



Parliamentary Centre
Le Centre parlementaire

**THE
PARLIAMENTARY
CENTRE STRATEGY
2013-2015**

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MESSAGE FROM THE PRESIDENT AND CEO

I am very happy to present to you the Parliamentary Centre Strategic Plan for the period 2013-2015. This results-driven plan sets out the priorities and direction of the Centre in the coming years.

This year the Parliamentary Centre will be celebrating its 45th year of existence.

We are proud of our achievements as an organization. For many years the Parliamentary Centre has enjoyed the generous support of the Canadian Parliament, the Canadian International Development Agency (CIDA) and Foreign Affairs and International Trade Canada (DFAIT). We appreciate their confidence in our work. Without them we would not be celebrating this milestone.

We look forward to celebrating our 50th anniversary and for that reason it was decided now would be the right time to recognize our achievements, analyze our external environment and other actors in the field of democratic governance, as well as to seek the views and opinions of our Board of Directors, our funders, partners and the legislatures we work with to learn how they feel about our organization. Is the Parliamentary Centre responding to their needs? Are we doing a good job? In what areas could we improve? Are we adapting to the changes brought by a new economic order and by new technologies?

With this Strategic Plan, supported by a detailed and results-oriented operational plan, the Parliamentary Centre has started a process of change and adaptation to a more competitive, more complex and more globalized world.

Implementing the Strategic Plan will require great efforts and generosity on the part of the staff, as we will need to ensure that the Centre continues to deliver high quality programmes and solutions to its clients. We will also need to continue to work on partnerships overseas and in Canada, as well as to diversify the sources of revenue. Additionally, we will make sure that our work is known not only among practitioners but also among international development agencies and foundations concerned about the future of democracies around the world.

The strategy has emerged from a very participatory process and I want to acknowledge the hard work of the Board of Directors and staff, as well as the support from the Centre's partners, donors, clients and other key stakeholders. I am confident that the Parliamentary Centre now has the right tool to guide it in achieving its mission, vision and the objectives set out in this comprehensive Strategic Plan.



Jean-Paul Ruszkowski,
President and CEO,
Parliamentary Centre

EXECUTIVE SUMMARY

In 2013, the Parliamentary Centre is celebrating 45 years as one of the leading and longest serving non-governmental organizations dedicated to the strengthening of parliamentary democracy in Canada and around the world, a feat few other organizations in our field have achieved. Because of the many changes that have taken place in the field of good governance in recent years, including shifting donor priorities and increasing competitiveness in service delivery, the Parliamentary Centre felt the need to develop a Strategic Plan that would reflect this new reality to help it position itself as a leading organization in the field of good governance. With external support from PGF Consultants, the Centre came up with strategies to improve its performance, sustainability, visibility and quality of services to make it a stronger and more competitive organization that can continue to provide pertinent services to its clients.

As part of the strategic planning process, it was important to review the mission and vision of the Centre, as well as identify the organization's core values to guide the implementation of the Strategic Plan:

New Mission

Democratic systems and good governance rely on strong and vibrant legislatures that will voice the interests of the people and hold governments to account.

The Parliamentary Centre's mission is to support legislatures in their lawmaking, oversight and representative roles to better serve the people they represent.

New Vision

Our vision is to be a leader in promoting democratic governance by providing effective solutions to help legislatures become stronger, more transparent and accountable.

Our Values

- Professionalism
- Accountability
- Ingenuity
- Respect

Four strategic directions were identified to be the foundation of the proposed Strategic Plan of the Parliamentary Centre:

1. Targeted Service Delivery and Excellence
2. Sustainability and Partnerships
3. Visibility and Positioning
4. Organizational Capacity and Performance

The Strategic Plan provides the Centre with a clear direction for the next three years and will guide its priority-setting. In the coming year, the Parliamentary Centre will have a strong focus on the following priorities:

- **Fundraising**

The Centre will focus the first year of the Strategic Plan to develop an effective strategy that will help it mobilize funds from a greater variety of funding sources. This includes developing and implementing a fundraising strategy that will take into account the specific environment the Centre finds itself in, helping the Centre target the right donors and accessing them in the most effective manner. The Centre will get assistance from a specialized fundraising consultant to help it build an effective case for support.

