



centre for democratic institutions



CDI | Work Plan | 2012 - 13

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A. INTRODUCTION

The objective of the Centre for Democratic Institution's (CDI) 2012-13 Work Plan (the Plan) is to provide details of an enlarged program of work for CDI for the period 1 January 2012 to 30 June 2013 following a proposed increase in AusAID funding. The Plan describes CDI's approach to the opportunities created by expanded funding. These will build on initiatives already taken in response to the Governance Review, develop new methodologies to change the way CDI situates itself in partner countries and give CDI an enhanced role and profile. The proposed program will take CDI in a number of new directions, while maintaining key elements of existing activities, often on an increased scale.

Maintaining the Impetus of the Political Governance Review

The Plan uses the 2010 Political Governance Review as a "launching pad" for a range of new initiatives, while consolidating existing activities and approaches. The Plan maintains that impetus created by the Review, in addition to setting new priorities and directions.

The Review recommended:

- Maintenance of the existing regional focus, with further work beyond this to be considered on a case-by-case basis.
- Continuity of focus on strengthening parliaments and parties.
- More in-country activities relying on local expertise.
- Increased attention to sub-national level activities.

These priorities will be strengthened and further advanced. The Plan details the way in which CDI is continuing to develop and refine its approaches to achieving the objectives.

Regional focus: Deepened engagement in all CDI partner countries

The proposed increase in funding would allow CDI to more fully engage with all six partner countries. The reality is that past funding levels have limited our capacity to develop a full range of activities in all countries, with programs in East Timor, Vanuatu and Fiji being less extensive than those in Indonesia, Papua New Guinea (PNG) and Solomon Islands. Enhanced resources will open up opportunities to increase our involvement in East Timor, Vanuatu and (subject to political developments) Fiji. The new funding will also allow us to be more receptive to useful openings in other countries on a case-by-case basis, primarily Thailand, Malaysia, Philippines, Tonga and the Francophone Pacific. We will, however, continue to rigorously guard against possible "mission creep" outside the core six countries.

Focus on parliaments and political parties: CDI's comparative advantage

CDI has been working to strengthen parliaments and parties in our target countries for over a decade and has built up a reservoir of expertise, research product and personal and institutional connections, together with an international reputation and standing in the field. Increased funding will allow CDI to build on those connections and reputation and further advance our goal of being a leading regional practitioner on parliaments and parties, both in training and research.

In-country activities with local expertise

CDI's 2011-12 Annual Plan highlighted our plan to "make major efforts to shift a greater proportion of our activities into target countries themselves and to make use of expertise amongst local individuals and institutions". New funding will make this plan more feasible and

take us closer to the objective of making CDI a more locally-focused and less Canberra-based organisation. We will, for example, proceed with plans to appoint national staff in a number of partner countries, along the lines of our current research and program officer in Indonesia. Sharing a staff member with a locally-based international organisation (National Democratic Institute (NDI) in Indonesia and plans for Transparency International (TI) in PNG) extends our local contacts and facilitates seamless cooperation. As discussed below, we also have plans to position CDI as a hub for cooperative in-country activities with local and international organisations. This will allow CDI to multiply our impact by acting as a catalyst for networks amongst national institutions and local expertise. See Table 3 and Figure 3 below for activity expenditure estimates by implementation location.

Sub-national level activities

CDI will accelerate the strategy of a “staged approach to sub-national level activities” identified in the 2012-13 Annual Plan. This approach will be composed of two elements:

- commissioning of research and scoping studies into sub-national politics in a number of CDI partner countries (initially Indonesia and East Timor) to analyse the nature of political institutions, the character of political competition and coalition-building and capacity problems and constraints.
- developing ways in which current and future CDI activities at the national level can link up with, and expand into, the sub-national level of politics. For example, CDI’s existing program of work with the Indonesian public accounts committee (PAC) will be expanded to include members of equivalent committees from provincial and district level parliaments. A similar approach was highly effective in using the expertise of staff from the Solomons national parliament to contribute to the training of their counterparts at the provincial level.

This approach is informed by an appreciation of the immense number of possible target institutions and capacity building needs at the local level, especially in Indonesia. Initial research and scoping will help identify needs on the ground, as well as CDI’s potential for assistance. Linking with current national-level activities will enable us to progressively build relationships at the local level.

New perspectives on political party strengthening

Political party strengthening is recognised in development literature as one of the most challenging areas of political governance. Parties are universally regarded as an integral part of a democratic state, but they are also private, citizen-run organisations that define their own objectives and modes of operation. Yet, unlike civil society organisations, they often have direct access to, or control over, state power and mediate the relationship between the state and society. CDI is rethinking its approach to political party strengthening in an attempt to take better account of these complex realities. While maintaining many existing activities in a modified form, CDI will also develop a number of new initiatives with the aim of engaging with parties in a more sophisticated way. A key element will be a shift away from “training” as traditionally conceived towards long-term dialogue, mentoring and relationship-building within and between parties. This is closely linked with the general CDI objective of fostering of leadership within democratic institutions. An expanded program of party strengthening will encompass several goals:

- to engage senior party officials from emerging democracies in the region in high-level Canberra-based dialogue on party leadership in emerging democracies.
- to engage mid-level officials in practical training events conducted in-country on party management, policy development and political communication.

- to foster the development of multi-party discussion forums to strengthen communication between reform-oriented individuals in political parties.
- to support analysis and research into the role of political parties in governance, policy development and democratic consolidation.

Re-positioning CDI as a catalyst organisation

CDI activities have frequently been implemented with assistance from Australian institutions, such as the Commonwealth Parliament, and sometimes in cooperation with other international organisations such as the World Bank Institute (WBI), NDI and the United Nations Development Program (UNDP). Nevertheless, the majority of activities have traditionally been planned and implemented by CDI itself, using the specialist expertise and networks of CDI's own staff and consultants. This approach was appropriate for a more Australia-based organisation and indeed will continue to be part of our work. But our continuing efforts to mobilise local expertise and increase in-country operations, (including at the sub-national level) require CDI to work more frequently as part of a network or group of organisations. This is both for practical reasons and because making use of in-country resources and skills has become an objective in itself.

A major element of CDI's programs will therefore see the Centre becoming the hub of a network of institutions and/or a catalyst for the mobilisation of resources and expertise that might already exist in-country but might not be connected and activated.

- A successful example of this approach was CDI's initiation of training for public accounts committees in the provincial parliaments of the Solomon Islands. Committee staff from the Solomon Islands' national parliament were used to train provincial-level parliamentary committees, supported by CDI staff and in cooperation with UNDP. Thus CDI undertook a sub-national activity by mobilising expertise from a local national-level institution, linking up with a locally-based international organisation.
- A planned initiative in Indonesia is the development of a discussion network connecting elements within the countries' political parties that are interested in policy development and in improving the role of parties in Indonesia's democratic consolidation. The network will be based in a major Indonesian think-tank and will involve an important Indonesian NGO (Partnership for Governance Reform) and two international organisations, NDI and the Friedrich Naumann Stiftung (FNS). The aim is to leverage CDI's resources by catalysing cooperation amongst well-known and well-connected Indonesian and international organisations to strengthen the communication amongst reform-oriented individuals in Indonesian parties.

Activities of the above kind are resource-intensive. Although network-based and cooperative initiatives will draw upon the resources of partner organisations, they require a great deal of groundwork and relationship-building. This will demand a long-term commitment of CDI's human resources, including extensive in-country travel.

Leadership and democracy

CDI's 2011-12 Annual Plan emphasised the importance of "shifting the emphasis in training programs away from one-off events towards longer-term engagement and mentoring of emerging leaders". This orientation is closely related to the effort to position CDI as a catalyst organisation because conventional "training" has limited applicability in this field. As mentioned, it is a central element of CDI's new perspectives on political party strengthening. Knowledge transfer amongst new leaders must have a major peer-to-peer element to be credible and

effective. This requires deeply embedded connections and sustained involvement with local institutions and organisations.

Strengthening CDI's research profile

CDI's research activities have aimed to engage with the international scholarly world, particularly in the areas of political parties, electoral systems and legislative studies, as well as with the Australian and overseas policy community. Working through greater engagement with local institutions and networks is expected to be accompanied by the identification of new areas of research inquiry, both by CDI itself and by CDI partner research institutes. This will especially take the form of analytical background material to feed into policy-oriented interchanges amongst emerging leaders which, in turn, may stimulate more scholarly research. CDI's research activities take a number of forms:

- Working papers and analysis that are developed as an integral part of CDI training, capacity-building and other activities. These are not described separately from the project of which they are a part and would be funded as part of their parent activity.
- Analysis, research and publications that are a significant component of another activity. These will usually be explicitly mentioned in a project description, but will be funded within the project budget, not as a separate budget item. For example, important objectives of the Indonesian Political Party Discussion Forum and the PNG Centre for Parliamentary Democracy are to encourage and fund research projects by national researchers.
- Activities that are designed and budgeted as research projects, with the object of contributing to scholarly investigation, often by bringing together scholars and practitioners to produce policy-relevant working papers and publications. Such activities may involve CDI commissioning an individual writer to research and publish on a particular issue or may be a workshop or seminar convened with the aim of producing publishable papers or a single CDI-sponsored publication.

