Parliamentary *Professional Development Programs*

and Customized Courses

McGill | School of Continuing Studies | École d'éducation permanente

Parliamentary *Professional Development Programs*

and Customized Courses

CONTENTS

04 Features, Benefits and Objectives

05 Professional Development Certificate in Parliamentary Governance

06 Curriculum

07 Course Sequence

08 Professional Development Certificate in Parliamentary Management

09 Curriculum

10 Course Sequence

11 Course Descriptions

14 Your Experts & Mentors

18 Tuition Fees

20 Customized Programs and Courses

21 Topics

23 Admission Requirements

24 Contact

Attend Individual Courses or Complete the Full Program

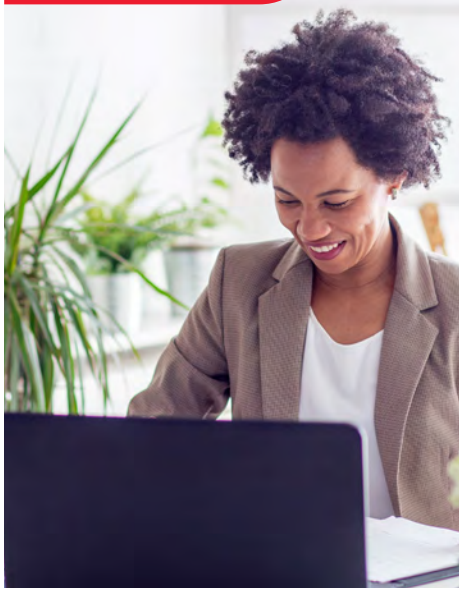
Parliaments are a critical component of a country's governance system. Typically, they oversee the executive arm of the government, represent the electorate, and formulate and enact legislation. To perform these roles, parliaments need to have strong induction programs for Members and comprehensive staff development programs, along with ongoing professional development and skill-building courses to ensure effective, proactive, and responsive legislators and staff. Building the capacity of staff ensures that the demands and needs of elected representatives are met, and helps sustain parliamentary institutions for the challenges of tomorrow. At a time when public expectations for improved democracy are on the rise on the rise and executive powers are still weakening the structures of parliamentary government in many countries, it is more important than ever to build stronger parliamentary systems.

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 program in Parliamentary Management**. This non-credit professional program consists of five expert-moderated online courses, each involving a combination of live online sessions, pre-recorded videos, and moderated online discussion forums.

Resulting from support and collaboration with the Commonwealth Parliamentary Association, a **Professional Development Certificate in Parliamentary Governance program** is now offered for Members of Parliament, Senators, and other elected or appointed legislators. The program has proven invaluable for newly-elected and seasoned Members alike.

These programs and activities aim to develop a well-trained cadre of Members, Senators, and mid- and senior-level staff to help bolster parliamentary democracy and build the legislatures of tomorrow.

Features



- **Unique** — These practical programs provides a unique skill-building opportunity for elected and appointed Members of Parliament, Senators, and staff working in parliaments. Combining theory and practice, these programs integrate findings from cutting-edge parliamentary research projects, which informs the program curriculum. Participants have a unique opportunity to not only comment on research findings, but also also turn them into actionable knowledge.
- **Accessible** — Online learning allows for increased access, cost efficiency, convenience, and flexibility for the participants.
- **Adaptable** — The programs are structured 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.

Benefits

- Enrich your parliamentary knowledge through a curriculum design based on feedback from parliaments all over the world and informed by research.
- 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.
- Receive a Professional Development Certificate from McGill University's School of Continuing Studies upon successful completion of your program.

Objectives

- Support parliaments in fulfilling their constitutional and statutory obligations.
- Offer a curriculum based on international good practices — focusing on their application to parliamentary settings within different political systems and cultures.
- Enhance professional skills and abilities of elected and appointed Members, Senators, and parliamentary staff.
- Build a dependable corporate memory of parliament and ensure sustainable parliamentary staff development for the future.

Professional Development Certificate

Parliamentary *Governance*

Parliament of Bermuda

Designed for *newly-elected Members of Parliament*

Non-Credit

Award Wining Program

4 Courses

Part-Time

1-2 Years to Complete

Three Online Courses and

One Course In-Class or Online

Winner of the CMED 2018 Best Custom Program Award and CAUCE 2019 Award for non-credit programming, this 4-course program uses a blended learning methodology and gives participants the flexibility to personalize their learning based on their specific responsibilities as MPs.