- **Communication**

A key focus for the Centre moving forward is to improve on its internal and external communication, as well as its ability to brand itself as one of the leading organizations in democratic governance. To ensure a consolidated and effective approach, a communication strategy will be developed that will strongly support the four strategic directions. It will strive for a more creative and innovative approach in the way the Centre communicates with its target audiences, putting a significant focus on the Centre's website and the use of social media, streamlining our publications and how it relates to the media.

- **Innovative service delivery**

While the Centre will continue to be responsive to its clients' needs in developing and delivering capacity building, as well as its practically oriented and demand driven service approach, it will put a strong focus on finding new and more innovative ways for service delivery, for example using web-based delivery methods such as social media and webinars.

- **Streamlined processes and systems**

To support the implementation of the four strategic directions, the Centre will focus on review current processes to identify gaps and overlaps in order to simplify and improve efficiency. To ensure that the Centre has an organizational structure that can best meet the needs of today's world, as well as improve its performance and accountability, the Centre will also look closely at defining more clear roles and responsibilities within its organization.

THE PARLIAMENTARY CENTRE - IN A CHANGING WORLD

The Centre was originally established to strengthen the capacity of Canada's Parliament, offering research and consultation services to multiple parliamentary committees. In the mid-nineties, an opportunity arose for the Parliamentary Centre to expand its geographical reach. The Centre has since then played a substantive role in strengthening the capacities of legislatures in over 45 countries in Africa, Americas, Asia, Eastern Europe and the Middle East to better serve the people they represent.

The world is changing rapidly. Emerging economies are changing the balance of power among nations. Democracy has demonstrated that even with all its imperfections, it is still very much in demand. The Arab Spring and political events around the world give a clear indication that there is a demand for more democracy, more accountability.

Societies around the world are far more complex today than 45 years ago and will become even more complex as humanity faces challenges, such as climate change and disaster response, the use and impact of new technologies, supplying food and water to an ever increasing population, and developing new forms of energy. To cope with these challenges, in-depth knowledge is required and to be successful at managing necessary change one has to develop decision making processes that are far more inclusive in nature. It means involving citizens who have more access to knowledge than ever before.

The question that remains is how these changes will occur: *will they generate a greater demand for legislatures to play a leading role or will legislatures be ignored?*

The Role of Legislatures in International Development

Fifteen years ago Canada was leading the way in supporting legislatures in Africa, Asia and Eastern Europe. It was the first bilateral donor to deliver specific programmes to enhance the capacity of legislatures to help their people and improve the governance of their nations. This was at a time when most donors saw legislatures as 'too political' and an area where it would be difficult to achieve concrete results. The Parliamentary Centre was very much part of the very innovative approach by the Canadian International Development Agency (CIDA). Today, it is possible to ascertain that results are achievable. A good example is the Parliament of Ghana. Some of the successes that we can point to in Ghana, as a result of the Centre's work, include: opening up the Public Accounts Committee to the public and with it, improving the image of Parliament in the eyes of citizens; a more assertive Parliament that constantly demands accountability from those entrusted with the public resources; and a recent outstanding example of the Centre's work in Ghana is the excellent laws and accountability mechanisms put in place to govern the nation's extractive sector (oil, gas and minerals).

In recent years, there seems to be a shift in priorities of some donors that have traditionally supported legislative strengthening, including CIDA. Today, many leading donors consider legislatures as an integral part of their development decisions. Some see this as directly linked to the global economic downturn which could lead to an overall decrease of funding for international development. However, many donors took important steps to focus their development objectives and priority countries to increase the impact of fewer initiatives even prior to the economic recession. Donors are also looking to support initiatives that can show quick and tangible results, something that is difficult for projects focusing on democratic changes, improved governance processes and/or institutional strengthening.

While there still is an overwhelming consensus that good governance is essential for sustainable development and democracy, and major donors and international financial institutions stress the need for increased transparency and accountability, legislatures are often forgotten as an important stakeholder in the governance process, partly due to their very political nature. Instead, it is often civil society that has been identified as the entity to take part in consultation processes, to provide important oversight of government and to hold it to account for its actions, not the legislature. This has been the case, for example, on issues linked to natural resource governance. The increased lack of confidence in parliamentarians and parliaments as an institution by citizens, aggravated by widespread corruption among many politicians and political instability in several developing countries, continued high turn-over of MPs following each election, combined with poor political will by some parliaments for sustainability of results, are all seen to contribute to the diminishing role of parliaments in donors' governance programs.

