



*Parliamentary Centre
Le Centre parlementaire*

**41ST ANNUAL REPORT
2008 - 2009**

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WHO WE ARE

The Parliamentary Centre is a Canadian not-for-profit, non-partisan organization devoted to improving the effectiveness of representative assemblies around the world.

The Centre has served parliaments and legislatures for more than three decades. Founded in 1968 to strengthen the capacity of Canada's Parliament, the Centre is now a global leader in parliamentary development with projects that support parliaments in Asia, Africa, Latin America, Eastern Europe and the Middle East.

“Celebrating 40 Years: Engaging Parliaments, Promoting Democratic Governance”

“Célébrons 40 ans au service des parlements et de la gouvernance démocratique”

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PART I: MESSAGES

MESSAGE FROM THE CHAIRMAN



This has been a challenging year for the Parliamentary Centre. The year in review, 2008-09, saw us celebrating our 40th Anniversary, reflecting on our contributions to parliamentary development in Canada and abroad, and promoting the case for Canada's continuing leadership in democratic development. At the same time, this was a year of transformation and renewal as we confronted changes in the economic and public policy environment and their consequent impact on our business model, program delivery and organizational structure.

The economic turmoil in 2008 accentuated the need for renewal of the Parliamentary Centre. Like many non-governmental organizations, we felt the fiscal constraints of our project funding sources. The uncertainties of developing new projects and renewing existing ones in this environment tested the values of the Centre and its continuing capability to be a Canadian policy-implementing instrument for supporting the process of democratization in transitioning countries and fragile states around the world. Our strategic assessment of the global environment tells us that Canadian presence in international democratic development will continue to be needed and welcomed. Demands from developing countries for institutional capacity building, including that of parliament, are unabated. Similarly, donor countries and multilateral agencies are calling for greater transparency and accountability to development assistance and are looking to parliaments, through their oversight functions, to be part of the global effort to increase aid effectiveness.

The Board of Directors join me in expressing the same determination to pursue the Parliamentary Centre's mission to strengthen parliaments as effective institutions for democratic governance and to build the capacity of parliamentarians to perform their legislative, representative and oversight roles effectively. We express our gratitude to our hardworking and dedicated staff who persevere to advance the Centre's goals and programs in these difficult times.

A handwritten signature in black ink that reads "Michael Murphy". The signature is written in a cursive, flowing style.

Michael Murphy
Board Chair

MESSAGE FROM THE PRESIDENT AND CEO



Adaptation. Consolidation. Reinvention. These are the words that best describe the Centre's focus in the year 2008-09. We faced significant financial challenges that forced us to clarify our mission, review our program delivery strategies, modernize our resource management systems and reach out for new partnerships and alliances, while protecting our edge as the only Canadian non-governmental organization specializing in parliamentary development. We made substantial progress in our goal of putting the Centre on the right track to remain relevant in our changing times.

The Centre marked its 40th Anniversary in December 2008 with a Roundtable on the theme "Celebrating the Gains of Democracy, Confronting the Challenges" to highlight the roles that various institutions and non-governmental organizations play in advancing Canada's democracy support agenda. This dialogue, supported by the Centre for International Governance Innovation through Governance Village, was an important strand in the Centre's numerous efforts at advocating for institutional capacity building as an essential component of Canada's democratic development assistance programs.

The Centre's parliamentary strengthening projects remain as its well-spring of ideas and insights on building institutional capacity for good governance. Work with parliaments on accountability and budget oversight are growing areas of specialization in the Centre as well as our work to promote gender equality and women's participation in political life. These themes are most pronounced in our projects in Africa. Technical assistance on legislative reform and policy support and training for parliamentarians and parliamentary staff continue to be in demand and were the main focus of our engagements in our projects in China, Cambodia, Pakistan, Haiti and Serbia. Our continuing presence in these and other developing and emerging democracies is a challenge that confronts the Centre. Our project-based funding business model is no longer tenable with economic constraints and ever-changing priorities of aid donors and funding agencies. Seeking a diverse funding base is critical to our future.

We are adapting to new realities. We are taking measures towards a sustainable future with new partnerships and alliances, with improvements in our resource management systems and with an ongoing belief in the importance of our work in Canada's international democratic support agenda.