B. FINANCIAL ESTIMATES 2012-13 | ALL FUNDS¹

Table 1: 2012-13 Estimated Expenditure Summary as at 1 December 2011 | All Funds

Item		Estimated Expenditure				
		Core Activities & Administration		IPD Activities		
		CDI Core Funds	External Funds ²	IPD Funds		
Activities	Projects	\$3,086,796.75	\$16,400.00	\$98,000.00		\$3,201,196.75
	Research Publications - Workshops - Conferences	\$315,000.00	\$30,000.00	\$168,000.00		\$513,000.00
	Events	\$20,000.00	-	-		\$20,000.00
	Consultancies	\$25,000.00	-	-		\$25,000.00
	Program Development & Further Activities	\$25,000.00	-	-		\$25,000.00
	Emerging Activities	\$550,321.88	-	\$37,390.24		\$587,712.12
	Total Activities	\$4,022,118.63	\$46,400.00	\$303,390.24		\$4,371,908.87
Operations	Salaries	\$1,164,988.34	-	-		\$1,164,988.34
	Administration	\$67,500.00	-	\$2,000.00		\$69,500.00
	Management Fees	\$290,000.00	-	-		\$290,000.00
	Total Operations	\$1,522,488.34	-	\$2,000.00		\$1,524,488.34
Estimated Expenditure Total		\$5,544,606.97	\$46,400.00	\$305,390.24		\$5,896,397.21

¹ 'All Funds' refers to the aggregation of all CDI funding sources/categories, i.e. Core, External and IPD Funds.

² This is CDI-Managed co-funding/reimbursements only.

**Figure 1: 2012-13 Estimated Expenditure x Item |All Funds
(as a % of 2012-13 total estimated expenditure: All Funds)**

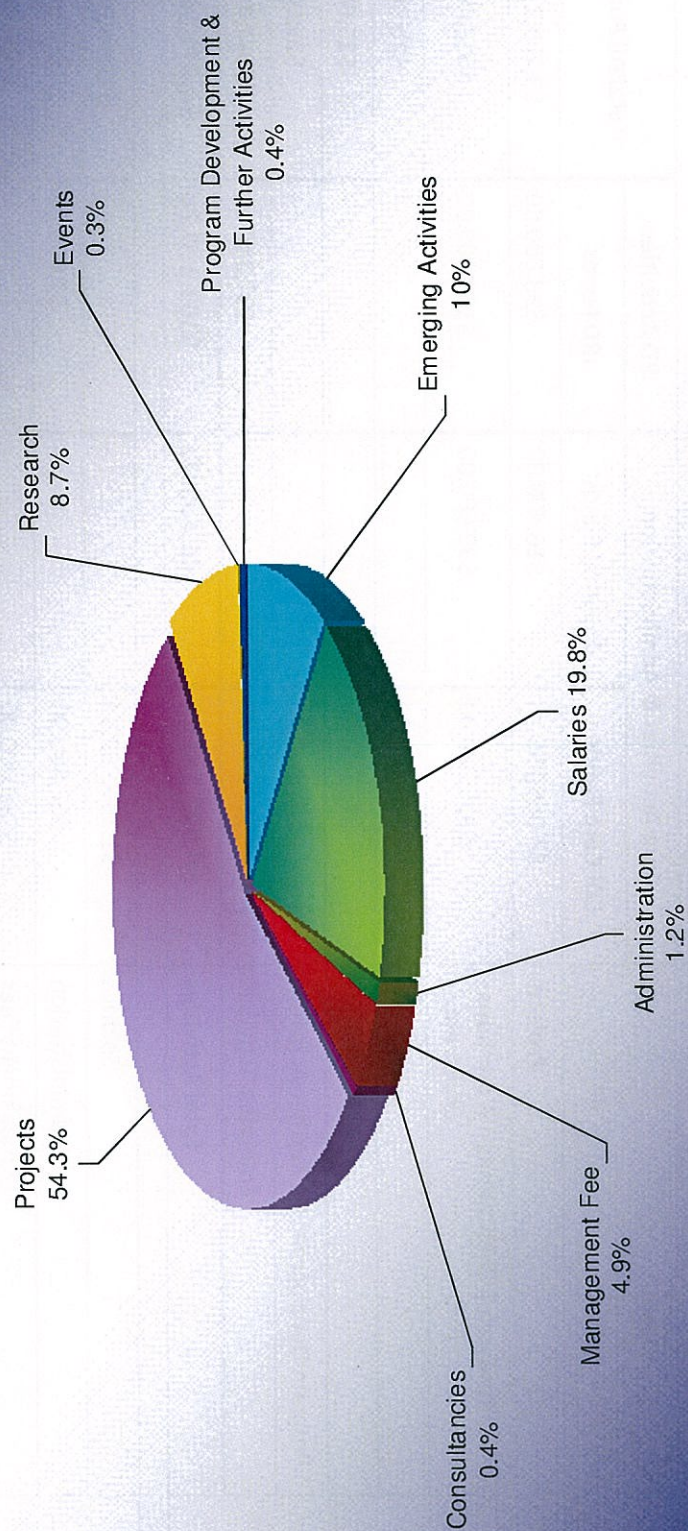


Table 2: 2012-13 Estimated Activity Expenditure by Focus Region/Country | All Funds

Region(s)/ Country	Core Activities		IPD Activities	Total All Funds
	Core Funds	External Funds	IPD Funds	
Regional/Multi-Country				
Asia-Pacific	\$364,000.00	\$16,400.00	\$60,000.00	\$440,400.00
Pacific	\$544,388.89	-		\$544,388.89
Asia	\$135,000.00	-		\$135,000.00
Country Specific				
East Timor	\$190,000.00	-		\$190,000.00
Fiji	\$60,000.00	-		\$60,000.00
Indonesia	\$244,000.00	\$30,000.00	\$139,500.00	\$244,000.00
PNG ³	\$1,374,407.86	-		\$1,374,407.86
Solomon Islands	\$240,000.00	-		\$240,000.00
Vanuatu	\$270,000.00	-		\$270,000.00
Egypt		-	\$66,500.00	\$66,500.00
General/Global/Unassigned				
General/Global/Unassigned	\$600,321.88	-	\$37,390.24	\$637,712.12
Total	\$4,022,118.63	\$46,400.00	\$303,390.24	\$4,371,908.87

³ In all financial tables and figures in this document the category 'PNG' includes expenditure for projects in, and participants from, the Autonomous Region of Bougainville.

Figure 2: Estimated Expenditure All Activities x Focus Region/Country | All Funds
(as a % of 2012-13 Total Estimated Expenditure All Activities: All Funds)

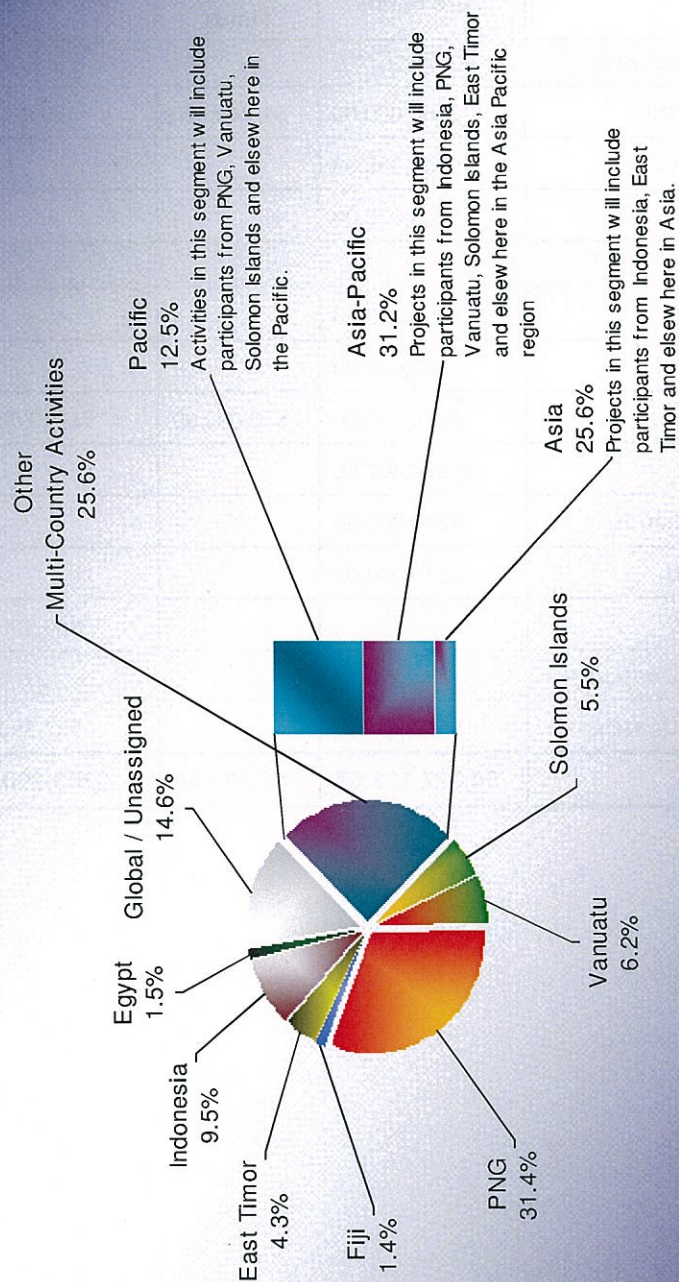
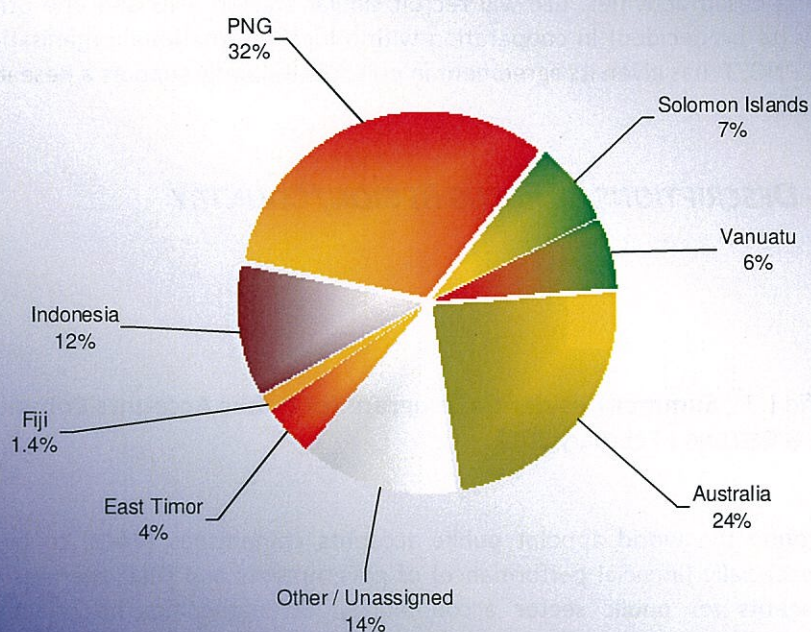