One exception to this recent lack of emphasis on legislatures in development programming is the United Kingdom. Its Department for International Development (DFID) has been working on governance for more than ten years and has been accumulating valuable information on how working on governance is an essential ingredient for the successful delivery of internationally financed development programmes in fields such as education, health and infrastructure. DFID recognizes that legislatures – and other agents of political society – can have an important role to play in delivering governance which is effective both in reducing poverty and building democracy.

The following statement from DFID's report on their Governance Portfolio Review for the years 2004-2009 illustrates well its views:

“Much of DFID's governance work deals with structural and institutional challenges in countries where DFID works. DFID governance interventions are often enabling, and integral to, the realisation of a broader set of development objectives. Political accountability and responsiveness are also valued in their own right. This means governance work should not be considered just as a sector of aid but also as a cross-cutting approach that affects what can be achieved across the whole programme”

In addition, the same report calls for realistic expectations about the results from these efforts. The following quote is revealing: *“Success in governance work depends on political conditions in specific countries and particular times. Improvements in governance generally come in discontinuous steps rather than steadily and in direct proportion to DFID efforts over a longer period of time”*.

Over the 5 year period reviewed by DFID some 4 billion pounds was spent on governance, of which £2.9 billion was delivered bilaterally and £1.1 billion through the World Bank, the European Union and other international institutions. According to the DFID's operational plan for 2011-2015, it plans to disburse approximately £80 million pounds over the five year period, further increasing its commitment to the field of governance.

Where is the Parliamentary Centre in the World?

The Parliamentary Centre belongs to a community of institutions around the world involved in promoting democratic development through good governance. The Centre is still considered as one of the key players in legislative strengthening and highly regarded among experts on parliamentary development.

However, it works in a highly competitive environment where organisations, institutes and political foundations like the World Bank Institute (WBI), United Nations Development Programme (UNDP), Inter-Parliamentary Union (IPU), the Association of European Parliamentarians with Africa (AWEPA), National Democratic Institute (NDI), International Institute for Democracy and Electoral Assistance (IDEA),

Commonwealth Parliamentary Association (CPA), Friedrich Ebert Stiftung and Westminster Foundation for Democracy (WFD) are offering similar products and services to legislatures. The main difference is that they all have the advantage of core funding to support their operations, resulting in a very uneven playing field for the Centre. The individual budgets for some of these organisations are between 15 to 20 times larger than the budget of the Centre. While the Centre's strategy has been to try and partner with several international corporations in the field of democratic governance, like SUNY/CID, Tetra Tech (formerly ARD), Adam Smith International, Oxford Policy Management and GRM International, they are still part of our overall competition for scarce funds.

With an increased competitive environment and less money available for legislative strengthening, it becomes even more important for the Centre to make strategic decisions and increase its visibility. Now is therefore the time to re-examine the role of the Parliamentary Centre in a rapidly changing world.

Moving forward, it will be essential for the Parliamentary Centre to design and redefine its position as a meaningful player that can make a real difference in enhancing democratic governance around the world, at the same time as it recognizes all the different players that work with legislatures. While it will be crucial to continue receiving support from the Canadian government, a major undertaking for the Centre will be to also attract resources from a diversified pool of supporters at home and abroad, as well as develop a more strategic fundraising strategy. The Parliamentary Centre needs to multiply alliances in order to secure funding from the UK, European Union, USAID and AUSAID, among others. It also has to access corporations, foundations and philanthropists to secure a modest but meaningful endowment.

The Centre will need to build on its strengths and address its weaknesses to become a more effective player and even better partner while supporting legislatures around the world in the best interest of the people they serve. This includes the Centre continuing to build on its Canadian identity, experience and connections; better highlight and communicate its achievements and track-record around the world; working in a non-partisan and responsive manner, meeting the needs of its clients based on their cultural and political context; and using its African presence to run effective programs and to establish successful partnerships, while expanding its geographical reach.

For governance to be effective, it must be inclusive, transparent, accountable, equitable and meaningful. Legislatures are important players in the overall governance of a nation. The better governance is, the greater the chances are for political stability, thus contributing to a more predictable environment for investments in human resources and in creating wealth for the benefit of the people. Legislatures are essential in order to allow for public, open debates and a peaceful democratic decision-making process on issues that concern our citizens. The role of legislatures as the overseers of the actions of the Executive is therefore an essential part of good governance for a nation.