Who Should Attend

- Newly elected or appointed Members of Parliament
- Senators
- Other representatives

The program has been designed for legislators from all parliaments and countries as it seeks to empower representatives to learn from international good practices and to apply them in the context of their parliaments and constituencies.

Schedule:

The program can be completed in 12-24 months.

For the most up-to-date program schedule, please refer to the program website: mcgill.ca/scs-parliament

Apply Now

Parliamentary *Governance* Curriculum

Required Courses:

- **YCBS 250** Introduction to Parliamentary Governance
- **YCBS 251** Contemporary Issues in Parliamentary Governance.

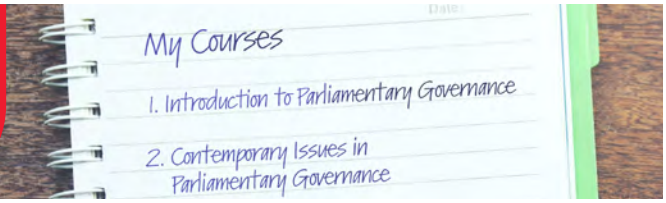
Complementary Courses:

In addition, participants must complete any two courses of their choice from the following:

- **YCBS 252** Advanced Parliamentary Governance
- **YCBS 253** Parliamentary Communications
- **YCBS 247** Parliamentary Committees
- **YCBS 248** Public Financial Management.

The latter two courses may be of particular interest to Members of the Finance, Budget, Appropriations, Public Accounts, and other pecuniary committees.

Parliamentary *Governance*
Course Sequence



2 Required Courses:

YCBS 250

Introduction *to* *Parliamentary Governance*
(Online, asynchronous, self-paced)

YCBS 251

Contemporary Issues *in* *Parliamentary Governance*
(In-class in Montreal or Online)

2 Courses from the following:

YCBS 252

Advanced *Parliamentary Governance*
(Online)

YCBS 253

Parliamentary *Communications*
(Online)

YCBS 247

Parliamentary *Committees*
(Online)

YCBS 248

Public *Financial Management*
(Online)

Professional Development Certificate

Parliamentary *Management*

Designed for *Parliamentary Staff*

Parliament of Fiji

Non-Credit

5
Courses

Part-Time

1-2
Years to Complete

Four Online Courses
and
One Course In-Class or Online

Combining theory and practice, this 5-course program uses a blended learning methodology and gives parliamentary staff the flexibility to personalize their learning based on their role in parliament.

Who Should Attend

- Procedural and administrative staff involved in the corporate governance of parliament
- Research staff
- Staff from the executive and judicial branches of government, political caucuses, international development, and assistance agencies
- Mid-career professionals who wish to work in parliament, and practitioners working in international and national organizations engaged in parliamentary activities.

Schedule:

The program can be completed in 12-24 months.

For the most up-to-date program schedule, please refer to the program website:
mcgill.ca/scs-parliament

Apply Now

Parliamentary *Management* Curriculum

Required Courses:

- **YCBS 250** Introduction to Parliamentary Governance
- **YCBS 244** Current Trends in Parliamentary Administration

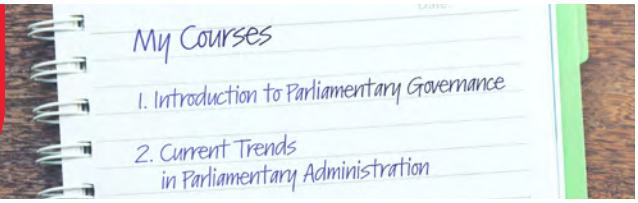
Complementary Courses:

In addition, participants must complete any three courses of their choice from the following:

- **YCBS 245** Corporate Management of Parliament
- **YCBS 247** Parliamentary Committees
- **YCBS 248** Public Financial Management
- **YCBS 249** Parliamentary Research
- **YCBS 252** Advanced Parliamentary Governance.

YCBS 247 and YCBS 248 may be of particular interest to staff supporting the Finance, Budget, Appropriations, Public Accounts and other pecuniary committees.