Table 3: 2012-13 Estimated Expenditure All Activities by Location to be Implemented | All Funds

Activity Implemented in	Core Activities		IPD Activities	Total
	Core Funds	External Funds	IPD Funds	
East Timor	\$190,000.00	-		\$190,000.00
Fiji	\$60,000.00	-		\$60,000.00
Indonesia	\$244,000.00	\$30,000.00	\$231,000.00	\$505,000.00
PNG	\$1,401,907.86	-		\$1,401,907.86
Solomon Islands	\$320,000.00	-		\$320,000.00
Vanuatu	\$262,500.00	-		\$262,500.00
Australia	\$993,388.89	\$16,400.00	\$25,000.00	\$1,034,788.89
Other	\$550,321.88	-	47,390.24	\$597,712.12
Total	\$4,022,118.63	\$46,400.00	\$303,390.24	\$4,371,908.87

Figure 3: 2012-13 Estimated Expenditure All Activities x Location to be Implemented | All Funds
(as a % of 2012-13 Total Estimated Expenditure All Activities: All Funds)



C. PROPOSED OPERATIONS & ACTIVITIES 2012-13 | CORE FUNDS

OPERATIONS

The expanded activities outlined in this Plan, particularly in the context of increased CDI engagement in-country and at the sub-national level, will necessitate an increase in the number of CDI staff. The increased staff will take the form of:

- New position of Program Manager (Training) to assist in the task of identifying, conceiving and developing and, where appropriate, implementing new training and other activities. The staff member will have a professional background in training in order to strengthen the rigour of CDI training and knowledge transfer activities, including by advising existing CDI staff and consultants on the latest thinking in the area.
- New position of Administrative Support Officer to handle the increased administrative burden of delivering an expanded program. The staff member will relieve professional CDI staff from some of their existing logistical tasks and allow them to concentrate on program development and management.
- Appointment of national-based staff in CDI target countries. CDI has already successfully experimented with the appointment of a Research Officer in Indonesia, in cooperation with the National Democratic Institute (NDI), which provides office accommodation and a small proportion of the staff member's salary. This joint CDI-NDI staff member has provided invaluable support for both Canberra-based courses and Indonesia-based activities. CDI will recruit similar staff in PNG and one other Pacific country (to be decided) in cooperation with a local international organisation. In the case of PNG, TI has given its agreement in principle to jointly support a Research Officer position.

ACTIVITIES - DESCRIPTIONS BY FOCUS REGION/COUNTRY

Projects

Asia Pacific

1. **Asia-Pacific | 7th Summer Residential Program for Public Accounts Committees**
MELBOURNE & GEELONG | February 2012

Rationale

Parliaments around the world appoint public accounts committees (PACs) to oversee the performance (especially financial performance) of governments and their agencies. PACs can be powerful agents for public sector accountability. Strengthening the effectiveness of parliamentary committees (especially PACs) has been a consistent theme in CDI's work for many years. Since 2007 CDI has worked with colleagues at Deakin University (previously La Trobe University) to support the annual Summer Residential Program (SRP) for Public Accounts Committees.

Activity

SRP is directed at members and staff from PACs in developing countries in Africa, Asia and the Pacific. The 2012 edition of SRP will feature a series of group exercises and role-play activities demonstrating the principles and practice of parliamentary oversight of government agency performance. This approach is modelled on simulations developed by CDI in its training courses for parliamentary committees.

Expected Outcome

CDI's support for SPR aims to enhance the capacity of parliaments, both within CDI target countries and beyond, to hold government agencies to account for their use of public monies.

Expected cost to CDI: \$10,000

2. *Asia-Pacific* | 5th Effective Parliamentary Committee Inquiries Course SYDNEY | June 2012

Rationale

An effectively functioning committee system can greatly enhance the capacity of parliaments to fulfill their legislative, accountability and representational responsibilities. Over the last four years CDI has worked closely with the NSW Parliament to develop the Effective Parliamentary Committee Inquiries Course (EPCIC) to build the capacity of committee staff to assist the work of parliamentary committees. EPCIC will continue in 2012 but with a shift in focus. Instead of targeting committee staff, EPCIC 2012 will target members of parliamentary committees, particularly committee chairman. Although newly elected MPs often receive induction training, there are relatively few opportunities for MPs to receive continuing support. EPCIC 2012 will help fill this gap. CDI will invite the Commonwealth Parliamentary Association and the World Bank Institute to continue their involvement in EPCIC because of their specialist expertise and record of successful programs in the area.

Activity

EPCIC is a five-day interactive course designed around the processes and practical skills involved in conducting committee investigations. It covers:

- preparing terms of reference for an inquiry;
- planning and budgeting for an inquiry, collecting evidence in writing and at public hearings (including the conduct of mock-public hearings);
- analysing evidence and drafting committee reports; and
- tabling reports in parliament.

Expected Outcome

EPCIC will enhance the capacity of members of parliament to fulfil their parliamentary responsibilities by encouraging them to consider the opportunities that exist to plan and conduct parliamentary committee investigations. In particular, the course will improve participant understanding of the technical, administrative and analytical processes involved in conducting committee inquiries.

Expected cost to CDI: \$80,000

3. *Asia-Pacific* | 5th Women in Politics Training Course (WiP) CANBERRA | November 2012

Rationale

Equal participation of women and men in political decision-making is an essential characteristic of fully functioning democracies. Despite some improvements in women's political participation and representation in the Asia-Pacific region, there are no countries in the region where representation is equal and many (especially in the Pacific) where the voice and aspirations of women are barely represented at all. Over the last four years CDI has sought to contribute to greater equality in political participation in the region by convening a Women in Politics training course (WiP) for women intending to be active in national or local politics, either as a candidate or party official. The 2012 WiP will be an adaption of our existing approach, having regard to feedback from the 2011 course and the needs and circumstances of participants in the 2012 course.

Activity

As in previous years, WiP 2012 will be a seven-day residential program based in Canberra. It will canvas a broad range of issues: from strategies to promote gender equity in politics; to the practicalities of running election campaigns. The course will involve presentations from academics and experts including female Members of the Australian Parliament and officials from the major Australian political parties. It will also feature discussion and group work exploring the barriers to increased political representation for women.

Expected Outcome

WiP 2012 will contribute to improvements in women's political representation in the region by: allowing participants to:

- enhance their political leadership and campaigning skills (in areas such as lobbying, networking, media relations and resource mobilisation);
- develop nationally-specific strategies to overcome barriers to increased representation; and
- make connections and build networks, including with Australian Members of Parliament and political party representatives.

Expected cost to CDI: \$140,000

4. Asia-Pacific | 6th Effective Parliamentary Committee Inquiries Course (EPCIC) SYDNEY | June 2013

This is the 2013 edition of EPCIC – see Item 2 above.

Expected cost to CDI: \$84,000

Asia

5. Asia | Political Party Leadership Program (PLP) CANBERRA | May 2012

Rationale

As outlined in the Introduction, CDI is developing an expanded program of political party strengthening, based on a wider conception of engagement with parties. One element will be to build on the experience of the Political Party Development (PPD) course that CDI has convened for the last five years. While PPD targets the needs of new and middle-level party workers from across the Asia-Pacific region, the Political Party Leadership Program (PLP) will aim to engage with more senior party figures. At this level, the very different political

environments and degree of party institutionalisation in Southeast Asia and the Pacific will necessitate separate programs in each region. The program will combine a training aspect, drawing upon the advice and involvement of international and local expertise, together with a major effort to encourage sustained peer group dialogue and interchange of ideas.

Activity

The Political Party Leadership Program will be a five-day program for selected senior party officials. The 2012 PLP will target senior officials from political parties in Indonesia, East Timor and neighbouring countries (including Malaysia and the Philippines). Participants will be guided through structured discussions about the challenges involved in leading the development and operation of political parties. There will be opportunities to share experiences about running election campaigns; recruiting and managing party members; ensuring participatory decision-making; and managing party finances. Participants will also to meet with representatives of Australian political parties to discuss these issues.

Expected Outcome

The PLP will provide a professional development and networking opportunity for senior party officials from the region. Participants will be encouraged to reflect on strategies for successful party leadership and to consider how the experience of others can inform their own approaches to party development and leadership.

Expected cost to CDI: \$135,000

Pacific

6. Pacific | Parliamentary Leadership Dialogue

CANBERRA | February 2012

Rationale

Many parliaments in the Pacific have struggled to establish themselves as credible and effective institutions. They are commonly criticised for being weak and, in many cases, subordinate to the executive arm of government. Elected members of parliament often find themselves absorbed in a cycle of negotiations to form and re-form government. By focusing on coalition making, members overlook the contribution they can make as parliamentarians to public policy and law making.

Activity

The Pacific Parliamentary Leadership Dialogue is a four-day program of discussions and briefings designed to challenge participants to distinguish between their roles as politician and as parliamentarian, and to consider the critically important contribution that parliament can make to good governance.

These discussions will be informed by meetings with Australian parliamentarians and parliamentary officials and be guided by a panel of facilitators, including prominent Australian and Pacific parliamentary leaders.

Expected Outcome

The Dialogue will allow a select group of 12 influential and emerging parliamentarians from across the Pacific to reflect on what it means to be a parliamentarian today and to consider what they as individuals can do to re-vitalize the performance of their parliaments. This can assist parliaments in the region to assume their place as effective institutions of government.