Legislatures in many countries continue to need support to be able to effectively deal with the challenges of today's world in the best interest of the people they represent. For the Parliamentary Centre, this includes supporting fragile states or democracies in transition as they work towards establishing democratic institutions, such as Egypt, Pakistan and Burma. It also includes legislatures becoming more involved and better equipped to ensure better governance and oversight of the extractive sector as to guarantee that revenues are spent well and in the interest of the people, such as Ghana, Kenya, Uganda, Mongolia and Peru.

However, legislatures are only one of several players who are shaping the way policies are being developed and implemented. It will therefore be important for the Centre to work more closely with these stakeholders, including civil society, media, political parties and the private sector, to ensure they support rather than work against each other for the common goal of a more enhanced and inclusive governance system. This also means working with legislatures at the sub-national and regional levels.

NEW MISSION, VISION AND VALUES

Who We Are

The Parliamentary Centre is a Canadian not-for-profit, non-partisan organization, celebrating 45 years in 2013 as one of the leading and longest serving organizations dedicated to the strengthening of parliamentary democracy in Canada and around the world. Its assessments, strategic planning and training programs, combined with research products and networking channels, help legislatures and related stakeholders measure their performance, build capacity, tackle key issues and promote mutual learning. In short – our goal is to help legislatures better serve the people they represent.

The Centre provides support that respects the sovereignty as well as the historical, cultural and political uniqueness of countries while fostering greater participation, transparency and accountability in government.

The Centre's guiding principles are that every citizen has the right to participate meaningfully in the decisions of government and to hold government to account for those decisions, and that effective, democratic legislatures that engage with civil society and represent citizens are crucial to democratic governance and sustainable development.

New Mission

Democratic systems and good governance rely on strong and vibrant legislatures that will voice the interests of the people and hold governments to account.

The Parliamentary Centre's mission is to support legislatures in their lawmaking, oversight and representative roles to better serve the people they represent.

New Vision

Our vision is to be a leader in promoting democratic governance by providing effective solutions to help legislatures become stronger, more transparent and accountable.

Our Values

Professionalism

We are committed to excellence in providing the best possible services to our clients in a responsive and non-partisan way. We favour a collaborative approach in order to achieve sustainable results and added value.

Accountability

We are transparent and accountable in the work that we do, applying the highest level of integrity and trust in dealing with all of our partners and clients. We accept individual and team responsibility for our actions and for the results of our programs and support.

Ingenuity

We seek and embrace new approaches for service delivery and strive to develop innovative solutions to address the challenges faced by our clients, while leveraging the experience, expertise and creativity of our staff and partners.

Respect

We are committed to provide support that respects the historical, cultural and political uniqueness of countries we work in. We are respectful and fair with our colleagues, clients and partners while recognizing the importance of diversity and open communication.

STRATEGIC DIRECTIONS

The Parliamentary Centre Strategy for 2013-2015 provides the Centre with a clear direction for the next three years and will guide our priority-setting, ensuring that the Centre’s programs and activities address our needs as an organization in a changing internal and external environment.

Because of the many changes that have taken place in the field of good governance in recent years, including shifting donor priorities and increasing competitiveness in service delivery by private companies and non-governmental organizations, the Parliamentary Centre felt the need to develop a strategic plan that would reflect this new reality to help it position itself as a strong leading organization in the field of good governance.

The strategic directions are the main priority areas or areas of intervention that will help address critical challenges that affect the ability of the organization to achieve its mission, vision and the needs of its clients. These directions have been formulated to be specific, realistic, measurable and attainable within the timeframe of the strategic plan.

Four main strategic directions tied to the opportunities and threats identified in the SWOT have been identified to guide the strategic plan. The strategic results directly reflect what is hoped to be the end result of each strategic direction. They are supported by the identified intermediate results, which are aimed at addressing some of the identified key challenges the organization currently is faced with.