I wish to take this opportunity to thank our Board of Directors for their strategic guidance and support in these uncertain times and to our staff, for their passion and commitment to our mission.

A handwritten signature in black ink that reads "Amelita A. Armit". The signature is fluid and cursive.

Amelita A. Armit
President and CEO

PART II: 2008 – 2009 PROGRAM HIGHLIGHTS

A. PROMOTING CANADA’S LEADERSHIP ROLE IN DEMOCRACY SUPPORT

To celebrate its 40th Anniversary, the Parliamentary Centre and Governance Village entered into partnership to undertake an e-Dialogue and roundtable discussion on challenges confronting international support for democratic development. The initiatives brought together democratic development practitioners in Canadian and international civil society, scholars, parliamentarians and government officials, on-line and in person, to share and exchange perspectives on three themes: improving results of democracy assistance programming; building effective international cooperation and mobilizing adequate resources to ensure that aid is delivered effectively.

The e-dialogue and roundtable discussions were timely in light of the international support for the Paris Declaration on Aid Effectiveness. In the Canadian context, the dialogue themes were also timely due to three recent policy developments: the July 2007 Report of the House of Commons Standing Committee on Foreign Affairs and International Development entitled “Advancing Canada’s Role in International Support for Democratic Development”; the Government of Canada’s November 2007 endorsement of the expansion and formalization of the Democracy Council (of Canadian Government and non-governmental organizations active in democracy Support; and the Government’s statement of intention (in the Speech from the Throne on November 19, 2008) to establish a new, non-partisan democracy promotion agency.

At the Parliament Hill Roundtable on the theme “Celebrating the Gains of Democracy, Confronting the Challenges”, participants came up with recommendations to strengthen Canadian support for democracy.

Practical Steps to Strengthen Canadian Support for Democracy

Canada needs a clear, compelling and distinct narrative for why and how it supports democracy abroad, including the principles that guide its support. On this point, the following key messages emerged from the discussions:

A New Narrative

- 1. Measure Success in People’s Lives. Democracy is not an end in itself. It is an essential part of the means to empower people and allow them the opportunities to improve their own lives. There are two key indicators of success in democracy support: citizen empowerment and satisfaction of basic human needs. Canadian support for democracy should be an integral part of wider efforts to reduce poverty and achieve the Millennium Development Goals.*
- 2. Focus on Accountability. No one votes for poverty but over 2 billion people remain poor. Part of the reason for this is to be found in the huge gap that separates many governments from their citizens, with resulting failure to meet the needs of people. Canadian democracy support should focus on strengthening the responsiveness and accountability of governments to their citizens. This requires citizen empowerment married to rule of law and effective institutions of democratic accountability, including media and civil society, elections, parliaments and political parties. Of these, parliament should be seen as the fundamental institution of democratic accountability.*

3. Democracy as Self-Help. Canada should respect democratic principles and values in the ways in which it provides democracy support. This means defining our role as that of helping others to develop their own democracies in their own ways. It means sharing our experience not exporting our models. This approach also involves modesty and realism in setting objectives and claiming results that can be achieved with our help.
4. Democracy at Home. “Do as I say not as I do” is a poor slogan for democracy support. The credibility of Canadian efforts to support democracy abroad depends on the quality of our democracy at home and, especially, on our commitment to strengthen and improve it. In practical terms, this means that all Canadians and Canadian organizations that engage in supporting democracy internationally should also be deeply engaged with democracy at home.

Raising Our Game

Canada needs to close the large gap that exists between its current performance in providing democracy support and our much greater capacity to do so. The 40th anniversary discussions identified a number of steps that should be taken to raise our game:

1. A 21st Century Approach to Funding. The Government should reform its funding of democracy support in line with what has been learned about the complex and long term nature of democratic development. The effectiveness of our support is currently hobbled by a project-based funding model with its discontinuities, incoherence and slowness. The Government should put in place a 21st century funding model based on open competitive program funding aiming to develop Canadian excellence in areas of special competence and expertise.
2. Engaging Canadian Political Experience. We need to do a much better job of engaging Canadian political experience in international democracy support. Great care and sensitivity must be shown in extending assistance to political parties and other parts of the political process and this is an area of Canadian comparative advantage. We carry relatively light baggage and so may be trusted to share our political experience without intervening in the internal affairs of other countries. Additionally, organizations like the Parliamentary Centre and the Canadian Association of Former Parliamentarians give Canada considerable existing capacity to expand its efforts in political development without having to create new institutions.
3. The Democracy Council and Network Management. The Democracy Council should become a strong network management tool to help raise the games of the Canadian players in international democracy support. The Council has already demonstrated that it can serve as a forum of mutual learning and a channel of communication between non-governmental organizations and the government. It should also become an incubator for programs involving various Canadian and international players working cooperatively across different democracy support sectors.
4. The Value Added of a New Agency. Roundtable participants agreed that a new agency would be useful if it was able to deliver new value added services and benefits in democracy support. Value added of this kind could be created by an agency that combined foundation and think tank functions. Such an organization could invest some of its resources (both financial and knowledge) in building the capacity of Canadian organizations to do their work more effectively. Finally, Roundtable participants stressed the importance of the Government establishing the agency in a transparent and consultative manner.

B. DEEPENING ENGAGEMENT IN AFRICA



The Parliamentary Centre's Regional Office for Africa works with about 20 Parliaments on the continent mostly in East and West Africa but also some programs in the Southern African Region.

In the space of five years, the Regional Office has become the hub around which all the activities of the Centre in Africa revolve. It serves as a training facility, a drop-in Resource Centre for MPs, a contact point for activities of the Africa Parliamentarians Poverty Reduction Network (APRN), a Secretariat for the Africa Parliamentary Network against Corruption (APNAC), which the

Centre helped create in 1999, and a host centre for a number of programmes and projects.

During the year under review, the Africa Office continued to implement a number of on-going projects that fall under the Africa Programs. These include:

- The Ghana Parliamentary Support Project (Phase II) and the Conflict Prevention Project for the ECOWAS Parliament (both CIDA funded);
- The Ghana Financial Scrutiny Project (DFID funded); the Poverty Reduction Network Project (funded by the Austrian Development Agency);
- The Sudan Peacebuilding Project (funded by CIDA); the Rwanda Capacity Building Project (funded by the World Bank); and
- The Parliamentary and Civil Society Oversight of Oil, Gas and Mining Revenues in Ghana (funded by Revenue Watch Institute of the UK).

Most importantly, the year saw the commencement of the Africa Program's/Centre's biggest project ever – the Africa Parliamentary Strengthening Program (APSP) – a \$13.7 million CIDA funded project aimed at strengthening the capacity of 7 African Parliaments in Budget Oversight.

The focus of the Africa Programs in the year under review has been three-fold: (1) continue to implement current programs; (2) assemble the 'people' and develop systems/procedures to build the capacity of the Africa Office; and (3) build new relationships/diversify funding sources for the sustainability of the Africa office. The latter is particularly necessary as the Centre undergoes an institutional renewal process that would eventually see the Africa Office turn into an autonomous Parliamentary Centre of Africa. This process is partly supported by the funding provided by CIDA under the APSP.

INCREASED RECOGNITION OF THE CENTRE BY PARTNER PARLIAMENTS AND DONOR PARTNERS

The Africa Office partners Parliaments in over 20 African countries. The essential component of this relationship is the fact that these Parliaments also see the Africa Office/Centre as a credible and competent partner in the development of their various institutional capacities.

All 7 partners in the Africa Parliamentary Strengthening Programme have signed MOUs with the Centre which guides our relationships. Under the MOUs, partners make kind contribution to the Centre's training and capacity building programs. The Ghana Parliament for

instance has provided offices and training facilities as their contribution to the Centre's training efforts for the next five years and looks up to the Centre for support/partnership in its effort to develop a Parliamentary Training Institute.



The Africa Office also continues to receive requests from other Parliaments outside its core network of partners to provide capacity building support on specific issues to these parliaments.

MAKING BUDGET OVERSIGHT A KEY ACCOUNTABILITY TOOL FOR AFRICAN MPS

Understanding and effectively participating in the Budget Process continues to be an important issue that MPs grapple with in their day-to-day efforts to ensure efficient service delivery to the citizens they represent. It also continues to be central in their effort to ensure accountability given that it is difficult for MPs to be the “overseers” of government spending if they do not understand the budget process. Against this background, the Africa Office continues to develop training programs and tools to equip African MPs in the Budget Process.

