



PROFESSIONAL DEVELOPMENT CERTIFICATE IN  
**PARLIAMENTARY  
MANAGEMENT**

**2018 – 2019**



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Parliaments are a critical component of a country's governance system. Typically, they oversee the executive arm of the government, represent the electorate, and formulate and enact legislation. To perform these roles, parliaments need to have strong parliamentary strengthening training programs to ensure effective, proactive, and responsive personnel. Building the capacity of staff ensures that the demands and needs of all members of the legislature are met, and 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.

McGill University's School of Continuing Studies, in collaboration with the World Bank and other international partners, developed a curriculum based on the findings of the capacity enhancement review conducted in 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 program for parliamentary staff that would address international, national, and regional standards, while acknowledging local customs, and historical realities. The result is a Professional Development Certificate in Parliamentary Management. This program consists of an intensive one-week in-class course, followed by five expert-moderated online courses and includes one-on-one professional mentoring.

This program helps develop a well-trained cadre of mid-and senior-level staff to bolster parliamentary democracy and build the legislatures of tomorrow.

## NATURE OF THE PROGRAM

**UNIQUE**—The program provides a unique skills building opportunity for mid-level and senior parliamentary staff. Combining theory and practice, it uses a blended learning methodology of face-to-face and online courses.

**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 experts, as well as from each other. Furthermore, the program is designed to allow other participants working in association with parliaments to participate.

## PROGRAM BENEFITS

- Enrich your parliamentary knowledge through a curriculum designed based on feedback from parliaments from all over the world.
- Study at McGill University, ranked among the world's top universities.
- Experience the flexibility of online courses, enabling participants to complete program requirements with minimum disruption to their work and family schedule.
- Apply what you learn to your own parliamentary environment and choose your own practical research projects.
- Work with, and be mentored by, a highly qualified teaching team combining senior-level practical parliamentary experience and world-class subject-matter expertise.
- 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 Professional Development Certificate in Parliamentary Management from McGill University's School of Continuing Studies upon successful completion of the program.

*"It was an enriching experience all the way. The program helped me to understand the importance of capacity building for parliamentary staff and even parliamentarians in ensuring good governance and accountability."*

**AISHA ALI KOTOKO**  
National Secretariat of Nigerian Legislatures  
National Assembly



## PROGRAM OBJECTIVES

- To support parliaments in fulfilling their constitutional and statutory obligations.
- To offer a curriculum based on international best practices focusing on their application to parliamentary settings within different political systems and cultures.
- To develop professional skills and abilities of parliamentary staff through a practical pedagogical approach.
- To build a dependable corporate memory of parliament and ensure sustainable parliamentary staff development for the future.

## WHO SHOULD ATTEND

The program is designed for mid-level parliamentary staff that have 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 and assistance agencies, journalists from the parliamentary press corps, mid-career professionals who wish to work in parliament will also be considered if space permits.



## PROGRAM OUTLINE

### Current Trends in Parliamentary Administration (CBUS 244)

30 hours in class (3 Continuing Education Units)  
19-23 March 2018 (at CPST, Nairobi, Kenya)

This five-day intensive course will provide an overview of democratic and parliamentary principles, as well as specific skills required of parliamentary staff. Discussions on these topics will permit participants to share their views, acquire a better appreciation of each other's parliaments and set the stage for the rigorous online component of the program. Distinguished speakers will also share their perspectives on the topics covered. During the course, each participant will be paired with a mentor who will be available for consultation throughout the program.

#### Past Keynote Speakers include:

- Kevin Page, Canada's first Parliamentary Budget Officer from 2008 to 2013
- RT. Hon. Joe Clark, Former Prime Minister of Canada
- Jean Paul Ruskowski, President and CEO of the Parliamentary Centre
- Mitchell O'Brien, Team Leader, Parliamentary Strengthening Program, World Bank
- Mr. Dirk Toornstra, former Director, Office of the Program for Parliamentary Democracy, European Parliament

Note: Topics and speakers vary from year to year.