Strategic Direction 1 Targeted Service Delivery and Excellence	Strategic Direction 2 Sustainability and Partnerships	Strategic Direction 3 Visibility and Positioning	Strategic Direction 4 Organizational Capacity and Performance
<p>Representative institutions benefit from high quality and targeted services to help them better serve their people</p>	<p>PC plays a leading role in supporting legislative institutions around the world</p>	<p>PC’s visibility is enhanced and raison d’être is well known</p>	<p>Organizational capacity and performance are reinforced</p>
<ul style="list-style-type: none"> 1.1. Services are tailored to meet the needs of our clients. 1.2. Design and delivery of content are refined and innovative. 1.3. Sharing of best practices from Canada and around the world offer our clients practical tools to enhance their capacity. 1.4. The core of PC’s services focuses on building capacity to improve good governance, to enhance citizen participation and parliamentary representation, and to promote transparency and accountability. 	<ul style="list-style-type: none"> 2.1. Effective strategy for mobilizing funds, including unrestricted funding, is in place enabling PC to increase its reach. 2.2. An appropriate business model enhances the responsiveness of PC. 2.3. Effective strategic relationships with partners are strengthened creating added-value for clients. 2.4. PC has expanded its engagement with legislatures and related stakeholders around the world. 	<ul style="list-style-type: none"> 3.1. PC’s mission, vision and values are widely communicated. 3.2. PC’s achievements are communicated, known and valued both internally and externally. 3.3. Modern / Cutting-edge communication strategy supports communication needs and enhances visibility 	<ul style="list-style-type: none"> 4.1. Systems and processes are streamlined. 4.2. Clearer roles and responsibilities lead to improved performance and accountability. 4.3. Strategy is in place to support staff to succeed in their evolving roles through financial and non-financial incentives. 4.4. Improved internal communication and information management leads to better collaboration/teamwork.

1. TARGETED SERVICE DELIVERY AND EXCELLENCE

One of the Parliamentary Centre's main strengths is its close relationships with its partners and its ability to be responsive to their needs in developing and delivering capacity building, as well as its practically oriented and demand driven service approach. We hope to build on these strengths further by ensuring that we offer practical tools and services that are tailored to the respective client's needs. At the same time we want to become clearer on what type of services we offer, identify areas where we have a competitive advantage compared to other organizations, capture our results more effectively in order to incorporate best practices in future service delivery and ensure that we build up our network of Canadian and international experts to support us in this endeavour.

The expected strategic result for this direction is the following:

Representative institutions benefit from high quality and targeted services to help them better serve the people they represent

To achieve this, four intermediate results have been identified, which are further supported by a number of key activities in the Operational Plan to obtain the expected outcomes:

1.1 Services are tailored to meet the needs of our clients

Legislative strengthening is an internal process that needs to be driven from within and cannot be imposed from the outside. This means that it is very important for the Centre to work closely with our clients to help them identify their own needs and then provide tools and support that are directly tied to these needs, as opposed to one-fits-all solutions offered by many of our competitors. By working under mutual respect, the Centre has been able to establish very close relationships with legislatures around the world, especially in Africa, allowing the Centre to enjoy a unique access to the parliamentary leadership compared to many other organizations focused on parliamentary strengthening. This close relationship allows the Centre further to be responsive to its clients' needs. While the Centre offers best practice examples from Canada and other countries, it respects the local historical, cultural and political context of its partner countries.

1.2 Design and delivery of content are refined and innovative

In addition to tailoring our services to the needs of our clients, special attention will be given to improving how our training products and publications are developed and presented, as to ensure that they are accessible for specific target groups. This includes consolidating our current training material and research products into various thematic curricula. Improving and finding new ways to deliver our services is another important factor, which includes building an extensive expert database and network that we can call on for delivery. Former parliamentarians and other practitioners will be of great importance for this approach. The Centre will look to increase the opportunities for distance learning, for example by offering on-line training, a tool already in use, or periodical webinars.

The Centre will strive to develop innovative solutions to address the challenges faced by our clients, while leveraging the experience, expertise and creativity of our staff and partners. Digital technologies and social media promise real possibilities for increased parliamentary effectiveness, visibility and increased engagement with citizens.

