is followed by an in-depth examination of various types of policy analysis, the role of the parliamentary policy analyst, the analytic process, and six critical steps necessary for useful policy analysis in a legislative environment. The final phase of the course will address the effective use of information in parliaments and proper presentation for legislative audiences/consumers. Key topics will include the value of objective information to legislators and other staff, the particular value and uses of partisan information, and “Writing for Legislators.”

Moderator: tbd
IT FOR PARLIAMENTS

The course is designed to provide an overview of the implications for parliaments of introducing information technology into their regular work – in contrast to paper-based information and management systems – and the need for various kinds of change management (especially the organization and competencies of staff) to successfully integrate such a shift in parliamentary operations. The course will proceed in four parts. Part 1 will provide background information on key preparatory issues including how to establish an effective IT system in parliament; how to guarantee the independence of parliament in relation to the other government agencies with their own IT systems and protocols; the protection of parliamentary information; particular IT systems and applications for general parliamentary services (as opposed to particular parliamentary groups or parties); the need for translation capacity for those parliaments working in multiple languages; the importance of backup/recovery systems; and the advantages and disadvantages of open source versus proprietary systems. Part 2 will focus on document management systems (DMS) and the key flows of information in parliaments. Good practices on how to make the best use of a DMS will be presented, particularly how such a system can optimized to most effectively manage these information flows. The course will also discuss how the use of electronic signatures can be used to authenticate documents, allowing parliament to eventually completely replace virtually all paper documents (including reports and legislation). Then the course will address the use of electronic communications, internally and externally, and how such communications can be organized to increase parliamentary transparency and the interaction of elected officials with citizens and civil society. The effective use of email, parliamentary websites, and social media will also be discussed. Finally, part 4 will focus on the use of the Internet for research purposes, contrasting different methodologies (principally the difference between academic and parliamentary research) and different kinds of databases suitable for the most common types of research.

Moderator: tbd
b) Participants will choose two of the following courses:

**ANTICORRUPTION AND PARLIAMENTS**

Corruption comes under many different guises such as bribery, the misappropriation of public goods, favoring family members for jobs and contracts, or creating laws and regulations that aim to impact private gain over the public good. Corruption lowers the standard of living and decreases the amount of wealth in a country by undermining trust in government, favoring the rich over the poor, worsening the quality and reliability of public service delivery, and discouraging business. When countries tackle corruption national incomes increase, business grows, and child mortality is reduced. This course looks at how corruption appears in the public arena and considers the role for parliament as a role model, legislator and representative in reducing corruption.

Moderator: Manuel Balan

**PARLIAMENTS AND CLIMATE CHANGE**

Organizations such as the World Bank, bi-lateral agencies, civil society groups, and indeed parliamentary organizations have acknowledged the significance of climate change and are taking active steps towards educating the parliamentary community on the nature, impact and opportunities for effective policy change. Recognizing that a major challenge on moving forward to educate constituents, support local legislation, and internationally reduce greenhouse gas emissions is access to knowledge, this introductory course seeks to provide an examination of the impacts of climate change on social and environmental development and their direct correlation to the economic sustainability of a nation in the long-term. The Parliaments and Climate Change module covers the foundation of the science of climate change by introducing the concept of greenhouse gasses, improving the understanding of climate systems and encouraging more responsible environmental behavior through fossil fuel, forestry and agricultural activities. Learners will discuss what actions can feasibly be taken to minimize the harm and maximize the benefits within a community, country or region while also decreasing the amount of greenhouse gasses in the atmosphere. Finally, the module will discuss climate change in the international political arena and the role for parliamentary institutions in reducing the impact and effect of climate change.

Moderator: tbd
The aim of the Parliaments and the Media course is to introduce participants to the concept of the community’s ‘right to know,’ and explain why this is important for transparency, development and poverty alleviation to build an informed society. Furthermore, this course aims to highlight the media’s role in facilitating an informed society and the importance to parliament of nurturing a fair and independent media and building a strong professional relationship with the parliamentary press gallery.