Parliamentary *Management*
Course Sequence



2 Required Courses:

YCBS 250

Introduction *to Parliamentary Governance*
(Online, asynchronous)

YCBS 244

Current Trends *in Parliamentary Administration*
(In class, in Montreal or Online)

3 Complementary Courses from the following:

YCBS 245

Corporate Management *of Parliament*

YCBS 247

Parliamentary *Committees*

YCBS 248

Public *Financial Management*

YCBS 249

Parliamentary *Research*

YCBS 252

Advanced Parliamentary *Governance*

Course *Descriptions*

YCBS 244

CEUs: 3

Current Trends *in Parliamentary Administration*

- 20 hours plus approximately 10 hours of assignments
- Delivery format: online and/or in person, as circumstances permit.

This course provides an overview of democratic and parliamentary principles, as well as specific skills and competencies required of parliamentary staff. Online discussions and live online sessions allow participants to share their views, acquire a better appreciation of each other's parliaments and set the stage for the rest of the program. Distinguished speakers share their perspectives.

This course is only open to participants in the Parliamentary Management program.

YCBS 245

CEUs: 3

Corporate Management *of Parliament*

- 20 hours plus approximately 10 hours of assignments

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 the 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, and 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 the management of human and financial resources.

This course is only open to participants in the Parliamentary Management program.

YCBS 247

CEUs: 3

Parliamentary *Committees*

- 20 hours plus approximately 10 hours of assignments

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.

This course is open to participants in both the Parliamentary Governance and Parliamentary Management programs.

Course *Descriptions*

YCBS 248

CEUs: 3

Public *Financial Management*

- 20 hours plus approximately 10 hours of assignments

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 of 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.

This course is open to participants in both the Parliamentary Governance and Parliamentary Management programs.

YCBS 249

CEUs: 3

Parliamentary *Research*

- 20 hours plus approximately 10 hours of assignments

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. Key topics include the value of objective information to legislators, the particular value and uses of partisan information, and writing for legislators.

This course is only open to participants in the Parliamentary Management program.

YCBS 250

CEUs: 3

Introduction *to Parliamentary Governance*

- 20 hours of study plus approximately 10 hours of readings and assignments

This self-directed course is designed to provide participants with an overview of the role of parliament in modern society, global parliamentary co-operation and diplomacy, how Parliaments carry out their functions, the role of the Speaker and other presiding officers, the participation of women in parliament, and an introduction to parliamentary procedure with a discussion of rules governing debate and the passing of legislation. The course involves participants taking a critical look at their own parliaments.

Course *Descriptions*

YCBS 251

CEUs: 4

Contemporary Issues *in Parliamentary Governance*

- 30 hours plus approximately 10 hours of readings and assignments
- Offered online and/or in person, as circumstances permit.

This intensive course is the bridge between the initial self-directed online course: YCBS 250 - Introduction to Parliamentary Governance and the subsequent elective courses. Through lectures, facilitated discussions, guest speaker talks, and participant presentations the course addresses core functions of parliament, including, the legislative process and interactions with civil society; legislative-executive relations; parliamentary values - codes of conduct; the role and responsibilities of the opposition, the backbencher, committees, and parliamentary staff; the corporate management of parliament; and parliamentary procedure and aspects of debate.

This course is only open to participants in the Parliamentary Governance program.

YCBS 252

CEUs: 3

Advanced *Parliamentary Governance*

- 20 hours plus approximately 10 hours of readings and assignments

Advanced Parliamentary Governance is a comparative parliamentary course designed to help MPs better understand factors that influence how different parliaments carry out their functions. Participants will develop an understanding of, and be able to apply, strategies to strengthen their own parliaments. The first half of the course will give you insights into why your parliament functions as it does. The second half will focus on what your counterparts in other parliaments have done to strengthen the powers and performance of their parliaments and Members. At the end of the course, you will develop and share a strategy for strengthening your parliament.

YCBS 253

CEUs: 3

Parliamentary *Communications*

- 20 hours plus approximately 10 hours of readings and assignments

This practical course introduces the concept of the community's 'right to know' and its importance for transparency. Informed society and open and accountable democratic institutions are essential for growth, development and poverty alleviation. One of the best ways to achieve transparency and facilitate the flow of information between parliament and the community is via the media; hence, this relationship is explored in detail in this course. In addition, parliaments can champion transparency by making parliament more open, implementing regimes that facilitate public access to information and developing a regulatory environment conducive to a free and independent media. Design and implementation of effective communication strategy, as well as practical communication skills are vital for MPs. Participants will have the opportunity to practice their communication skills by preparing and presenting a speech/interview/briefing on the subject of their choice.