Our training on the Budget Process is dynamic and very much oriented towards addressing topical issues. We continuously respond to the needs of African Parliaments in terms of program design and focus. In the last six months for instance, recognizing the effects of the global financial meltdown on African economies, and responding to concerns from partner Parliaments, our training program was revised to include a focus on revenue mobilization/the revenue side of the budget; to complement the ongoing focus on expenditure issues. The goal of the new focus is to help take care of the gaps that are likely to emerge due to potential shortfalls in donor contributions to budget support. Another key issue this new focus will address is efficiency in revenue mobilization and how it impacts on the objectives of the economy, i.e. equity, growth and foreign direct investment.

In addition, in the past year, the PC has designed a training program on Budget Oversight specifically for Parliamentary Staff in Africa. An in-depth version of the training program for MPs, the course for Staff responds to various specific needs of committee clerks; needs that are relevant in equipping them to properly help the oversight committees they serve.

BUILDING BLOCKS TO SETTING UP A PARLIAMENTARY BUDGET OFFICE (PBO) IN GHANA

The Africa Office, as part of its work with the Ghana Parliament and as part of efforts to help the Parliament set up an independent Parliamentary Budget Office (PBO), facilitated a number of study visits to experienced PBOs, to learn first-hand, the benefits of such an office in ensuring accountability. Members of the Finance committee visited the PBO in the Ugandan Parliament, The House of Commons in Canada and New York State Legislature. Following these visits, the Centre helped draft a PBO Bill, sponsored and facilitated Parliament-CSO consultations on the draft Bill. The Bill is currently being championed by the Finance Minister and is expected to make it to the floor of Parliament soon.

The initial success achieved by this process has led to requests from the Parliaments of Tanzania and Zambia for support in a similar drive.

PUTTING MPs AT THE FOREFRONT OF OIL AND GAS GOVERNANCE IN GHANA

Following a number of capacity enhancement programs for Ghanaian MPs on Oil & Gas governance as well as the Extractive Industries Transparency Initiative (EITI), they (Ghanaian MPs) have been self motivated to organise a forum within Parliament to follow-up on some of the findings from the EITI audit (aggregation) process, specifically in relation to utilization of royalties collected by District Assemblies and other Government Agencies. The compelling revelations from some of the training programs engendered a request by Parliament to the Africa Office, for a presentation on the floor of Parliament (the first in Ghana's history) for the benefit of non-participants of the training programme. Parliament has also made a written request for Technical Assistance in the Analysis of Petroleum policies and legislation to better prepare them for the consideration/debate of the Draft Petroleum Bill when it is laid before the House.

GENDER MAINSTREAMING IN PARTNER PARLIAMENTS: GHANA CASE STUDY

The Centre has mainstreamed gender in all of its programs and is pleased to have realized modest results it can attribute to in most of its partner parliaments.

A recent study of the Ghanaian Parliament showed increased awareness of gender issues and their effects on policy by members. This improved awareness and analytical capacity has positively influenced more gender sensitive legislation such as the Passage of the Human Trafficking Act and the Domestic Violence Act. A gender desk has been set up in the Research Department of Parliament to provide gender responsive information to MPs. A beneficiary of the Centre's gender training programs was made the Minister of Women and Children Affairs in the current government and under her leadership, gender budgeting/issues have began to be mainstreamed in the work of various Ministries, Departments and Agencies (MDAs).

Currently, a number of our African partner Parliaments are expressing interest in learning the Ghana case. The Centre intends to conduct a thorough gender analysis in 2010 to inform programming under the APSP and to inform the development of its gender policy.

C. CONSOLIDATING GAINS IN ASIA AND EASTERN EUROPE

The Canada-China Legislative Cooperation Project (CCLCP), a CIDA-funded five-year project with the National People's Congress was successfully completed in September 2009. During the life of the project thirty-three major initiatives were undertaken, providing deputies and staff from the national and a dozen provincial congresses with enhanced knowledge, comparative perspectives, tools and practical skills on topics like legislative reform and analysis, budget processes, public consultation mechanisms. These were undertaken in relation to specific legislative proposals the NPC were considering such as their review of legislation on farmers cooperatives and rural development, agriculture extension and rural financing, the Corporations Act and the Financial Transfer Payment Act.