Expected cost to CDI: \$128,000.00

7. Pacific | Public Accounts Committee Network: planning meeting

HONIARA | May 2012

Rationale

Public accounts committees (PACs) can play a vital role in the capacity of parliaments to oversee the operation of executive government and its agencies. To give further impetus to the emergence of this capacity in the Asia-Pacific region, CDI will work with PACs across the Pacific to explore the possibility of establishing a Pacific Public Accounts Committee Network. Similar networks exist in Australia & New Zealand, in Asia and in Africa and have provided member PACs with valuable opportunities to share experiences, compare work practices and build capacity. The World Bank Institute and the Parliamentary Leadership and Governance Group at Deakin University have expressed interest in collaboration to foster the development of a Pacific PAC community of practice.

Activity

Chairman and secretaries of PACs in Pacific parliaments will be invited to a two-day planning meeting to explore the possibility of establishing a self-directed Pacific PAC Network. It is likely that the event will be hosted by the Solomon Islands PAC, with technical assistance from CDI and its partners. Day 1 will model the South-South knowledge exchange and structured learning opportunities that the Network could provide. Day 2 of the event will focus on the mechanics of establishing and operating a PAC Network.

Expected Outcome

The meeting will be the first step towards the establishment of a Pacific PAC Network by providing an opportunity for leaders from Pacific PACs to consider the merits and practicalities of establishing and operating such an institution. If agreement emerges, the meeting will also develop an agenda and plan for the conduct of the inaugural annual network event (see Item 8 below).

Expected cost to CDI: \$60,000

8. Pacific | Public Accounts Committee Network: inaugural seminar

HONIARA OR PORT MORESBY | October 2012

Rationale

This is the first annual seminar for the Pacific Public Accounts Committee Network – see Item 3 for rationale.

Activity

Depending on decisions made at the planning meeting (described at Item 3), it is likely this will be a three-day seminar. On Day 1 participants will focus on knowledge exchange about the operation of PACs in Pacific parliaments. Days 2 and 3 will provide structured learning opportunities (drawing on the expertise of CDI and its partners) with a deliberate focus on encouraging the development of regional benchmarks to reinforce good practice in PAC operations.

Expected Outcome

The inaugural network event will catalyse the emergence of a self-directed community of practice amongst Pacific PACs. The seminar will motivate participants to ensure that PACs in

their parliaments take action to enhance public sector accountability and performance. The seminar will also focus on strategies to mobilise commitment from Pacific parliaments (and other sources) for the continuation of the Network as a self-financing entity, beyond the duration of CDI's seed funding.

Expected cost to CDI: \$80,000

9. *Pacific* | 2nd Parliamentary Leadership Dialogue

CANBERRA | February 2013

This is the 2013 edition of the Pacific Parliamentary Leadership Dialogue - see Item 6 above.

Expected cost to CDI: \$135,000

10. *Pacific* | Political Party Leadership Program (PLP)

CANBERRA | May 2013

This is the 2013 edition of the Political Party Leadership Program – see Item 5 above.

The 2013 PLP will target selected senior officials from political parties in PNG, the Solomon Islands, Vanuatu, Fiji and, possibly, other Pacific island countries (unlike the 2012 PLP which will focus on political parties in Indonesia, East Timor, Malaysia and the Philippines).

Expected cost to CDI: \$140,000

East Timor

To date, total funding for CDI has limited our capacity to develop a full range of activities in East Timor, with the main components of our engagement with the country being the participation of Timorese in CDI's Canberra-based courses, sponsorship of Timorese to attend parliamentary training courses run jointly by CDI and other Australian organisations and support for Timorese attendance at conferences in Australia. The first step towards a more comprehensive suite of activities in East Timor will be training for parliamentary research staff, together with scoping work to identify targets for a wider program of parliamentary support.

11. *East Timor* | Scoping for Parliamentary Support Program

DILI | March 2012

Rationale

At the request of members of the National Parliament of East Timor, CDI is planning to consult with the Secretary-General of the Parliament, with parliamentary leaders and with managers of the UNDP's East Timor Parliamentary Strengthening Project to assess opportunities to contribute to Parliament's development priorities. CDI has been planning to undertake this work for some time but has been unable to do so because of resource constraints.

Activities

Initial discussions suggest there is interest in:

- continuation of training for members and staff of parliamentary committees, initially conducted by in 2007 and 2008;

- training for members on the application and interpretation of standing orders, following a review of parliamentary procedures conducted in 2008 with CDI assistance;
- continuation of CDI's 2010 support for the development of research and analytical skills for parliamentary staff, especially for parliamentary library staff;
- development of a women in political leadership workshop, to support existing women leaders and encourage potential future candidates.

To provide a foundation for development of a coherent program of support, CDI will conduct a scoping mission in March 2012. We will take care to avoid duplication with UNDP's Project and to ensure coordinated effort in support of agreed priorities.

Expected Outcome

CDI's initial scoping mission and subsequent activities will be directed at enhancing parliament's capacity to operate effectively and fulfil its legislative and accountability functions.

Expected Cost to CDI: \$25,000 for scoping mission and \$75,000 for subsequent activity.

12. *East Timor* | Parliamentary Research Skills Development

DILI | November 2012

Rationale

High quality research, analysis and advice from specialist staff is a key support for parliamentarians executing their legislative and oversight responsibilities. As relatively young institution the National Parliament of East Timor is still developing its research and advisory capacity, in particular its procedures which guide quality control and working relationships between staff and Members. CDI has particular expertise in providing support for parliamentary research services.

Activities

Subject to the consultations described at Item 14, it is likely that an extended version of the research skills training course that is being provided for Indonesian parliamentary staff in 2011 (see Item 1 in the section on CDI & IDP Activities) will also be offered to staff in the National Parliament of East Timor. A five-day training course will focus on research techniques, providing client-focused research useful for the needs of the Members, relating academic expertise to the parliamentary environment and building resources and networks of information.

Expected Outcome

The training will increase the capacity of parliamentary research staff to provide research and advisory services directly relevant to the information and knowledge needs of members of parliament and parliamentary committees.

Expected Cost to CDI: \$90,000

Fiji

13. *Fiji* | Parliamentary Strengthening & Political Party Development

2012-13

CDI is limited in its ability to work in Fiji while the current unelected government remains in power. Nevertheless we will continue to offer places to Fijian participants in our regional training events, such as our Women in Politics course (see Item 3 above) and our Political Party Leadership Program (see Item 10 above). Our objective is to keep Fijian political parties and activists connected with their regional counterparts and to help sustain the democratic institutions in Fiji which continue to exist. Subject to an assessment of circumstances at the time, we may also encourage PNG's Integrity of Political Parties and Candidates Commission (IPPPCC) to invite a number of Fijian participants to attend all or some of the political party training activities described at Item 23 below.

CDI has also made separate provisions to allow for the development of further parliamentary strengthening and/or political party development projects which might foster a return to democracy.

The decision to proceed with any activity will only be made after a careful assessment of political developments in 2012-13. CDI will consult closely with Australian Government officials in Suva and Canberra before undertaking any parliamentary strengthening or political party development work in Fiji.

Expected cost to CDI: \$60,000

Indonesia

14. *Indonesia | Dewan Perwakilan Daerah (DPD) Leadership Development Program*

JAKARTA, INDONESIA | April 2012

Rationale

The Indonesian Parliament's *Dewan Perwakilan Daerah* (the House of Regional Representatives or DPD) is a relatively new parliamentary institution, having been established in 2004, and is still seeking to establish an effective political and policy role. Its operational procedures are not yet fully developed and the occupants of its leading offices, such as Speaker and Chair of committees, have limited parliamentary experience. CDI is working with the DPD Secretary-General to develop a program of activities to enhance the operation and effectiveness of the institution, including enhancing the role of the Chairs of DPD's committees, the principle decision-making mechanisms of the institution.

Activities

A series of workshops and interactive dialogues during 2012 will focus on strengthening the capacity of DPD committees to investigate public policy issues and develop budget proposals. This will involve structured discussions on committee practices and procedures, and exchanges between committee leaders and their counterparts in other parliamentary institutions. CDI will sponsor the Secretary General of the DPD to visit Australia to hold discussions about the institution's needs and to continue consultations with counterpart officials in the Australian Parliament.

Expected Outcome

The program will encourage amongst DPD members and staff an enhanced understanding of the opportunities inherent in their role. DPD committee Chairs will be encouraged to develop their leadership role in a chamber that is still underdeveloped in political and policy terms. This will strengthen their capacity to lead the internal working bodies of the DPD and thus more clearly define and carry out the constitutional responsibilities of their chamber.

Expected cost to CDI: \$74,000.00

15. Indonesia | Political Party Discussion Forum

JAKARTA | June 2012

Rationale

As outlined in the Introduction, CDI is proposing to expand and re-focus its commitment to the development of political parties, moving from generic training to a more nuanced mix of leadership dialogues for senior officials and targeted training for party organisers. A strand to this effort is to work with political parties and other interested organisations to foster the establishment of multi-party networks or discussion forums in CDI partner countries that have a sufficiently well-developed party system. In Indonesia, CDI is currently working with local and international partners to explore the potential for such a network, tentatively known as the Political Party Discussion Forum.

Activity

This Political Party Discussion Forum will be hosted by a major Indonesian think-tank (Centre for Strategic & International Studies (CSIS)) and will involve an important Indonesian NGO (Partnership for Governance Reform) and two international organisations, NDI and FNS. The Forum will be a neutral setting in which reform-oriented individuals in Indonesian political parties can come together to share perspectives on the role of political parties in policy development and democratic consolidation. Although the details are still being discussed it is likely that a one-day Forum will be convened every six months. The first Forum will focus on the issue of "money politics" – the effect of campaign and party financing problems on internal party dynamics, electoral processes and political governance generally. CDI's initial role in the Forum is to catalyse cooperation amongst well-known and well-connected Indonesian and international organisations. The Forum will also commission analysis and research papers to feed into its meetings and to develop public involvement in discussion on the issue of political parties and democracy.