### Parliamentary Research And IT (CBUS 249) ONLINE

20 hours plus approximately 10 hours of assignments  
(3 Continuing Education Units)

09 July–17 August 2018

This course emphasizes the importance of research and policy analysis in the legislative process and demonstrates how parliamentary staff can utilize successful methods to contribute effectively to that process. Focus is placed on the particulars of research and policy analysis, highlighting the differences in purposes and methods between legislative and academic research and proper staff preparation for policy analysis work; 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. Finally, the course addresses the effective use of information in parliaments and proper presentation for legislative audiences/consumers. Key topics include the value of objective information to legislators, the particular value and uses of partisan information, and "writing for legislators".



*“Going through this program was very enriching and empowering as the breadth and depth of the courses assisted me to get a comprehensive understanding of the work of Parliament. At the end of the program, I felt much better equipped to carry out my duties as head of training as I now fully appreciate the objectives and challenges of various departments of Parliament.”*

**DR. NYOKABI KAMAU**  
 Director, Centre for Parliamentary Studies and Training  
 Parliament of Kenya

**Corporate Management of Parliament I (CBUS 245)  
 ONLINE**

20 hours plus approximately 10 hours of assignments  
 (3 Continuing Education Units)  
 10 September – 19 October 2018

Parliaments are increasingly challenged to manage their own affairs free from the restrictions imposed upon them by the executive. Distinct from the private corporate world and the government public sector, parliaments are entities created by human resolve for self-determination, shaped by culture and history, and driven by the will of the people. Parliaments, by their very nature as “houses of the people,” elicit very stringent calls for robust management structures and systems. Civil society sets the bar for good corporate governance in parliament, with heightened expectations of probity, accountability, and transparency.

This course explores how parliaments can meet the expectations of the public through clear and coherent corporate governance structures and processes, optimal utilization of available resources. The focus is placed on general concepts of good corporate governance and their pertinence and applicability to parliament; the role of key stakeholders, the importance of strong inter-relationships, as well as management of human and financial resources in a parliamentary setting.

**Corporate Management of Parliament II (CBUS 246)  
 ONLINE**

20 hours plus approximately 10 hours of assignments  
 (3 Continuing Education Units)  
 12 November – 21 December 2018

This course demonstrates the importance of coordinated approach to strategic planning and execution in meeting parliamentary corporate needs. Effectiveness of various performance assessment tools and their applicability in parliamentary context will be examined. Management accountability framework (MAF) based on international best practices will be introduced as a tool to carry out a capacity assessment exercise of a parliament. Finally, design, preparation and implementation of parliamentary communication strategies is addressed.

**Parliamentary Committees (CBUS 247)  
 ONLINE**

20 hours plus approximately 10 hours of assignments  
 (3 Continuing Education Units)  
 07 January – 15 February 2019

This interactive and practical course examines what parliamentary committees are, the role they play in the work of parliament and the factors that contribute to their success, or otherwise. It considers the procedural, administrative, research, and analytical support that committees need to undertake their work. Focus is placed on the ‘bread and butter’ of committee work, namely, the process of conducting committee inquiries and the important role that committees play in terms of accountability and engagement.

**Public Financial Management (CBUS 248)  
 ONLINE**

20 hours plus approximately 10 hours of assignments  
 (3 Continuing Education Units)  
 07 May – 15 June 2018

Public financial management (PFM) is the system of 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 and capability of institutions in the country.

The PFM course aims to provide a basis for better understanding core concepts, objectives, and issues in PFM as they relate to the functions of the legislature. It considers the context of PFM, as well as the “upstream” and “downstream” stages of the budget. Particular focus is placed on how PFM arrangements influence budgetary outcomes and the objectives of aggregate financial discipline, allocative efficiency, and operational efficiency.



**PROGRAM SCHEDULE**

Course	Dates
Current Trends in Parliamentary Administration (CBUS 244)	19-23 March 2018 IN-CLASS
Public Financial Management (CBUS 248)	07 May – 15 June 2018 ONLINE
Parliamentary Research And IT (CBUS 249)	09 July – 17 August 2018 ONLINE
Corporate Management of Parliament I (CBUS 245)	10 September – 19 October 2018 ONLINE
Corporate Management of Parliament II (CBUS 246)	12 November – 21 December 2018 ONLINE
Parliamentary Committees (CBUS 247)	07 January – 15 February 2019 ONLINE