1.3 Sharing of best practices from Canada and around the world offers our clients practical tools to enhance their capacity

The Centre's Canadian identity and its present and historical connections with the Canadian Parliament, both at national and provincial level are seen as one of its biggest strengths by many stakeholders. The fact that Canada is also seen internationally as a neutral country with a wealth of relevant experience, also offers the Centre an opportunity to share our expertise and experience of the Canadian democratic system with both Anglophone and Francophone countries. Over the years, the Centre has highlighted many different best practices as part of its service delivery and one area of focus will be to improve how we capture our results and best practices, as well as consolidate them to ensure that they can be shared in a more accessible manner. By also using local experts who understand the specific regional and country contexts, the Centre can offer a range of best practices to suit each client's needs.

1.4 The core of PC's services focuses on building capacity to improve good governance, to enhance citizen participation and parliamentary representation, and to promote transparency and accountability

In an increasingly competitive environment, the Parliamentary Centre will look to offer services that can help it redefine its position as a meaningful player in enhancing democratic governance around the world. For governance to be effective, it must be inclusive, transparent, accountable, equitable and meaningful. Strong and capable legislatures are therefore essential in good governance.

The need for support for legislatures to be able to effectively deal with the challenges of today's world in the best interest of the people they represent will differ from nation to nation. By continuing our networking and building a diversified expert database, the Centre will attempt to meet these varied needs as they come. However, it will also strive to become clearer on what type of services it offers and make sure that its initiatives are more results oriented. Focus will be on identifying key areas where it can differentiate itself against its competition, so called niche areas, for example in relation to supporting parliaments' role in the extractive industries value chain.

The Centre will also build further on its previous work to support parliaments in transition following conflict. The Arab Spring has presented opportunities to work with a number of Arab legislatures, as nations there transition to more democratic and institutionally complex governance systems. The trend to marry legislative development with local government strengthening, which is linked to the devolution process ongoing in many countries, for example Kenya, is another area where the Centre will put further efforts moving forward. The Centre's work on citizen engagement and parliamentary outreach using social accountability tools like the Community Score Card is also seen as a key area moving forward. Several of its competitors have a focus on parliament as an institution, but do not make the connection to the citizens very strongly, so this might be a potential area for increased profiling for the Centre.

Mobilizing funds, especially non-restrictive funds, will give PC more latitude to initiate its own projects, to attract new funds, develop innovative and useful tools and provide assistance to legislatures or related bodies that would benefit from it but might not be in a position to get funding for such services. A strategy to mobilize funds, which will include continued diversification of funding and geographical reach, complementary fundraising and a more effective and efficient business development unit, will be critical to guide the organization in achieving this.

In order to ensure its competitiveness PC has to expand and solidify its relationships with key international and national organizations, as well as experts in the field of democratic governance. These synergies are expected to create added value for our clients by bringing together the best minds and best practitioners to enrich PC's comprehensive, specialized, and practical services. PC will look also at increasing its engagement with related stakeholders such as civil society, media and political parties as these groups gravitate around legislatures and are very active in the political arena, and to expand our support to legislatures at a decentralised level.

The expected strategic result is the following:

PC plays a leading role in supporting legislative institutions around the world

To achieve this, the following intermediate results, supported by key activities in the operational plan, have been identified:

2.1 Effective strategy for mobilizing funds, including unrestricted funding, is in place enabling PC to increase its reach

The Centre will focus the first year of the Strategic Plan to develop an effective strategy that will help it mobilize funds from a greater variety of funding sources. This includes developing and implementing a fundraising strategy that will take into account the specific environment the Centre finds itself in, helping the Centre target the right donors and accessing them in the most effective manner.

Since the fall of 2010, the Centre has embarked on a major effort to diversify its partnerships and funding portfolio by a strong focus on business development, and the Centre is increasingly participating in competitive proposal processes. A number of projects have now started to materialize from the expanded pipeline, but in a slower pace than expected. Limited internal systems and resources to take part in these processes most effectively, partly due to its lack of core funding, often puts the Centre in a disadvantaged position compared to many of its competitors. As part of its business development strategy, the Centre will therefore work to improve and make current processes and procedures more automated and effective in order to help identify the maximum number of funding opportunities. Improved skills and combined efforts in the areas of business development, fundraising and communication will also be essential moving forward.

2.2 An appropriate business model enhances the responsiveness of PC

To adapt to its new, more competitive environment, the Centre will look at new ways of structuring its operations and new ways to do business in order to be able to do more with less. This will include looking at how similar organizations are structuring their functions and operations to find ways to increase effectiveness and efficiency. The objective is to improve the Centre's responsiveness, especially in the area of business development and to ensure that any reorganization is closely linked with the identified strategic directions of the Parliamentary Centre Strategic Plan.