Your *Experts & Mentors*

Dr. Rick Stapenhurst
Program Director

Dr. Frederick Stapenhurst is an Assistant Professor 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 anticorruption and parliamentary development, and writing extensively on these issues. Dr. Rick Stapenhurst 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 Anti-Corruption Evidence: The Role of Parliaments in Curbing Corruption (Springer, 2020), a book which he co-edited with Rasheed Draman, Brooke Larson and Anthony Staddon; Legislative Decline in the 21st Century, co-edited with Irina Khmelko and Michael Mezey (Routledge, 2000) and Developing an index of EX_POST Parliamentary Oversight of Parliamentary Finance (Journal of Legislative Studies, 2019) which he co-authored with Kerry Jacobs and Cedric Eboutou.

Dr. Rick Stapenhurst
and Mr. Anthony Staddon

Paul C. Bélisle

Paul Bélisle is a consultant and instructor specializing in the field of parliamentary corporate governance and on matters of rules, procedures and practices relevant to the effective functioning of the houses of parliaments and their committees. He has spent forty-five years working with parliaments: thirty-nine as an official in the Senate of Canada, and sixteen as a Clerk (Secretary General) of the Senate and Clerk of the Parliaments in Canada – leading a team of over 400 employees. For the past ten years, he has worked as a consultant with several organizations including WBI, UNDP, Commonwealth (CPA), and la Francophonie (ASGPF).

Paul Bélisle's extensive leadership experience as Clerk (Secretary General) has served him well in undertaking capacity-building projects with legislatures around the world and engaging legislators and their staff from many different political environments. He has led international seminars and working groups on the provision of resources and services to Parliaments, promoting sound principles and practices to enhance democracy in many countries, including Bangladesh, Bénin, Cambodia, Fiji, Ivory Coast, Jamaica, Myanmar, Nigeria and Togo.

Of his many achievements, Paul Bélisle considers his involvement in the development, implementation and his on-going teaching and mentoring of the many students in the McGill's Professional Development Certificate in Parliamentary Management Program, a highlight of his consulting and teaching career.

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 Deveaux 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 Deveaux practiced law in Toronto and Halifax as a Crown Attorney, and later as a drafter of legislation. Kevin Deveaux 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 Deveaux 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 Deveaux 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.

Your *Experts & Mentors*

Meenakshi Dhar

Meenakshi Dahr has worked for over 25 years as international civil servant for the Commonwealth, at the Commonwealth Secretariat and the Commonwealth Parliamentary Association (CPA). She joined the CPA in 1998 as an Assistant Director and worked most recently as the Director of Programs until December 2017. She has worked with a wide range of legislatures across all nine-regions of the Commonwealth and is now working as a Parliamentary consultant. She has recently worked on the CPA Benchmarks for Democratic Legislatures programme under the UK Government's 'Commonwealth Partnership for Democracy Programme', developed a proposal for a new online parliamentary staff development course for Commonwealth legislatures, and a conducted a retrospective study of McGill University's professional development programs for Parliamentarians, Presiding Officers and Parliamentary Staff (2012-2021).

Meenakshi Dahr has sat as a Trustee of the Commonwealth Human Rights Initiative and is presently a Trustee of the Ramphal Institute. She attended the London School of Economics and holds a Bsc (Econ.) International Relations and a MA in Public Administration.

Dr. 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 Draman 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.

Bonnie Feigenbaum

Bonnie Feigenbaum is a consultant and instructor with 15 years of participation in local politics and over 35 years of community involvement. During her tenure as Chief of Staff for a senior Canadian Member of Parliament, she created the Mount Royal Job Fair developing partnerships, securing over 30 recruiters, and attracting over 300 job seekers from the riding.

As Town Councillor, she designed and implemented her town's communications strategy including media relations, website development, and the quarterly newsletter and established the "eHampstead" communication system. Bonnie also served on several standing committees of the Federation of Canadian Municipalities where she initiated the development of the "Women in local government" program to support first time elected women.

Bonnie Feigenbaum has almost 30 years of teaching experience, creating, and delivering courses at five post-secondary institutions, including McGill University's Desautels School of Management and School of Continuing Studies.