The capstone initiatives in this last year of the Canada 2009 were the Parliamentary Exchange Visit with the National and Selected People's Congresses on Budget Oversight and Accountability and the publication of the Compendium on Public Consultations and the Compendium on the Budget Process and Fiscal Transfer Payments. These compendia consist of the presentations and resource materials used during the course of the project and were prepared in collaboration with our Chinese partners. They have been widely distributed by the NPC.

On the whole, the CCLCP was a unique parliamentary project executed by the Centre. As its project title notes, it was designed to be a cooperation project where the technical assistance and support provided to the national and provincial congresses took more of a learning exchange process between Canadian and Chinese participants. The Project was a privileged witness to the workings of China's political system and its efforts at modernizing its economy and governance processes. This in itself contributed to increased awareness and better understanding of each country's approach to governance reform and building of modern societies.

Consolidation of project activities, reporting and review of results and lessons learned were also the drivers



for the **Cambodia-Canada Legislative Support Project (CCLSP)** which was concluding during the year under review. For example, the CCLSP team consolidated training materials and lessons learned from project implementation into a Best practices Parliamentary Handbook, 2000 copies of which were distributed to parliamentarians, parliamentary staff, civil society organizations and donors. The Handbook was commended as a useful reference tool in the daily work of parliamentarians by the Chairs of the Commission on Finance and the Commission on Transport and Commerce, and was used extensively during the Orientation Session for

newly-elected members of parliament in October 2008.

In the area of capacity-building for parliamentary staff, the CCLSP finalized the development and review of the Human Resource Policies and Guidelines, with a workshop on strategic planning and human resource management. The Secretariat of the Senate of Cambodia has been the lead beneficiary of this project activity and they have reported the integration of the policies in their daily work and have incorporated the practice

of having the application of the policies monitored by the Internal Inspectorate Department (Internal Audit). The work undertaken on the development of the Guidelines was validated further by a study tour to Indonesia led by Secretary Generals of the National Assembly and the Senate on various aspects of parliamentary administration.

Other significant activities undertaken by the CCLSP during the year included:

- Workshop for Parliamentarians on Capital Markets and the Stock Exchange in Cambodia to provide them with essential information and policy considerations on this matter so they can provide input to the proposed legislation,
- Support to the Women's Caucus with its Roundtable With Indigenous Communities on Domestic Violence and its consultation with commune councils,
- Training Workshops for parliamentarians and parliamentary staff on Legislative Consultation Processes, including pilot testing for the development of Consultation Guidelines.

In March 2009, the Centre launched the implementation of the **Parliamentary and Political Party Strengthening Program in Pakistan (PPPSP)** with support from the Global Peace and Security Fund of the Department of Foreign Affairs of Canada. The Centre is implementing the project in cooperation with the Pakistan Institute of Legislative Development and Transparency (PILDAT): a local organization with a proven track record and strong credibility in working with the federal and provincial legislatures in the country. The project is focused on strengthening the role played by parliamentary committees and political party caucuses in the national budget making process. PPPSP started with the preparation of a baseline report on parliaments and the budget process, focusing on Pakistan and Canada.

The Centre has one remaining project in Eastern Europe where it is partnering with ProConcept, a Serbian not-for-profit organization devoted to capacity-building and leadership development of CSOs in Serbia and abroad, in order to implement the project **Parliament in Transition – Strengthening Accountability in Serbia**. The Project, funded by the United Nations Democracy Fund (UNDEF), is designed to strengthen the capacity of the National Assembly of Serbia to oversee government spending and policy implementation and develop related internal policies and procedures for parliamentary oversight. The Project focuses on engaging Members of Parliament, parliamentary staff, and civil society organizations in working together to oversee the government by holding public consultations on important government policies and initiatives, particularly as they relate to the state budget and anti-corruption.

Over the course of the last year, the Centre implemented a number of key activities, including a workshop for parliamentary staff and civil society organizations (CSO) on strengthening the legislative and oversight role of committees; supplemented by study visits to Canada for exposure on the Canadian experience; organization of a public hearing on the analysis of budget policies; and a training workshop for CSOs on program budgeting. Upcoming activities include a study visit to Westminster in the UK and a training workshop on pre-budget consultations and social auditing.