2.3 Effective strategic relationships with partners are strengthened creating added-value for clients

The objective is to improve the Centre's capacity further to identify the best partners that will help the Centre access funding and/or add value for our clients. This also includes the experts we use for service delivery. The need for strong and more active networking with both national and international organizations and institutions is seen as a key step in building stronger partnerships in various regions of the world. To ensure that we maintain and nurture our partnerships, special attention will be put on how we manage these partnerships. The Centre currently enjoys fruitful partnerships with several international organizations, such as Oxford Policy Management. It also intends to strengthen existing or develop new partnerships with organisations based in the field in countries where we implement programs, such as Pakistan Institute of Legislative Development and Transparency (PILDAT) in Pakistan, National Institute for Legislative Studies (NILS) in Nigeria, MADA for Media Development in Egypt and Centre for Parliamentary Studies and Training (CPST) in Kenya. This is a cost-effective and efficient model allowing us to quickly engage and deliver results in countries where it would take

a long time and a lot of money to be successfully involved on our own. The Centre also works closely with several universities, such as McGill University and Carleton University, as well as University of British Columbia and Simon Fraser University, tasked by CIDA to create the Canadian International Institute for Extractive Industries and Development (CIIEID). However, the Centre is looking to expand these types of partnerships further as a way to increase research capacity and intellectual value both in Canada and elsewhere. Moving forward, the Centre will also look to identify partnerships in the private sector, especially in countries where Canada has a big financial interest and where accountability is weak.

2.4 PC has expanded its engagement with legislatures and related stakeholders around the world

During the last two decades, the Centre has supported over 45 legislatures around the world. The majority of these legislatures are found in Africa, where the Centre's strong presence through its office in Accra, Ghana, is seen as one of its main strengths. Shifts in donor priorities and focus countries have contributed to a weaker focus in Asia and Eastern Europe, where the Centre used to implement very successful projects. However, linked with the Centre's diversification of funding sources and improved partnerships, the Centre will also focus on expanding its geographical reach.

Legislatures continue to be the main target group for the Centre's support, both at the national, sub-national and regional levels. However, legislatures are only one of several players who are shaping the way policies are being developed and implemented. It will therefore be important for the Centre to work more closely with these other stakeholders to ensure they support rather than work against each other for the common goal of a more enhanced and inclusive governance system.

Direct support to key organisations in civil society to strengthen their capacity to interact with and support legislatures in their oversight role is a potential area for support, especially in relation to donors who traditionally do not give funding to projects involving legislatures. Similar capacity building support to the media to improve its reporting on parliamentary issues and relations with parliaments is another area identified for potential expansion. Political parties do not only influence who will be elected, they are also one of the major means of organizing the work of the legislature and have a direct influence on developing public policy. Therefore they cannot be ignored in the Centre's continued efforts to increase capacity of legislatures around the world.

To achieve job creation, poverty reduction and social development in many developing countries, it is important that a broad range of actors work together, including government officials, parliamentarians, development partners, different experts and academia, and key civil society representatives. In addition, it is important to work closely with the private sector to ensure a sustainable economic growth, which will also be of importance for the Centre.

3. VISIBILITY AND POSITIONING

To increase its visibility and to improve its branding, the PC will focus on better communicating who it is, what it does and its achievements, as well as showing what makes it unique as an organization. While PC has already started this endeavour by renewing its website and other communication tools, it needs to build on this by widely communicating its mission, vision and values to its staff, partners and beneficiaries to ensure its purpose is known and what it stands for. PC needs to capture and capitalize on opportunities to publicize its results to highlight what it can achieve, what its strengths are and how it can best support its clients. The Centre will identify new and more effective promotional tools, but will also need to be more creative in using new technology and social media to remain connected to its partners and clients, and to increase its reach. It also needs to develop mechanisms for more effective feed-back from clients and partners for more effective two-way communication and interaction. Enhanced visibility is expected to lead to increased interest by legislatures, practitioners, funders and other stakeholders around the world to work with PC and/or benefit from its services.