Through Bonnidée Services, her own boutique communications company, Bonnie Feigenbaum has been responsible for all aspects of strategic planning for a wide range of clients, specializing in government relations and stakeholder management. Her teaching philosophy, EDU-TAINMENT, is rooted in flexibility and adaptability using a three-pronged approach of presentation, practicality, and participation to integrate real-life experiences in marketing, communications, politics, and business to create a dynamic environment within a theoretical base.

Your *Experts & Mentors*

Dr. John K. Johnson

Dr. Johnson is a specialist in comparative parliaments and international development, having supported democracy-strengthening efforts in more than 30 nations, primarily in Latin America, Asia, and Africa. He has been a USAID chief of party on parliamentary projects in Kenya and Indonesia; US Diplomat in Mexico; Director in the Asia, and the Europe and Eurasia regions for Chemonics International; Director of Governance Programs with the National Democratic Institute, Committee Director in the New York State Senate, Senior Associate with the State University of New York Center for International Development, and a teacher in Kenya. He has consulted and/or published for the World Bank, UNDP, USAID, SADC Parliamentary Forum, the Organization of American States (OAS), the InterAmerican Development Bank (IADB), and the Westminster Foundation for Democracy (WFD). Currently, he consults worldwide and trains parliamentarians from multiple countries through McGill University's School of Continuing Studies in Montreal, Canada. He has an MA in African Studies, an MA in political science, and a PhD in political science (University at Albany, SUNY).

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 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 Arctic policy, security and defense issues, and Asia-Europe relations. He took part in the work to set up the Arctic Council in the 1990s and served as the first Secretary General of the Conference of Parliamentarians of the Arctic Region. In the Nordic Council, he was Secretary General of the Finnish delegation, and before that, Committee Counsel for the International Affairs Committee and the Committee on Culture, Research, and Education. In the Finnish parliament he has also held other staff positions, including with the research service.

Over the years Guy Lindstrom has been engaged in promoting international regional cooperation as well as in the strengthening democracy and parliamentary work in different parts of the world. Prior to his retirement in 2015, he organized for fifteen years, in cooperation with the World Bank, an annual Helsinki seminar on parliamentary strengthening.

Anthony Staddon

Anthony Staddon is a consultant and an instructor with over 20 years of practical, research, and teaching experience in the field of political science, with an emphasis on parliamentary studies. Familiar with the challenges of parliamentary practice (including small country contexts); good knowledge of British and European Union politics in addition to parliamentary and political development issues worldwide. He has a proven track record of delivering technical assistance and developmental support to legislatures in developed, developing, and vulnerable environments and a speaker at numerous conferences on parliament. Anthony Staddon successfully delivered numerous consulting projects 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.

Educated at Southampton and Newcastle Universities, Anthony Staddon 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 Staddon 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 is currently a consultant at the CPA where he manages the CPA Benchmark programme as part of the Commonwealth Partnership of Democracy (CP4D). He also shares his extensive knowledge and experience through teaching at McGill University in Parliamentary Management and Governance programs.

Your *Experts & Mentors*

Agnes Titriku

Agnes Titriku is the Programs Manger for the African Centre for Parliamentary Affairs (ACEPA). She has been involved in the design and implementation of various programs for a number African Parliaments and parliaments outside the continent, with a focus on capacity building, institutional development, strategic planning, parliamentary oversight, gender and poverty reduction. She has led the implementation of a number of projects including a STAR-Ghana funded project which was centered on Gender Equality and Social Inclusion. She is currently the lead for ACEPA's Data for Accountability Project, which supports the Parliament of Ghana to monitor progress of the Sustainable Development Goals using data and evidence. She also coordinates the activities of the West African Association of Public Accounts Committees (WAAPAC), whose secretariat is currently hosted by ACEPA. With thirteen years' experience of active engagement in the field of Parliamentary Democracy and Governance, she has experience delivering courses to parliamentary and non-parliamentary audiences. Prior to joining ACEPA, she worked with the Canadian Parliamentary Centre, serving in varying roles including being the Gender focal person for the Centre's Africa Parliamentary Strengthening Program for Budget Oversight (APSP), a program which supported the Parliaments of Benin, Ghana, Kenya, Senegal, Tanzania, Uganda and Zambia. She has also previously worked with the Parliament of Ghana as an Assistant Clerk, supporting the Committee on Gender and Children.

Agnes holds a Master of Arts in Social Policy Studies from the University of Ghana.