Expected Outcome

The Forum will provide a space for communication, in a non-politicised environment, between reform-minded and reflective elements in Indonesia's parties, where ideas about improving the quality of parties' interventions in political life could be developed. It will provide an opportunity for exchange of ideas and practice and could potentially evolve into a self-directed forum for political reformers to develop more productive inter-party relationships. The Forum will also promote research, both scholarly and policy-oriented, in which initiatives to support the strengthening of political parties are developed and delivered.

Expected cost to CDI: \$40,000 for 1st Forum (and \$40,000 for a subsequent Forum)

16. Indonesia | Support for Indonesian Parliament's Public Accounts Committee

JAKARTA | July 2012

Rationale

Since 2010 CDI has been supporting the emergence of the Indonesian parliament's public accounts committee (PAC) (the *Badan Akuntabilitas Keuangan Negara* or BAKN). Most recently, in October 2011, CDI convened a two-day workshop for BAKN members and staff on PAC work practices, an activity which consolidated the close working relationship that has developed between CDI and BAKN. During the workshop participants identified a number of areas where

BAKN work practices could be refined in order to improve the relevance and quality of advice provided by the committee to the parliament. CDI proposes to continue to work with BAKN as it seeks to establish itself as an influential committee in the parliament.

Activities

CDI will consult with BAKN in the coming months to develop a program of work responsive to its needs. The program may include:

- a short-term technical assistance mission to advise on implementation of the new work processes and templates developed in October 2011; and
- a review workshop in Indonesia with BAKN members and staff to assess the impact of the new work practices and consider further refinements.

Expected Outcome

This program of work will continue the process of strengthening the capacity of BAKN to examine and report on issues raised by Indonesia's Supreme Audit Agency (BPK). The program will build on CDI's success in assisting BAKN to refine its focus and strengthen its procedures. Better BAKN work practices will enhance the Indonesian parliament's capacity to oversee the performance of public sector agencies and to hold them to account for their use of public money.

Expected cost to CDI: \$90,000

Papua New Guinea

17. PNG | Women Candidates Training Strategy

REGIONAL CENTRES IN PNG | January -April 2012

Rationale

Since late 2010 CDI has been working closely with the Office for the Development (a Government of PNG agency within the Department for Community Development) to support the development and implementation of ODW's Women Candidate Training Strategy. The Strategy is directed at improving the chances of women candidates being elected at the PNG national elections to be held in July 2012. UNDP PNG's Women in Leadership project helped devise the WCT Strategy and a network of civil society organisations in each of PNG's four regions are closely involved in organising and facilitating Strategy events. The Strategy has been developed as part of CDI's efforts to play a catalysing role amongst nationally-based institutions and expertise that otherwise might not work together: in this case CDI succeeded in building links between a range of local civil society organisations, a PNG government agency and an international institution.

Activity

The WCT Strategy is a large-scale undertaking and has been supported by a specific additional funding allocation from AusAID to CDI. The decision to make this allocation was announced by Australian Prime Minister Gillard on the occasion of a visit to Australia by PNG Prime Minister O'Neill in October 2011. The Strategy involves the following series of activities:

1st Round Regional Workshops (for 20 women candidates and their campaign managers)

Highlands Region, Mt Hagen, 30 January – 3 February 2012

Momase & New Guinea Islands Region, Lae, 6 to 10 February 2012

Southern Region, Alotau, 13 – 17 February 2012

2nd Round Regional Workshops (for 20-25 women candidates and their campaign managers)

Southern & Highlands Region, location to be confirmed, 20 – 24 February 2012

Momase & New Guinea Islands Region, location to be confirmed, 27 to 2 March 2012

Progress Check Workshops (for previous participants)

Four (4) regional workshops, locations to be confirmed, dates to be confirmed but in the period mid-March – late-April 2012

Post-Election Diagnostic Workshop (for selected WCT Strategy participants and gender advocates)

National workshop, Port Moresby, date to be confirmed in August 2012.

ODW is leading the roll-out of the WCT Strategy and supervising the logistical preparations being made for event by its local civil society partners. CDI is offering technical advice (including workshop design and course materials development) and working with facilitators from each civil society partner to deliver each event.

Expected Outcome

The WCT Strategy is intended to improve the chances of women candidates being elected at the 2012 national elections and will result in:

- at least 80 (and potentially up to 130) women candidates and an equivalent number of campaign managers being more prepared to contest the national election, with greater understanding and confidence in campaigning;
- civil society organisations and coalitions in each region acquiring skills and materials to support and advise candidates at the 2012 elections and at other national and local-level elections.

The Strategy will make a wider contribution to politics in PNG. It could encourage a different dynamic during the election campaign (with women candidates offering an alternative to male-dominated money politics) and, by preparing women candidates to contest open seats, may help widen the debate about women in politics beyond current proposals to establish reserved seats for women.

CDI associate Dr Orovu Sepoe is CDI's Special Advisor co-ordinating the implementation of the PNG Women Candidate Training Strategy (see Item 44 below).

Expected cost to CDI in 2012-13: \$849,000

18. PNG | Support for Domestic Electoral Observation

PORT MORESBY | April 2012

Rationale

Two prominent organisations in PNG (the National Research Institute (NRI) and Transparency International (TIPNG)) are planning to conduct domestic electoral observations missions during PNG's July 2012 elections. Both organisations conducted similar missions during the 2007 elections. NRI's observations involved all of PNGS' major tertiary institutions and personnel

from the State Society and Governance in Melanesia Project (SSGM) at the Australian National University. TIPNG's mission involved volunteers from its Community Coalition Against Corruption. CDI is in preliminary discussions with both organisations to determine whether there is any management or technical assistance that could be usefully provided in support of either mission.

Activity

CDI can assist NRI or TIPNG by providing management or electoral specialist assistance to:

- support the planning and logistical support for observation missions – with a specific focus on working with mentoring local staff;
- support the revision and refinement of observation materials to be used by observers;
- support the conduct of training programs for observers;
- support post-election data analysis and reporting.

Expected Outcome

CDI will support the capacity of the lead organisation to successfully manage the conduct of such events. While there is a place for international electoral observation, consolidating the emergence of thorough and credible domestic observation missions will do much to build wider community confidence in PNG's electoral processes.

Expected cost to CDI: \$50,000

19. PNG-Bougainville | Parliamentary Leadership Dialogue

BUKA | May 2012

Rationale

CDI has a long history of working with partners across the region to support induction programs for newly elected members of parliament (MPs) – see for example Item 20 below. Such programs are essential, but MPs often find that there are few opportunities beyond initial induction programs to develop deeper understanding of parliamentary responsibilities and to consider how to realise their potential as legislators, accountability agents and community representatives. This is especially the case in relatively young parliaments where informal peer-support systems are not well-entrenched. CDI has been in dialogue with senior figures in the Autonomous Region of Bougainville House of Representatives about an in-country parliamentary leadership program to follow-on from the induction program conducted for newly elected members of parliament (MPs) in June 2010.

Activity

The Dialogue is planned to be a three-day program of discussions designed to encourage MPs to distinguish between their roles as politician and as parliamentarian and to consider the contribution that parliament can make to good governance. This program is based on the Pacific Parliamentary Leadership Dialogue described at Item 6 above but will deal with the particular autonomy/sub-national circumstances that exist in Bougainville. The program will also complement the staff-focussed capacity building work being undertaken in the House of Representatives by the NSW Parliament under the auspices of the Commonwealth Parliamentary Association (CPA).

Expected Outcome

The Dialogue will provide an opportunity for members of the Bougainville House of Representatives to consider how they can use effectively the processes of parliament (chamber proceedings, committee examinations, legislative and policy review processes) to improve the quality of government decision-making and public administration.

Expected cost to CDI: \$60,000

20. PNG | Induction Program for Newly Elected Members of Parliament

PORT MORESBY | August 2012

Rationale

Parliaments around the world routinely offer induction training for newly elected members of parliament (MPs) following national elections. This training typically provides new MPs with an overview of their responsibilities, an explanation of parliamentary procedures and a description of the services provided by parliamentary (and government) officials to support them in the performance of their duties. With the high turnover rate of MPs in PNG there is a large influx of new Members after each election, meaning that induction training is well attended and particularly important. CDI supported the induction program for new members after the last PNG elections in 2007 and is currently in discussions with the Clerk of the Parliament about the assistance that may be required to support a similar program after the July 2012 elections.

Activity

CDI will provide assistance to support the PNG Parliament's induction program. The program is likely to be a three-day event involving presentations and discussions on:

- leadership obligations and the roles and responsibilities of an MP;
- the separation of powers between parliament, executive government and the judiciary;
- the development challenges facing PNG;
- the conduct of parliamentary business; and
- the advisory, research and administrative services available to MPs to support them in the performance of their duties.

Expected Outcome

The aim of program is to prepare MPs for the practical realities of their new duties and responsibilities and to introduce them to parliamentary processes and procedures. An induction course can only be a brief, point-in-time introduction to these issues. CDI hopes to work with the parliament to develop a program of activities to provide consistent support to MPs over the life of the parliament on issues such as the work of parliamentary committees and parliamentary leadership (see Items 21 and 24 below as examples).

Expected cost to CDI: \$50,000

21. PNG | Presiding Officers Dialogue

PORT MORESBY | August 2012

Rationale

After the July 2012 national elections the PNG Parliament may elect a new Speaker and Deputy Speaker. In these circumstances the Clerk of the Parliament is likely to provide the new Presiding Officers with a briefing program to introduce them to their new duties and responsibilities. Such briefings are an important opportunity for new Presiding Officers to

reflect on the way that parliament has worked in the past and to consider the potential that Presiding Officers have to exercise leadership and influence parliamentary performance.