## YOUR EXPERTS & MENTORS

### FREDERICK (RICK) STAPENHURST

#### Program Coordinator

Dr. Rick Stapenhurst is an Assistant Professor and Parliamentary Program Coordinator at McGill University. He is a former board member at Parliamentary Centre, member of Transparency International, and North American co-chair of the Research Committee of Legislative Specialists. Prior to joining McGill University, he worked at the World Bank concentrating on anti-corruption and parliamentary development, and writing extensively on these issues. Rick holds a doctorate in Business and Commerce from Australian National University, where he researched presidential and parliamentary systems of government. His most recent publications include *Corruption and Legislatures* (Routledge; 2014), which he co-wrote with Riccardo Pelizzo and *Parliamentary Indicators and Benchmarks*, which he co-edited with Mitchell O'Brien and Lisa von Trapp (World Bank, 2015).

### PAUL C. BÉLISLE

Paul C. Belisle is a consultant specializing in the field of parliamentary corporate governance. Prior to his retirement in 2009, he was Clerk of the Canadian Senate and Clerk of the Parliaments, as well as 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 for the provision of resources and services to Parliaments to enhance democracy. He holds degrees in Civil Law, Political Science and Public Administration from the University of Ottawa.

### KEVIN DEVEAUX

As a former parliamentarian, legal drafter and UN senior focal point, Kevin has spent his professional career engaged with parliaments and their impact on the lives of citizens.

A Barrister & Solicitor from Eastern Passage, Nova Scotia, Canada, Kevin practiced law in Toronto and Halifax as a Crown Attorney, and later as a drafter of legislation. Kevin was elected to the Nova Scotia House of Assembly in 1998 for the constituency of Cole Harbour-Eastern Passage, and was re-elected in 1999, 2003 and 2006. During his time as an MP he was the Deputy Speaker for the House from 1999-2003 and the Official Opposition House Leader from 2003-2007.

Kevin also worked internationally with the US-based National Democratic Institute (NDI) as a part-time parliamentary consultant working in Kosovo, Iraq, Egypt, Cambodia and Palestine.

In 2007, Kevin resigned his seat in the House of Assembly to work full-time as a Senior Parliamentary Technical Adviser with the United Nations Development Program (UNDP) in Hanoi, Vietnam. The following year he was appointed to the post of Parliamentary Development Policy Adviser in New York with UNDP's Democratic Governance Group; he was in charge of the Global Program for Parliamentary Support (GPPS) and provided support to more than 70 UNDP Country Offices in which there were parliamentary support programs. He was directly engaged in the development and implementation of major parliamentary programs in Pakistan, Cambodia, Tunisia, Libya, Bangladesh, Lebanon, Myanmar and Iraq.

### RASHEED DRAMAN

Rasheed Draman is Executive Director of the African Center for Parliamentary Affairs (ACEPA). He has been actively engaged in Institutional, Parliamentary, Public Financial Management, Evaluation and Governance issues for the past fifteen years. He has carried out pioneering work with more than 30 Parliaments and governments in Africa (including the Pan-African and ECOWAS Parliaments) and other Parliaments around the world.

He has conceptualized, developed and led the implementation of numerous multi-million dollar governance/parliamentary support projects; has conducted needs assessments of a number of Parliaments in Africa. Dr. Draman helped a number of African Parliaments in their Strategic Planning; designed and delivered training to MPs and staff in the budget process, social accountability, financial oversight, oversight of the extractives sector and poverty reduction. He has some publications to his credit on these subjects.

Rasheed holds a PhD in Political Science from Carleton University. He has taught courses on Development and Conflict at that University and has been a Guest Lecturer at Harvard University. He has served as the Director of Africa Programs at the Parliamentary Centre between 2006 and 2013. He has also served as a Consultant for the Africa Branch and the Multilateral Programs Branch of CIDA in Canada.



### GUY LINDSTROM

Guy Lindstrom has had a long career in international relations, spanning work for the International Department of the Parliament of Finland, the Nordic Council (a regional parliamentary organization for the five Scandinavian countries Denmark, Finland, Iceland, Norway and Sweden) as well as the Ministry for Foreign Affairs.