The specific strategic result to be achieved is:

PC's visibility is enhanced and raison d'être is well known

To achieve this, the following intermediate results, supported by key activities in the operational plan, have been identified:

3.1 PC's mission, vision and values are widely communicated

In the past, the Centre has not been effective in communicating its mission and vision internally or externally. As part of the strategic planning process, the Centre's mission, vision and values have changed to reflect its current internal and external environment. As such they will be communicated to current and future staff, Board members, partners, funders, donors and clients in a more consistent manner. Sharing the strategic plan is an effective way of achieving this.

3.2 Modern/cutting-edge communication strategy supports communication needs and enhances visibility

The Centre's limited communication and branding capability has been identified as one of its greatest weaknesses, as it is linked to its visibility. The Centre is primarily known in a small circle of organizations in legislative strengthening and among the legislatures it supports. A key focus for the Centre moving forward is to improve on its internal and external communication, as well as its ability to brand itself as one of the leading organizations in democratic governance. To ensure a consolidated and effective approach, a communication strategy will be developed that will strongly support the four strategic directions. It will strive for a more creative and innovative approach in the way the Centre communicates with its target audiences, putting a significant focus on the Centre's website and the use of social media, streamlining our publications and how it relates to the media.

3.3 PC's achievements are communicated, known and valued both internally and externally

As part of the Centre's rebranding and other communication efforts, it will be important to showcase its work and many achievements in supporting legislatures around the world. An important step to achieve this objective is to develop a more systematic organizational monitoring process to extract results achieved and lessons learned. This will include developing a Monitoring and Evaluation system, various tools and templates and consolidating all the Centre's achievements. In addition, the Centre will focus on developing targeted communication products for specific audiences and use more innovative communication tools to reach those audiences. Staff communication skills will also be enhanced.

4. ORGANIZATIONAL CAPACITY AND PERFORMANCE

In order to succeed in providing targeted services to clients, building valuable partnerships and raising funds as well as increasing the Centre's visibility, internal capacity as well as efficient systems, structures and processes need to be in place. It is therefore critical for the organization's capacity and performance have to be strengthened in order for the other strategic directions to be implemented successfully. In the past decade, changes in the funding environment, in the volume of projects and overseas operations have had an impact on the Centre's ability to establish a clear structure and implement the necessary processes, systems and strategies required to manage change well. With a new mission, vision and strategic plan, the time is right for the Centre to make essential changes that will strengthen the organization as a whole. A clear definition of roles and responsibilities, more coherent and consistent processes and systems, better information management, better internal communication and incentives for staff will contribute to making the Parliamentary Centre a more efficient organization.

The strategic result to be achieved is:

Organizational capacity and performance are reinforced

To achieve this, the following intermediate results, supported by key activities in the operational plan, have been identified:

4.1 Processes and systems are streamlined

The Centre will review processes that have been implemented over the last decade to identify gaps and overlaps in order to simplify those that need to, will create new ones as necessary and will ensure consistency in their application. Availability of efficient and useful systems will certainly support and enhance processes. The Centre will assess existing systems, determine its needs in this area in order to implement and streamline systems that will support all strategic directions.

4.2 Clear roles and responsibilities lead to improved transparency and accountability

With close to 40 employees and with offices in two continents, reporting lines and responsibilities can be confusing at times. A clear organigram showing each position based on the needs of the organization, taking into account the four strategic directions, will be developed. Changes required might include revision of titles, responsibilities and reporting lines. Training will be provided to support staff that will step into new responsibilities. New or revised job descriptions will be developed to support new roles and responsibilities along with annual work plans.

4.3 Strategy is in place to support staff to succeed in their evolving roles through financial and non-financial incentives

The opportunity for growth and development can be a strong motivator for some staff. In order to have a good understanding of the overall capacity enhancement needs of the organization a plan will be developed, implemented and overseen by a dedicated person. A tracking system will be developed to assess the value of professional development for the organization. Compensation and motivation incentives will also be developed, taking into account both financial and non-financial incentives for recognition purposes and professional development.

4.4 Improved internal communication and information management leads to better collaboration/teamwork

Storing, sharing and finding information quickly and effectively leads to improved collaboration, time management and accountability. An Information Management Strategy will be developed and implemented along with policies and guidelines on how to manage information.

Internal communication will be addressed in the communication strategy. Clarity on information-sharing and team-work responsibilities will be provided as well as an internal lexicon on commonly used terms. Existing systems and tools will be adapted and new ones developed to enhance internal communication.



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