Activity

There is a range of options for support currently under consideration. To supplement briefings from parliamentary officials, CDI could invite two or three current and former Speakers to join the new PNG Presiding Officers for a private two-day Dialogue. This could include the Speaker from the Queensland Parliament, which is twinned with the PNG Parliament under the auspices of the Commonwealth Parliamentary Association, and two eminent former Speakers from PNG and Solomon Islands. The Dialogue would be a structured discussion on the challenges involved in providing leadership in the parliamentary context, in which experiences and perspectives could be shared on:

- parliament's relationship with the executive;
- opportunities for parliament to fulfill its legislative and accountability responsibilities;
- managing parliamentary business (including the number and structure of sitting days) in a way that balances executive and parliamentary interests; and
- managing question time.

Expected Outcome

The Dialogue will provide PNG's new Presiding Officers with a discrete professional development opportunity, in which they can discuss likely challenges and opportunities with experienced colleagues from neighbouring countries. The discussions will encourage the new Presiding Officers to take a pro-active approach to motivating members of parliament to use all of opportunities that parliament provides (through chamber proceedings and the work of committees) to give full expression to their legislative, accountability and representational responsibilities.

Expected cost to CDI: \$40,000

22. PNG | Political Party Development Planning

PORT MORESBY | August 2012

Rationale

As part of the expanded commitment to the development of political parties discussed in the Introduction, CDI is proposing to work with PNG's Integrity of Political Parties and Candidates Commission (IPPC) to create a structured training program for political parties in PNG. In the lead-up to the PNG's 2012 national elections a number of donor agencies (including CDI, UNWomen, ALP International and the Liberal Party of Australia) have offered training to training to political parties in PNG. To date this support has been ad hoc and uncoordinated. Such training would be more responsive to local circumstances and needs (and thus more effective) if the IPPCC were supported in its ambition to be the focal point for political party development initiatives in PNG.

Activity

CDI will work with IPPCC to develop an IPPCC-managed Political Party Training and Development Plan. Under proposals being discussed, CDI will provide support to the IPPCC to host the following events:

- two-day staff workshop to discuss IPPCC's potential role as a coordinator of political party development activities;
- one-day consultation forum with senior officials from PNG political parties to seek comment on party strengthening priorities and gather ideas for inclusion in the Political Party Training and Development Plan;
- two-day IPPCC staff workshop to consolidate ideas from the previous events into a draft Plan (representatives from donors with an interest in political party development will be invited to this workshop to match their training capacity with identified training needs); and
- one-day consultation workshop with PNG political parties to present the draft Plan and encourage party engagement in implementation of the Plan.

Expected Outcome

The activities will support IPPCC in its ambition to become the focal point for political party development activities in PNG. The process of developing a Political Party Development Plan will enable IPPCC to consolidate its understanding of the development needs of political parties and will strengthen its capacity to coordinate the interests of donor agencies. Developing a structured, multi-year sequence of training events will improve the relevance, quality and timeliness of training available to political parties – thereby enhancing the ability of parties to contribute to representative government in PNG

Expected cost to CDI: \$60,000

23. PNG | Political Party Development Training

PORT MORESBY | October 2012

This is a tentative allocation of funds for political party development training activities which CDI hopes to deliver in PNG as part of IPPCC's Political Party Training and Development Plan (see Item 22 above)

Activity

Depending on priorities identified in IPPCC's Political Party Training and Development Plan, CDI is considering three joint IPPCC/CDI training events in the period October 2012 to June 2013. These will be two or three day events, each focussing on specific aspects of party operations, for example:

- one event will focus on party structures and management;
- another on policy development process; and
- a third on political communication.

IPPCC staff and PNG national experts will be involved in developing course material and content with a view to developing in-country capacity to provide similar training in the future. We will also seek to involve personnel from other training providers (for example ALP International and the Liberal Party of Australia) to reinforce their connections with IPPCC and IPPCC's Political Party Training and Development Plan.

Expected Outcome

Such training will be more precisely targeted, more responsive to local needs and more relevant to circumstances than has been possible to achieve in the past. As well as increasing the likelihood of development impact, this Strategy will consolidate local ownership of political

party development activities and help build sustainable local capacity to coordinate and provide such training in future years.

Expected cost to CDI: \$90,000

24. PNG | Committee Chairs' Forum

PORT MORESBY | February 2013

Rationale

An effectively functioning committee system can greatly enhance the capacity of parliaments to fulfill their legislative, accountability and representational responsibilities. Most parliamentary committees in the PNG Parliament (with the exception of the Public Accounts Committee) have not, in recent years, been active. Although many committee staff in the PNG parliament have participated in CDI's Effective Parliamentary Committee Inquiries Course (see Item 2 above), committee members have not had similar opportunities. Over the last few months CDI has worked with parliamentary staff to design a Committee Chairs' Forum, to encourage renewed focus on the work of their committees. The Forum was to have been held in late-October 2011 but constitutional uncertainty surrounding the recent change of government in PNG and preparations being made by MPs for the July 2012 election have led to the postponement of the Forum. It is now likely that the Forum will be held after committees are established in the new parliament.

The Forum is part of CDI's focus on supporting the professional development of MPs to encourage them to take on their role as leaders of democratic change. It will reinforce the messages in our new MP-focussed EPCIC (see Item 2 above) and enable country-specific discussion on what it takes to make parliamentary committees work in PNG.

Activity

The Forum, sub-titled 'Parliamentary Committees: Agents for Transparency, Accountability and Anti-Corruption', is a two-day event involving:

- discussion sessions lead by parliamentary staff and key external stakeholders on the role that committee chairman can play in motivating committees to take a leading role in demanding transparency, accountability and anti-corruption from government agencies and officials;
- case studies of effective parliamentary committee inquiries conducted by the Public Accounts Committee;
- group exercises where committee staff work with their committee chairman to prepare inquiry terms of reference, to plan inquiry processes, to conduct a 'mock hearing' and to prepare committee recommendations; and
- the development of committee-specific plans to revitalise committee performance.

Expected Outcome

The Forum will provide an opportunity for committee Chairs to reflect on the potential of their committees to contribute to the work of the parliament. This will encourage Chairs to take on their leading role in the committee system of a Westminster-style parliament such as PNG's. The Forum will also strengthen working relationships between committee Chairs and committee staff and provide practical support for the development of methods and procedures in committee duties.

Expected cost to CDI: \$50,000

Solomon Islands

25. Solomon Islands | Committee Chairs' Forum

HONIARA | February 2012

Rationale

Members of the Solomon Islands Parliament have, in recent years, shown an interest in exploring the accountability and oversight potential of committee parliamentary committees. The Public Accounts Committee, in particular, has been active - conducting well-publicized hearings into the Government's annual budget estimates. The parliament and its committees are supported by capable and motivated staff, most of whom have participated in CDI training events. There is a need to extend the support from staff to the Members of the committee. In recent months, CDI has worked with staff of the parliament to develop a Solomon Island's version of the PNG Committee Chairs' Forum described at Item 24 above.

Activity

The Forum was to have been held in early November 2011, but an unexpected sitting of Parliament means that it will now be held in early 2012. The structure of the Forum will be similar to that of the PNG Forum described in Item 23 above.

Expected Outcome

The outcome will be similar to that described for the PNG Forum in Item 24 above.

Expected cost to CDI: \$50,000

26. Solomon Islands | Provincial Assemblies Public Accounts Committee Training

HONIARA | February 2012

Rationale

Public Accounts Committees (PACs) carry out an important role in the enforcement of parliamentary accountability of executive government. The PAC in the Solomons national parliament has made major progress in recent years, but similar committees have only begun to function in provincial assemblies. In a notable example of its emerging role as a catalyst organisation bringing together local and international resources, CDI collaborated with the Solomon Islands Ministry of Provincial Government and Institutional Strengthening (MPGIS), the Solomon Islands National Parliament Office and the UNDP's Provincial Governance Strengthening Programme to devise a series of training workshops for members of provincial parliaments. The workshops provide an introduction to the powerful accountability role that public accounts committees (PACs) can play in provincial assemblies.

Activity

The first workshop was conducted in Honiara in July 2011 and involved 24 participants from the Provincial Assemblies in Guadalcanal, Rennell and Bollona, Malaita and Western. A second workshop for members and staff from the remaining 5 provinces (Makira Ulawa, Choiseul, Isabel, Central & Temotu) was to be held in November 2011 but has been delayed until early 2012.

The workshop will be a three-day event facilitated by staff from MPGIS and the National Parliament, with technical assistance from CDI experts. The main themes to be canvassed in the workshop are:

- that PACs are appointed to help assemblies fulfill their responsibility to scrutinise the performance of provincial governments;
- that PACs can perform their duties with a series of simple, methodical processes (recognizing that the work of PACs is about accountability not accounting); and
- that the Auditor-General is an important ally for PACs and is available to provide advice on how to overcome deficiencies in provincial administration.

These issues will be explored in a series of group exercises in which participants undertake tasks replicating the main activities involved in the work of PACs. Participants will prepare terms of reference, briefing papers and press releases and will participate in a mock public hearing. Participants will also draft recommendations based on the 'evidence' gathered at the mock hearing and prepare Action Plans to guide the establishment and operation of PACs in their assemblies.

Expected Outcome

The practical nature of the workshop will provide members of provincial assemblies with the information required to establish and operate PACs in their assemblies. Participants will be provided with step-by-step explanations and templates that can be used on return to their assemblies. As occurred in the 1st workshop, this event will provide MPGIS officials and staff of the national parliament with a guided opportunity to share their expertise with colleagues in provincial assemblies. Structuring the workshops so that much of the content is delivered by experienced local practitioners helps provide a genuine local context for the event and greatly enhances the learning outcomes for participants.

