



Parliamentary *Professional* *Development Programs* for Young and Newly-Elected Legislators



McGill

School of
Continuing Studies

École
d'éducation permanente

Parliamentary *Professional Development Programs*

and Customized Course

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A Short Introduction

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 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 two Professional Development Management Certificate Programs, one in Parliamentary Governance for MPs and Senators and the other, in Parliamentary Management, for staff working in parliament. These non-credit professional programs comprise expert-moderated online courses, each involving a combination of live online sessions via zoom, pre-recorded videos, and moderated online discussions forums. In addition, a one week intensive course will be held at McGill University in Montreal, Canada.

The Program in Parliamentary Governance, designed especially for newly-elected and young Members of Parliament, is supported by the World Bank, the International Monetary Fund and the Parliamentary Network on the World Bank and the IMF.

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



Features



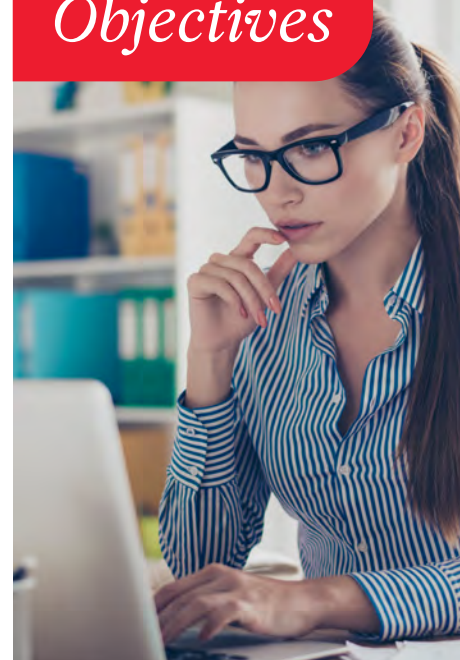
- **Unique** – These practical programs provide a unique skill-building opportunity for elected and appointed Members of Parliament, Senators, and staff working in parliaments. Combining theory and practice, these programs integrate findings from cutting-edge parliamentary research projects, which informs the program curriculum. Participants have a unique opportunity to not only comment on research findings, but also 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 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.
- Build a cadre of young legislators who will become the parliamentary leaders of tomorrow.



Parliamentary Governance



Designed for
*newly-elected Members
of Parliament*



Parliament of Bermuda



Non-Credit



Award Wining
Program



Courses



Part-Time



Months 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 9-12 months, about 10 hours a month.

For the most up-to-date program schedule, please refer to the program website:

mcgill.ca/scs-parliament



Parliamentary *Governance* Curriculum



Program Courses:

- YCBS 250 Introduction to Parliamentary Governance
- YCBS 248 Public Financial Management.
- YCBS 251 Contemporary Issues in Parliamentary Governance.
(one week residency required in Montreal, Spring 2023)
- YCBS 253 Parliamentary Communications



Course Descriptions



YCBS 248

Public *Financial Management*

CEUs: 3

- 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 250

Introduction to *Parliamentary Governance*

CEUs: 3

- 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.

YCBS 251

Contemporary Issues in *Parliamentary Governance*

CEUs: 4

- 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 one-week course will be held in-person at McGill University, Montreal, Canada (Dates tbd).



YCBS 253

Parliamentary *Communications*

CEUs: 3

- 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 Dhar 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 of 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

Guest Speakers

Guest speakers from partner institutions and parliaments around the world will be invited to lead discussions in all of the courses.

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

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