Moderator: tbd

The Extractive Industries course looks at the paradox of the oil, gas and mining industries’ role in a country’s economic growth and social development. Participants will learn that while there is great potential for the industry to offer opportunities for foreign direct investment, private sector development, government revenues, foreign exchange earnings, and employment, many resource-rich countries are currently inhibited with the resource curse and sit near the bottom of international human development indicator rankings. The course will discuss the relationship between Extractive Industries, weakened states, corruption, conflict, war and economic hardship. After discussing mechanisms behind the resource curse, learners will discuss methods for transforming a troubled resource-rich nation into a productive economic and social environment. Specifically, we will look at parliament’s oversight, legislative and representative functions in the industry, and encouraging good institutions through transparency, freedom of information, accountability, corruption, participation CSOs and the media. Finally, the Parliament in Extractive Industries course looks at the strategic framework and resource management, and the stages of the resource chain.

Moderator: tbd

Participants may substitute a short-term attachment to another parliament, in lieu of one of these courses.
PRACTICAL RESEARCH PROJECT

EACH PARTICIPANT WILL CHOOSE A PRACTICAL RESEARCH PROJECT, RELEVANT TO THEIR OWN LEGISLATURE, WHICH THEY WILL COMPLETE DURING THE E-LEARNING COMPONENT OF THE PROGRAM. THE MENTOR WILL GIVE GUIDANCE ON THE CHOICE AND STRUCTURE OF THE PROJECT AND WILL SUPERVISE AND EVALUATE THE PROJECT.

NATURE OF THE PROGRAM

> Unique - The Program is a unique training and skills building plan for mid-level and senior parliamentary staff. Combined with both a theoretical and practical approach, it uses a blended learning methodology of face-to-face training, e-learning courses and, where appropriate, video-conferencing for its delivery.

> Accessible - E-learning allows for increased access, cost efficiency, convenience and flexibility to the participants.

> Adaptable - The Program is structured in such a way as to allow participants from diverse parliamentary backgrounds to benefit and learn from experienced parliamentary theoretical and practical experts, as well as from each other. Furthermore, the program is designed to allow other participants working in association with the parliamentary environment, to participate.
KEY PROGRAM FEATURES

> Enrich your parliamentary knowledge through a curriculum designed by feedback from parliaments from all over the world and endorsed by the WBI and other leading international partners.

> Attend McGill University, the #1 University in Canada and among the world’s top 20 universities (QS-World University ranking 2012) for a one-week residency induction program.

> Experience the flexibility of E-learning courses, enabling participants to complete requirements with a minimum of disruption to their work and family schedule.

   Note: Your e-learning courses will include an introduction to the topic, module content presentations, questions for debate, relevant research papers and publications for further reference.

> Apply the theory to your own parliamentary environment and choose your own practical research project.

> Work with, and be mentored by, a highly qualified teaching team, combining high-level, practical parliamentary experience and world-class subject-matter experts.

> Share your work experiences and network with your international colleagues to ascertain best practices and explore the possibility of short-term parliamentary attachments.

> Receive a certificate from the Institute for the Study of International Development at McGill University on successful completion of the program.
LEARNING OBJECTIVES

To strengthen the capacity of parliamentary staff to support Parliaments in fulfilling their constitutional and statutory obligations

To enhance knowledge and understanding of the role of Parliament in the democratic governance process

To offer a curriculum based on international best practices focusing on their application to parliamentary settings within different political systems and cultures

To develop skills and abilities with a pedagogical approach that includes a strong practical facet

To ensure a sustainable professional staff for the future and to build a dependable corporate memory of Parliament

WHO SHOULD ATTEND

The Program is designed for mid-level parliamentary staff that has the potential to reach the highest levels of parliamentary management.