Other Faculty and Senior Staff

Inna Popova-Roche
Director, Professional and Corporate Education
McGill School of Continuing Studies

Dr. Nadège Firsova
Academic Director, Administration and Governance Programs
McGill School of Continuing Studies

Warren Cahill
Consultant and Lecturer

Dr. Eliane Ubalijoro
Professor of Practice,
McGill Institute for the Study of International Development

Tuition *Fees*

Professional Development Certificate in **Parliamentary Governance**

(for MPs, Senators and other elected representatives)

Option A

Program with **In-Person** attendance of "Contemporary Issues in Parliamentary Governance" course (one week at McGill University in Montreal):

Program Fee (4 courses) if paid in advance:	$4,500
McGill Alumni and CPA member 15% discount:	$3,825

Option B

Program with **Online** participation in the "Contemporary Issues in Parliamentary Governance" course:

Program Fee (4 courses) if paid in advance:	$3,500
McGill Alumni and CPA member 15% discount:	$2,975

Professional Development Certificate in **Parliamentary Management**

(for parliamentary staff)

Option A

Program with **In-Person** attendance of the "Current Trends in Parliamentary Administration" course (one week at McGill University in Montreal):

Program Fee (5 courses) if paid in advance:	$5,500
McGill Alumni and CPA member 15% discount:	$4,825

Option B

Program with **Online** participation in the "Current Trends in Parliamentary Administration" course:

Program Fee (5 courses) if paid in advance:	$4,500
McGill Alumni and CPA member 15% discount:	$3,825

Tuition *Fees*

Individual Course Fees in Canadian Dollars:

Course Number	Course Title	Course Fee	Delivery Format
YCBS 250	Introduction to Parliamentary Governance	$ 595	Online
YCBS 244	Current Trends in Parliamentary Administration	$ 1,095	Online
YCBS 244	Current Trends in Parliamentary Administration	$ 2,095	**In Class**
YCBS 245	Corporate Management of Parliament	$ 995	Online
YCBS 247	Parliamentary Committees	$ 995	Online
YCBS 248	Public Financial Management	$ 995	Online
YCBS 249	Parliamentary Research	$ 995	Online
YCBS 251	Contemporary Issues in Parliamentary Governance	$ 1,095	Online
YCBS 251	Contemporary Issues in Parliamentary Governance	$ 2,095	**In Class**
YCBS 252	Advanced Parliamentary Governance	$ 995	Online
YCBS 253	Parliamentary Communications	$ 995	Online

Customized *Programs and Courses*

Non-Credit

For

Members of Parliament

and/or

Parliamentary Staff

In-Class

or

Online

Parliaments, like all government institutions, are considering their readiness for critical events, such as the recent pandemic. As part of that strategic thinking, McGill University can provide knowledge sharing and training for mid- to senior level staff to support their efforts in developing a parliament that has the capacity, legal framework, and skills to define the institution in the post-pandemic government structure.