Expected cost to CDI: \$50,000

27. Solomon Islands | Provincial Assemblies Standing Orders Review

HONIARA | May 2012

Rationale

During the course of the first training workshop for Solomon Islands provincial public accounts committees (PACs), (see Item 26 above), it became clear that there are significant differences in the way that PAC duties, powers and membership provisions are described in provincial assembly Standing Orders. Some of these differences (especially those which allow Premiers to be members of PACs or allow Premiers to appoint members) risk compromising the independence of PACs. At the initial workshop there was strong interest amongst participants in modernising provincial Standing Orders to enhance consistency and effectiveness. The Ministry of Provincial Government (MPGIS), with support from UNDP's Provincial Governance Strengthening Programme, has initiated a project to review and revise provincial assembly Standing Orders and has invited CDI to provide technical assistance to the project.

Activity

CDI is currently in discussions with MPGIS about the scope of the project, including proposals to:

- contribute to a review of existing provincial standing orders and the preparation of an discussion paper identifying options for standardization/modernisation;
- participate in a working group of Clerks &/or Speakers from provincial assemblies to review the options and prepare a template version of amendments to be considered by each provincial assembly; and

- participate in a parallel review of aspects of the Provincial Government Act to clarify the powers of provincial assemblies.

Expected Outcome

The activity will produce:

- a PAC-focussed series of proposed amendments to provincial assembly Standing Orders; to
- a new modernised set of provincial assembly Standing Orders with substantial revisions to the operating procedures for provincial assemblies; and/or
- a proposed series of amendments to the Provincial Government Act.

The activity will strengthen the procedural framework for provincial assemblies, greatly enhancing their capacity to hold provincial executive governments to account for the management of public resources.

Expected cost to CDI: \$40,000

28. Solomon Islands | Political Party Development Forum

HONIARA | November 2012

Rationale

Compared to their counterparts in emerging democracies in Asia, political parties in most Pacific islands countries are generally weak and ineffective. Where parties exist, they tend to be organised around a powerful political leader and lack systematic grassroots organisation. They have little in the way of policy platform and rarely have the capacity to aggregate or mediate policy interests. Those parties that exist in the Solomon Islands clearly display these characteristics. At various times in recent years there have been proposals developed by Solomon Islands parliamentarians to strengthen political parties through regulation – drawing on PNG's political party registration experience. Similar proposals are also being discussed in Vanuatu. CDI is in the early stages of developing a proposal to convene a Political Party Development Forum in Honiara to share and develop Pacific perspectives on party regulation. Final decisions about the nature and timing of the Forum will be taken after consultation with government, parliamentary and international donor representatives

Activity

Subject to consultations, it is possible that the Forum could be 2 or 3 day event in which various models of political party regulation are presented and analysed. A small group (of up to 20) policy makers, administrators and commentators from Solomon Islands, Vanuatu, PNG, Fiji and Australia could be invited to participate.

Expected Outcome

This depends on the nature of the event but the general objective is to share Pacific perspectives and experience on the issues and, in the case of Solomon Islands, will contribute to public debate about regulatory and other options for strengthening political parties.

Expected cost to CDI: \$50,000

29. Solomon Islands | Professional Development Training for Members of Parliament

HONIARA | February 2013

Rationale

As part of CDI's renewed focus on supporting the continuing professional development of members of parliament, CDI plans to work with the Speaker and Clerk of the Solomon Islands National Parliament and with UNDP's Parliamentary Strengthening Project to develop a series of training opportunities for MPs. The Committee Chairs' Forum to be held in early 2012 (see Item 25 above) is one such opportunity. Subject to further consultations it is possible that a further training will be conducted in early 2013.

Activity

Subject to consultations, the activity could take the form of a second Committee Chairs' Forum or a tailored Solomon Islands version of a Parliamentary Leadership Dialogue (see Items 6 and 19 above).

Expected Outcome

The specific outcome depends on the nature of the event. In broad terms, the activity will encourage members of the Solomon Islands parliament to view their positions as professions to be developed and strengthened and will enhance their capacity to perform their constitutional roles.

Expected cost to CDI: \$50,000

Vanuatu**30. Vanuatu | Induction Program for Newly Appointed Clerk of Parliament**

PORT VILA | March 2012

Rationale

The Parliamentary Management Board of the Vanuatu Parliament is currently recruiting a new Clerk of Parliament, following the retirement of the previous Clerk (who had occupied the position since Vanuatu's independence). The new Clerk will take up a challenging set of management and procedural responsibilities – helping providing stable and progressive leadership in an institution which has yet to realise its full potential as a democratic institution. CDI has offered to assist the Parliamentary Management Board to support the induction of the new Clerk in whatever way is appropriate and useful.

Activity

The nature and timing of assistance is under discussion and will be influenced by the experience and interests of the successful candidate. One proposal is for a program of in-country training and visits to other parliaments to consult with counterparts. Such a program might involve reciprocal mentoring visits with Clerks in the Solomon Islands, PNG and Queensland parliaments – the Queensland parliament being twinned with the Vanuatu parliament under the auspices of the Commonwealth Parliamentary Association.

Expected Outcome

This program will help establish a professional development network for the new Clerk, enabling him/her to draw on the experience of colleagues in the region when confronting the challenges of seeking to ensure that high-quality and responsive administrative, analytical and advisory services are available to the Parliament of Vanuatu.

Expected cost to CDI: \$40,000

31. **Vanuatu | Political Party Development Training**

PORT VILA | April 2012

Rationale

At the time of Vanuatu's independence and in the early years thereafter, political parties were a clear and distinct presence in the community. But the collapse of old alliances, the proliferation of smaller parties and the rise of independent members of parliament have contributed to a fragmentation of politics and a breakdown of political stability. The situation is complicated further by a complex mix of customary, regional, religious and linguistic circumstances. As discussed in the Introduction, CDI is developing new perspectives on political party work and focusing more on providing assistance that is directly responsive to local conditions. In the case of Vanuatu, CDI is planning a 3-day in-country training event for political parties in the lead-up to the September 2012 general elections.

Activity

The training will focus on the practical skills required to develop and manage election campaigns and will be directed at party officials who will be responsible for these tasks. The course will cover the 'nuts and bolts' of campaigning, including:

- campaign strategies, tactics, dynamics, planning, logistics and financing;
- campaign messages, public speaking and media relations;
- electoral rules (including voting system); and
- campaign team management.

We will seek to involve personnel from other training providers (for example ALP International and the Liberal Party of Australia) to reinforce their connections with political parties in Vanuatu.

Expected Outcome

By focusing on practical skills, the course will give participants the confidence and understanding needed to contribute to the development and management of effective campaigns for their parties. After the elections we intend to work with political parties in Vanuatu (and other stakeholders) to develop a coordinate package of party development activities on related issues, such as party structures and management; policy development process; and political communication.

Expected cost to CDI: \$75,000

32. **Vanuatu | Induction Program for Newly Elected Members of Parliament**

PORT VILA | September 2012

Rationale

Parliaments around the world routinely offer induction training for newly elected members of parliament (MPs) following national elections. This training typically provides new MPs with an overview of their responsibilities, an explanation of parliamentary procedures and a description of the services provided by parliamentary (and government) officials to support them in the performance of their duties. With the large influx of new Members after each election, induction training is well attended and particularly important. CDI supported the induction program for new members after the last Vanuatu elections in 2008 and have advised staff in the Vanuatu Parliament that we are available to provide any assistance that may be required to support a similar program after the July 2012 elections.

Activity

CDI will provide such assistance as is required to support the Vanuatu Parliament's induction program. The program could be a three-day event involving presentations and discussions on:

- leadership obligations and the roles and responsibilities of an MP;
- the separation of powers between parliament, executive government and the judiciary;
- the development challenges facing PNG;
- the conduct of parliamentary business; and
- the advisory, research and administrative services available to MPs to support them in the performance of their duties.

Representatives of the Solomon Islands and Queensland Parliaments participated in the 2008 induction program and we would propose a similar arrangement on this occasion. We will liaise also with UNDP's Pacific Multi-Country Office which has, in recent years, provided assistance to the Parliament of Vanuatu.

Expected Outcome

The program will prepare MPs for the practical realities of their new duties and responsibilities and to introduce them to parliamentary processes and procedures. CDI plans to work with the parliament to develop a program of activities to provide consistent support to MPs over the life of the parliament on issues such as the work of parliamentary committees and parliamentary leadership (see Item 33 as an example).

Expected cost to CDI: \$50,000

33. Vanuatu | Presiding Officers Dialogue

PORT VILA | October 2012

Rationale

After the September 2012 elections, the Vanuatu Parliament may elect a new Speaker and new a Deputy Speaker. In these circumstances the Clerk of the Parliament is likely to provide the new Presiding Officers with a briefing program to introduce them to their new duties and responsibilities. Such briefings are an important opportunity for new Presiding Officers (at the beginning of their tenure) to reflect on the way that parliament has worked in the past and to consider the potential that Presiding Offices have to exercise leadership and influence parliamentary performance. The event will be an adaptation of the PNG Presiding Officers Dialogue described at Item 21 above.

Activity

The activity will be similar to the PNG Presiding Officers' Dialogue - see Item 21 above.

Expected Outcome

As for Item 21 above.

Expected cost to CDI: \$40,000

34. Vanuatu | Committee Chairs' Forum

PORT VILA | April 2013

Rationale

An effectively functioning committee system can greatly enhance the capacity of parliaments to fulfill their legislative, accountability and representational responsibilities. Very few committees in the Vanuatu parliament have been active in recent years. Although many staff in the Vanuatu parliament have participated in CDI's Effective Parliamentary Committee Inquiries Course (see Item 5), few committee members have had similar opportunities. This proposed Committee Chairs' Forum will be a Vanuatu-specific version of the event that has been designed for the PNG and Solomon Islands Parliaments (see Items 24 and 25 above).

Activity

The activity will be similar to the PNG Committee Chairs' Forum - see Item 24 above.

Expected Outcome

As for Item 24 above.