D. ESTABLISHING A Foothold IN THE AMERICAS



The Parliamentary Support Program in Haiti **Projet d'appui au Parlement Haitien (PAPH)** was the focus of the Centre's activities in the Americas during the year in review. The implementation of these activities was fraught with delays and uncertainties due to the precarious political situation which saw Parliament censure a sitting Prime Minister, Jacques –Edouard Alexis, reject a number of nominations for his replacement and finally the installation of a new Prime Minister, Madame Michele Duvivier Pierre –Louis and a new Cabinet. This caused a political crisis in the country which was exacerbated by three

devastating hurricanes which put Haiti in a state of emergency. The governance situation in Haiti was tense, especially the relations between Parliament and the Executive. Despite the difficult implementing environment, the PAPH managed to engage and provide support to the Haitian Parliament.

Key activities of PAPH were directed to providing technical support to parliamentary committees and parliamentary staff involved in the drafting, analysis and review of legislation such as the bill on customs and borders, bill on the minimum wage, bills on political parties and on the status of parliamentarians, and the bill on the 2009-10 National Budget. PAPH also provided capacity training to the Secretariats of the two Chambers during this period.

Another major activity undertaken during this period was the training provided to women candidates for political office and the formation of a group that would serve as coaches to these candidates. This training program drew from the expertise of various partners--parliamentarians from the Inter - Parliamentary Forum of the Americas (FIPA), gender experts from MINUSTAH, and experts from the Canadian and Quebec governments.

A new component to the PAPH was added in May 2009. This component, to be administered by the Centre, was a joint undertaking by USAID and CIDA, to renovate the Union building to provide functional spaces for the Haitian Parliament. The call for tender for the building renovation was launched in the summer of 2009, with the objective of having the rehabilitation project completed by the spring of 2010.

The PAPH continues to evolve with the political situation and the leadership of the two Chambers in Haiti. The future directions of PAPH are dependent to a large extent on their support, as they are critical to identifying priority areas for capacity building. An assessment of these needs is part of the mid-term evaluation of the PAPH which was launched by CIDA in February 2009.

E. LINKING WITH PARLIAMENTARY NETWORKS

THE INTER-PARLIAMENTARY FORUM OF THE AMERICAS (FIPA)

The Parliamentary Centre continues to provide Secretariat services and program advice to FIPA. Participation of parliamentarians from FIPA in Centre activities in other regions is an essential component of Centre program strategy to broaden knowledge exchange and inter-parliamentary networks.

The year 2008-2009 was an important year for the development of the Inter-Parliamentary Forum of the Americas (FIPA), which entered its eight year of operation. In addition to a successful 6th Plenary Meeting hosted by the Parliament of Canada, key programming activities were held to promote gender-equality in Parliament, develop the capacity of parliamentarians in international trade and strengthen the voice of parliamentarians in hemispheric affairs.

One of the major hemispheric events of 2009 was the Fifth Summit of the Americas in Trinidad and Tobago; for the first time, a large-scale parliamentary meeting was held on the eve of an inter-American Summit, hosted by Parliament of Trinidad and Tobago and FIPA.

This “Special Parliamentary Dialogue”, attended by parliamentarians, foreign affairs ministers and OAS officials, clearly showed that a greater engagement by parliamentarians in the lead up to future summits of the Americas would make the process more transparent and governments more accountable to their commitments. The meeting’s success was also a clear indication that FIPA’s Executive Committee is producing positive results through its efforts to ensure parliamentary representation in key inter-American forums.

The Group of Women Parliamentarians of the Americas was also very active. It held a major congress in Bogotá in November 2008 under the theme “Towards a Gender-Sensitive Legislative Agenda for Development in the Americas”. For the first time, indigenous women parliamentarians and representatives of civil society organizations were well represented at a FIPA meeting and the recommendations that were adopted reflect that diversity. This was one of the first regional parliamentary meetings to be held following the onset of the economic crisis. The consequences of the crisis—in particular on women, were thus addressed.

Furthermore, delegates from the Group of Women Parliamentarians participated as coaches in a training workshop in Haiti offered by the Parliamentary Centre and MINUSTAH to 2009–2010 Haitian election candidates—an example of the concrete efforts made by FIPA to increase the representation of women in Parliaments, and of the successful relation between FIPA and the Parliamentary Centre.