Priority will be given to procedural staff, administrative staff involved in the corporate governance of parliament and to research staff. Staff from the executive and judicial branches of the Government, political caucuses, international development assistance agencies, journalists from the parliamentary press corps, mid-career professionals who wish to work in parliament will also be considered if space permits. Participants should possess a university bachelor's degree or equivalent work experience.
Program Director: Rick Stapenhurst is a Professor of Practice at McGill University and a Parliamentary Advisor/Consultant at the World Bank. He is a Board Member at Parliamentary Centre, member of Transparency International and member of the Research Committee of Legislative Specialists and an advisor. He joined the World Bank in 1996 and concentrated his work on anti-corruption and parliamentary development, writing extensively on the issues. His most recent publications include Parliamentary Oversight (Oxford: Routledge, 2011) which he co-wrote with Riccardo Pelizzo, and African Parliamentary Reform (Oxford: Routledge, 2010) which he co-edited with Rasheed Draman and Andrew Imlach. He completed his doctorate in Business and Commerce in 2010 from The Australian National University, researching presidential and parliamentary systems of government.

Program Coordinator: Paul C Belisle is a consultant specializing in the field of parliamentary corporate governance. Recently, he has worked for WBI and UNDP in parliamentary strengthening programs: producing a comprehensive strategic plan for the Bangladesh Parliament Secretariat; and conducting a training needs assessment that has led to the creation of the Executive Development Program for Parliamentary Staff. Prior to his retirement in 2009, he was Clerk of the Canadian Senate and of the Parliaments and Executive Secretary and Treasurer of the Canadian Region of the Commonwealth Parliamentary Association from 1994-2009. During his mandates, he led international seminars and working groups promoting sound principles and practices in the provision of resources and services to Parliament to enhance democracy. He is has received degrees in Civil Law, Political Science and Public Administration from the University of Ottawa.

Advisory Board

Joe Clark (former Prime Minister, Canada)
Robin McLay (Executive Director, ISID, McGill University)
Mitchell O’Brien (Parliamentary Program Team Leader, World Bank Institute)
Jean-Paul Ruzkowski (Chief Executive Officer, Parliamentary Centre)
Malcolm Russell-Einhorn (Professeur, State University of New York)
THE PROGRAM will enable you to have access to a team of the most qualified academics and practitioners in the field of parliamentary governance.

> Manuel Balan (Professor, McGill University)
> Paul Belisle (former Canadian Clerk of the Senate and of the Parliaments)
> Quinton Clements (Chief of Staff, Presidents Office, Australian Senate)
> Rasheed Draman (Director, Africa Programs, Parliamentary Centre)
> Craig James (Clerk, Legislative Assembly of British Columbia)
> John Johnson (Director, Economics)
> Gurprit Kindra (Professor, University of Ottawa)
> Marie-Andrée Lajoie (former Clerk-Assistant, Canadian House of Commons)
> Philip Oxhorn (Professor, McGill University and Founding Director, ISID)
> Riccardo Pelizzo (Senior Researcher, World Bank Institute)
> Anthony Staddon (Professor, University of Westminster)
> Rick Stapenhurst (Parliamentary Advisor, WBI and Professor of Practice, McGill University)

In addition, senior international experts from partner institutions will participate as guest lecturers and faculty.

Brooke Prater will co-ordinate the e-learning component of the Program.
Tuition is Can. $5,995 (plus $869.27 GST/PST). All course related fees and materials are included, as are most breakfasts and lunches. Please note that tuition fees do not include hotel, most dinners and incidental expenses (such as telephone, laundry, in-room service) for the residency or airfare to/from Montreal.

Discounts of up to Can. $1000 are available to partially offset tuition costs to qualified applicants from developing countries. An additional discount of $500 per person is offered when two participants from the same institution register at the same time. These discounts are made possible by the Government of Finland and the World Bank Institute.

Invoice billing options are available and payments by cheque should be made to McGill University and sent to: The Institute for the Study of International Development. Attention: Executive Programs, Suite 238, 3460 McTavish Street Montreal, Quebec, H3A 1X9 Canada

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