Customized *Programs and Courses*

Topics

- **Assessing Parliamentary Performance (Benchmarking):**
  Using CPA's "Recommended Benchmarks for Democratic Legislatures", this activity examines the motivation for parliamentary strengthening and demonstrates how parliamentary performance/impact can be measured.
- **Codes of Conduct and Parliamentary Ethics Regimes:**
  This activity considers the differences between codes of conduct and codes of ethics and the key features of a parliamentary ethics regime. It can be designed for Members, or for staff.
- **Committees:**
  Establishing committees as the focal point for the detailed and inclusive work of a parliament. This activity examines how to establish a committee system with the capacity to scrutinize draft laws, conduct oversight while ensuring public input as part of their work, and how to develop effective Terms of Reference and run an inquiry.
- **Constitutional Reform:**
  This activity considers parliaments' role in developing an inclusive dialogue mechanism for constitutional change, building the capacity for a parliament to engage effectively in a constitutional reform process through an evidence-based approach.
- **Institutional Reform:**
  This activity focuses on building policy frameworks and systems that make parliaments more open, effective, and participatory. Consideration is given to how a parliament builds resilient systems that work in their particular context, in a post COVID-19 world.
- **Law-Making:**
  This activity looks at how a parliament can develop and approve high-quality laws in an inclusive and participative manner. It reviews new evidence-based tools to promote law-making.
- **Legal Drafting:**
  This activity considers how to develop parliamentary capacity to produce high quality draft legislation and amendments, in an inclusive and participative manner.
- **Oversight of Extractive Industries:**
  Extractive industries are among some of the most corrupt industries in the world. This activity examines how parliaments can better oversee mining and oil & gas development, and the government revenues arriving therefrom.
- **Political Party Assistance:**
  The role of political parties and their parliamentary groups play in ensuring a parliament is able to function effectively, including managing committee work, setting parliamentary agendas, and political dialogue.
- **Policy Making:**
  This activity considers what is meant by 'policy-analysis' and why it is important. It shows how alternative solutions to given problems can be developed and assessed.
- **Parliamentary Communications:**
  The role of the institution in developing an overarching communications strategy. It contains practical examples of how to make parliaments newsworthy and guidance to MPs on how to be an effective communicator.
- **Parliament & the Budget Process:** This activity examines the context of the budget as well as all stages of the budget cycle – from strategy and preparation to audit. A particular focus is the critical role of the legislature and how budgetary arrangements in parliament can impact the objectives of aggregate fiscal discipline, allocative efficiency and operational efficiency.
- **Parliamentary Human Resources:** This activity will provide a framework of best practices to assist parliament in developing basic professional HR skills and expertise at the operational level in building a workforce that is productive, effective, and sustainable.
- **Parliamentary Oversight:**
  One of the core functions of parliament, this activity examines both *ex-ante* and *ex-post* oversight and highlights international 'good practice' and the determination of 'best fit' to a particular parliament's unique context.

Customized *Programs and Courses*

Topics

- **Parliament Strengthening:**
  Models of change, understanding the politics of parliamentary strengthening (including incentives and disincentives of different parliamentary actors), developing strategies, and building coalitions for change. Participants outline and present a political strategy for specific reform(s) in their parliament. The new challenges – and opportunities – for parliaments in a post-Pandemic world will be considered.
- **Public Engagement:**
  This activity considers systems to promote public education on the work and role of parliament, highlighting case studies of jurisdictions that use both traditional and new tools to enable public input.
- **Regional/Cross Border Parliamentary Collaboration:**
  A general introduction to international regional and cross border cooperation, focussing on frameworks and strategies, institution building, and implementation and parliamentary scrutiny.
- **Representation in Parliaments:**
  This activity focuses on what 'representation' is, how it has changed over the decades, the ways to interact effectively with citizens, and how to conduct public meetings.
- **Role of Parliament in Curbing Corruption:**
  The 'abuse of public office for private gain' costs the world more than $2 trillion. Parliaments play a critical role in holding government officials to account.
- **Strategic Planning:**
  This activity focuses on how a coordinated approach to a multi-year planning cycle plays a pivotal role in meeting the heightened public expectations for stronger democratic structures and operating systems. It includes case studies of how parliaments have approached strategic planning and the added-value in so doing.
- **Parliamentary Rights, Privileges and Immunities:**
  This activity will explain how the sum of the privileges, immunities and powers enjoyed by parliament collectively and by each member individually, plays an important role in parliamentary democracy, enabling parliament to function without undue impediment, obstruction and fear of prosecution.
- **Parliamentary Leadership:**
  An examination of leadership traits and values, applied to a parliamentary context. This activity can be tailored for MPs or senior parliamentary staff.
- **Parliamentary Legal Counsel:**
  This activity examines parliamentary procedures for Legal Counsel. It includes a review of the separation of powers from a legal perspective, having laws declared unconstitutional, and preventative measures that can help reduce litigation.
- **Parliamentary Research:**
  This activity aims to assist Parliament to institutionalize and build the capacity of the Secretariat to meet the information, policy and budget analysis needs of the Members in fulfilling their constitutional obligations.
- **Parliamentary Rules (i.e. Standing Orders):** Examination of international good practice regarding parliamentary rules of procedure and practice as an essential guiding framework for the effective transaction of public business in an orderly manner. Attention will be paid to COVID-19 induced changes.
- **Social Marketing for Parliamentarians (For Elected Officials and Parliamentary Staff):** Social Marketing is the application of traditional marketing principles and techniques to the challenges and rewards of influencing positive public behavior. It offers a revolutionary approach to solving a range of social problems in the areas of health, safety, environmental protection, financial well-being and community involvement. Learn the basic principles of marketing management and how to leverage the two-way relationship between marketing and social issues to affect impactful change.

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