Finally, worth noting is the progress made in consolidating the financial situation of FIPA. The amount of contributions paid to FIPA by member parliaments continued to increase at the same time as FIPA received contributions from public and private organizations for the implementation of special projects (the Inter-American Development Bank; Scotia Bank; General Motors Corporation; Foreign Affairs and International Trade Canada & the World Trade Organization).

THE GLOBAL ORGANIZATION OF PARLIAMENTARIANS AGAINST CORRUPTION (GOPAC)

The **Global Organization Against Corruption of Parliamentarians (GOPAC)** is an international network of parliamentarians dedicated to good governance and combating corruption throughout the world. In 2008, GOPAC held its biannual Global Conference in Kuwait City in which PC board member and former Canadian Parliamentarian, John Williams, became CEO of the organization. Mr. Williams formerly served as Chair of GOPAC. Dr. Naser Al-Sane of Kuwait was elected GOPAC Chair. The GOPAC Secretariat is housed within the Parliamentary Centre. The Parliamentary Centre and GOPAC continue to share knowledge and resources on each organization’s projects and events.

PART III: CORPORATE MANAGEMENT – REBUILDING OUR INTERNAL CAPACITY

The Centre faced significant challenges in 2008-09. The financial challenge at the beginning of the fiscal year was so substantial; it threatened the sustainability of the Centre. The situation was intensified by significant staff turnover, notably two top positions in the management cadre---the President and Vice President of Resources.

The key corporate imperative was to address the deficit and institute management systems and controls to put the Centre on the sustainability track. A strategic review of the Centre’s mission, business model, delivery structures and program capacity was led by the Board through a series of retreats, attended by other external advisors and experts in the democratic development field. The Centre’s mission and relevance to Canada’s democratic development policy environment were re-confirmed. The strategy sessions also resulted in specific initiatives aimed at presenting the case for funding for the Parliamentary Centre and initiatives to implement the recommendations from the Rattray Report, (prepared by David Rattray, former Assistant Auditor General), to institute improved financial and other management systems.

The development of new partnerships and alliances was part of a strategy to strengthen financial resources. Discussions on joint programs or projects with organizations like the Canadian Association of Parliamentarians, democratic development firms like ARD Inc., were undertaken. In addition, presentations were made to government funding agencies and foundations. These discussions and presentations also served to validate support for the need and importance of parliamentary development as an essential component of democracy support projects.

On the management systems front, CIDA, through the office of Democratic Governance, funded support for internal capacity building in the Centre. This was crucial in rebuilding financial management and information systems. The Management Information System was rolled out to Africa improving the sharing of information and project files between project offices in Africa and Asia and the head office in Ottawa. A new project accounting system was in development, this would allow the Centre to better manage multi-year projects, track actual costs and elevate overall level of quality control and coordination of projects. The full roll-out to the field and regional offices is expected in 2010.

The internal capacity building support from CIDA also helped advance the Centre’s goal to improve its knowledge management capacities by consolidating its global and regional training products. Two comprehensive training curricula---Parliamentary and Budget Oversight and Parliaments and Gender Equality--- bring together lessons learned and practical examples from Centre programming across the globe. These will be field tested in 2010.

A review of the human resources policies was undertaken to ensure that our employment contracts, compensation and benefits were aligned with the Centre’s fiscally-challenged environment. Staff turnover in key positions provided the opportunity to examine the allocation and alignment of job responsibilities. For example, a Chief Financial Officer and a Director of Operations positions were created to take over the responsibilities of the VP Resources position. Other positions were eliminated or amalgamated with other

existing positions, resulting in a much-reduced staff. This approach helped in achieving the goal of a substantially reduced deficit in 2008-09.

Another important activity on the human resource front was the staffing for the new Africa Parliamentary Strengthening Project. Given that one of the objectives of this project is to establish a fully-functioning autonomous office in the region, very careful attention was given to the development of roles and responsibilities between headquarters and the region, and the design and development of relationship frameworks. This adaptation continues and will be fully implemented in the next two years.

In summary, the efforts the Centre directed in buttressing its corporate management infrastructure, systems and procedures are a recognition of its importance in implementing the Centre's strategic directions. The oft-repeated management tenet of aligning form and function was a driving force to the Centre's 2008-09 operations.

PATRON, BOARD OF DIRECTORS, STAFF AND ASSOCIATES OF THE PARLIAMENTARY CENTRE

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C.C., C.M.M., C.O.M., C.D.
Governor General of Canada**

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