His main responsibilities have included security and defense issues, Asia-Europe relations and Arctic policy. He took part in the work to set up the Arctic Council in the early 1990s and served as the first Secretary General of the Conference of Parliamentarians of the Arctic Region. He is currently a member of the Scientific Advisory Board of the Arctic Centre at the University of Lapland in Northern

Finland. In the Nordic Council, he worked as committee counsel for the Committee on Culture, Research and Education, and later for the International Affairs Committee. In the Finnish parliament, he also served as the Secretary General of the Finnish delegation to the Nordic Council and held other staff positions, including with the research service.

Over the years, Guy Lindstrom has been engaged in activities to develop and strengthen regional cooperation between the Baltic States and in the Baltic Sea region, as well as in strengthening democracy and parliamentary work in Eastern Europe and the Balkans. He has also been on the National Democratic Institute's International Resource Team for Montenegro. In cooperation with the World Bank over the last fifteen years, he has organized an annual Helsinki seminar on parliamentary strengthening for MPs from developing countries.

### ANTHONY STADDON

Educated at Southampton and Newcastle Universities, Anthony has worked

with a number of legislatures, particularly from across the Commonwealth. He joined the Commonwealth Parliamentary Association (CPA) in December 1999 as an Assistant Director. Between June 2002 and December 2006, Anthony headed the Secretary-General's office working closely with the then Secretary-General of the CPA, Hon. Denis Marshall, a former Minister in New Zealand. He has also acted as a consultant for a number of international organizations including the World Bank, the European Union, the National Democratic Institute, as well as the Office for the High Commissioner for Human Rights and the Organization for Security and Cooperation in Europe.

*"I am glad to have been part of this program. I got a promotion at my place of work and we are fully using the financial management course to inform other staff through the Institute of Parliamentary Studies of Uganda."*

#### JOSEPHINE WATERA

Principal Monitoring and Evaluation Officer, Parliament of Uganda

## ADMISSION AND REGISTRATION INFORMATION

### PROGRAM FEES:

Program Fee (Including admission fee)	International Participants (in USD)	Canadian Participants (in CAD)
Regular	\$5,995	\$6,995
Developing Nations*	\$4,995	N/A
Group Discount for two or more participants from the same organization	\$500	\$500

**Early Bird Discount: 10% discount for applications received by February 1, 2018.**

\* According to the World Bank classification, low- and middle-income countries are considered developing nations (<http://data.worldbank.org/about/country-and-lending-groups>).

\*\* Note: Program Fee includes admission fee, all course materials, coffee/tea breaks daily, as well as some breakfasts and lunches during the classroom course. Program fees do not include airfare, hotel accommodation, dinners and incidental expenses (such as telephone, laundry, room service).

### ADMISSION REQUIREMENTS

1. Bachelor's degree in any discipline

#### AND

2. A letter of reference from your current employer: parliament or related government organization.

### SUPPORTING DOCUMENTS

- A copy of one valid piece of identification with your application form such as a birth certificate or a passport.
- Proof of a bachelor's degree as described below:
  - A photocopy of your university transcript
  - Transcripts in languages other than English or French must be accompanied by an English or French translation.
  - If the transcript does not indicate that a degree has been conferred, a photocopy of the diploma awarded is required.
  - If you pursued your bachelor's degree at McGill University you do not need to submit a transcript with your application. Please ensure to indicate your McGill student ID number in your application form.

### TO APPLY AND REGISTER

If you wish to apply to this program, please download the Application for Admission and Course Registration forms available on the program website:

<http://www.mcgill.ca/scs-parliament>.

Please send both completed and signed forms and supporting documents via email to [parl.scs@mcgill.ca](mailto:parl.scs@mcgill.ca).

### INQUIRIES

For any information please contact the department of Career and Professional Development (Non-Credit Programs) at: **+1-514-398-5454** or by e-mail at: [parl.scs@mcgill.ca](mailto:parl.scs@mcgill.ca).

### VISAS

It is the responsibility of the participant to procure a visa. Immigration authorities might require up to four months to issue a visa, so early application is advisable.

Upon admission to the program, a formal acceptance letter will be provided to you by e-mail in order to facilitate your visa application.

*"I have valued the wealth of information introduced and the wide-ranging viewpoints on the various discussion areas. The courses... have not only been interesting, but also instrumental in providing me with a better understanding of my role within parliament."*

**VERNANDA RAYMOND**  
Clerk of Parliament, Dominica





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LEARN. CONNECT. **ELEVATE.** 



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