Expected cost to CDI: \$50,000

Research | Publications - Workshops - Conferences

As described in the Introduction, CDI's research activity takes a number of forms. This includes projects whose principal objective is to support or convene research workshops, seminars and publications, but it also includes analysis and research embedded in a larger project activity. CDI's research output in 2012-13 focuses on policy-relevant material that brings a scholarly perspective to governance issues, with a special focus on the role of political parties in democratic governance, parliamentary processes, electoral systems and issues related to representation and leadership. Much of this activity occurs in the general course of our work and hence does not warrant or require a specific budget line.

By focus region/country the following are proposed activities specifically directed to research:

35. *Asia Pacific* | Re-democratisation or Military Consolidation? The Divergent Trajectories of Post-Coup Societies in Southeast Asia and the Pacific Islands

March 2012

Rationale

In the last decade, most scholars of civil-military relations have moved away from focussing exclusively on coups as an indicator of a military's political role in political change and democratisation. Believing that coups were a phenomenon of the 20th century, and that the 21st century would witness more sophisticated forms of military intervention in politics, observers of military affairs have instead developed concepts of 'security sector reform' or indexes of 'civilian control' to grasp the nuances of modern military politics. As a result, there is now a serious lack of scholarship focusing on post-coup societies and their various political trajectories. There is a need for a wider analysis of the role that militaries may play in the process of democratic consolidation, whether by posing a danger to democracy or facilitating its progress.

Activity

This set of issues will be discussed in a workshop bringing together a wide range of scholars on civil-military relations, focusing on CDI partner countries but also including specialists from the wider Southeast Asia region. The object of the workshop will be to do a stocktake of existing literature of the role of the military in emerging democracies, in particular in countries where there has been a military coup or where the military has been perceived to be a potential challenge to democracy, including Indonesia, Thailand, Burma, Fiji and PNG.

Expected Outcome

The workshop will provide a map of worldwide comparative research on civil-military affairs and provide input to policy debates in Australia and the Asia-Pacific region. The papers from the workshop will form the basis of a special edition for a leading journal on international relations.

Expected cost to CDI: \$20,000

36. *Asia Pacific* | Political Representation of Women

Commencing May 2012

Rationale

As part of our 2010 Women in Politics course, CDI began to document stories of women that have been directly and indirectly engaged in politics. Our intention was to build a repertoire of personal stories to make visible the efforts being made to improve women's political representation in the region. This was an experimental exercise and we are now considering expanding this research - drawing in part on CDI's experience in working with local partners to provide training for women candidates. We are currently in discussion with a number of ANU-based institutions and researchers to develop a proposed program of work.

Activity

The scope of the research program has yet to be determined but may include a series of in-country dialogues, leading to the publication of practically-orientated policy papers. The papers could compare and contrast the experience of women in CDI's focus countries and assess the effectiveness of the various political and regulatory approaches that have been taken. The research may:

- document the experience of individual women MPs and candidates;
- compare the experiences in Indonesia and East Timor with the experience in Pacific countries;
- compare the experiences between Francophone and Anglophone Pacific island countries; and
- examine the approaches taken by political parties across the region to engage with women and promote women candidates.

Expected Outcome

This is dependent on the nature of the research to be undertaken but, in general terms, CDI's aim is to analyse the experience of those involved in seeking to enhance women's political representation with a view to identifying strategies and policy options which are relevant to Asian and Pacific circumstances.

Expected cost to CDI: \$25,000

37. Asia Pacific Regional | Election-Cycle Observation and Analysis

CANBERRA | May 2012

Rationale

CDI is interested in promoting a more thoughtful and systematic approach to election monitoring and observation. There is a tendency for election monitoring missions to focus narrowly on the administrative conduct of polls and, with varying degrees of credibility, to provide comment on whether an election was 'free and fair'. CDI is planning to encourage a wider perspective on electoral observations, with a view to enhancing the impact and value of such work. We are keen, for example, to consider the potential of focussing on whole-of-electoral cycle issues, rather than just events on a single day. Elections are obviously the key to the process, but they are the product of a whole range of issues (legislative development, independence, resourcing and structure of election management bodies, development and implementation of procedures, how parties and candidates respond to (or manipulate) procedures), all of which have a critical impact on the quality of elections.

Activity

In the first instance, CDI will host a workshop involving institutions, politicians, academics and others who have been involved in missions and/or have thought about their purpose and design. The workshop would involve in-depth discussion of these issues and the development of ideas for a wider program of observation, research and publication. The intention is to stay within the range of CDI target countries, but also possibly including Tonga, Thailand, Malaysia and Philippines, each of which has its own issues and sensitivity for Australia.

Expected Outcome

The activity will make connections between expertise and resources that already exist but which have not previously been brought together for this purpose. We are particularly keen to develop an approach to observation and analysis which is not "one size fits all", but is tailored closely to the particular issues that are prominent in each country and which relate to each country's stage of political evolution. The product of this work is likely to take a number of forms, ranging from more academically-inclined publications through to reports that propose practical approaches for future observation missions.

Expected cost to CDI: \$30,000

38. Indonesia | Research on the nature of political institutions and political contest at the provincial and district level

Rationale

The devolution of power to the provincial and district level since 2001, including the direct election of regional legislatures, provincial governors and district heads, has created a new democratic political arena that had not existed before in Indonesia. This has generated a new wave of scholarly research, as well as literature produced by international development institutions. Much of this work, however, has not yet been summarised and compiled with the view to make it useful for program development for international organisations such as CDI. Given CDI's plans to expand its activities at the sub-national level, there is scope for sponsoring the production of research which brings together general conclusions about the nature of the

new regional-level political arenas and the particular challenges it presents for knowledge transfer and capacity-building.

Activity

CDI will sponsor two scholars with expertise on local politics in Indonesia, the first to produce a general Indonesia-wide survey study and the second to produce a case study focusing on a particular region. The results of this work will be published as a CDI publication and/or in other media.

Expected Outcome

The publication of this kind of research will enrich the quality of CDI programs and will be an important contribution to the strengthening of democratic governance programs by international development institutions generally.

Expected cost to CDI: \$30,000

39. PNG | Centre for Parliamentary Democracy

PORT MORESBY | Commencing February 2012

Rationale

Although the performance of parliament and parliamentarians is the subject of daily news coverage in PNG, there is a paucity of considered public debate about the role of parliament in PNG's system of government. Parliament itself does little to collect and publish basic information about parliamentary business and few researchers have sought to analyse the representative, legislative or accountability performance of parliament. The most comprehensive recent analysis was published in 2003 (Okole, Narakobi & Clements, *Strengthening Parliamentary Democracy for the 21st Century*). CDI is currently in discussion with PNG's National Research Institute (NRI) to develop a jointly managed program of short research activities and community forums to promote public debate about the critical role of parliament in a representative democracy and consider opportunities for revitalising the operation of PNG's parliament.

Activity

Although the details are yet to be finalised, there are plans for a Centre for Parliamentary Democracy will be established under the auspices of NRI. The Centre will be a 'virtual' rather than a physical entity and will exist to facilitate research, publications and public debates about parliamentary democracy in PNG. At 6 monthly intervals, initially over an 18 month period, the Centre will invite PNG-national researchers (from government, non-government or research organisations) to submit proposals for short research-based papers on particular aspects of parliamentary procedure or operations, for example:

- public attitudes to and expectations of Parliament;
- parliamentary processes for consideration of legislation and budget proposals;
- parliamentary processes for Executive accountability (eg, question time, opportunities for debate, ministerial accountability);
- parliamentary sitting patterns and the management of parliamentary business;
- the work of parliamentary committees; or
- the relationship between parliament and other accountability agents (eg, Auditor-General and Chief Ombudsman).

Proposals will be selected on the basis of a competitive selection and research grants will be awarded to successful applicants.

Expected Outcome

The Centre for Parliamentary Democracy will be focal point for:

- sponsoring research and public debate on the role of parliament;
- generating ideas about reform and innovation in the working of parliament.

The long-term result of such activity will, potentially, be a more effective parliament, more accountable government decision-making and increased public confidence in the system of government.

Expected cost to CDI: \$80,000

40. PNG | Contribution to Review of Political Party Integrity Legislation

PORT MORESBY | July 2012

Rationale

On various occasions during 2011 CDI provided technical and financial assistance to support the review of PNG's Organic Law on the Integrity of Political Parties and Candidates (OLIPPAC) being conducted PNG's Integrity of Political Parties and Candidates Commission (IPPC). CDI plans to continue to provide such assistance over the next 12 months. CDI's assistance to date has involved the facilitation of policy workshops and the identification of various options for reform. The final selection and analysis of which options are most appropriate for PNG is a matter for the IPPC and other GoPNG agencies. CDI will be available to provide comment and advice but will not lead this process.

Activity

The nature of CDI's continuing assistance is yet to be determined but is likely to involve:

- providing further comment on final policy and legislative options, if invited to do so; and
- participating in the IPPC's annual 2012 OLIPPAC conference

Expected Outcome

This is dependent on the nature of the activity to be undertaken, but CDI's aim is to support the IPPC's capacity to administer and develop PNG's political integrity legislation.

Expected cost to CDI: \$20,000

41. Vanuatu | Parliamentary Handbook – Completion and Production

PORT VILA | During 2012

Rationale

CDI has offered to help the Clerk of the Vanuatu Parliament complete and publish a Handbook on Parliamentary Procedure and Practice for Members. This is an activity which CDI committed to in 2009, following our involvement in the Parliament's review of Standing Orders. The completion of the Handbook has been delayed by events and priorities of the Parliament of Vanuatu.

Activity

CDI will work with the Clerk and staff of the parliament to draft the Handbook. Upon completion and publication it will be distributed to all Members and staff, with additional copies to go to government agencies, educational institutions and others interested in the Parliament. UNDP's Pacific Multi-Country Centre in the project has offered to contribute to the production of this handbook.

Expected Outcome

The Handbook will provide members of the Vanuatu Parliament with an easy-to-read, short-form version of the Parliament's procedural rules. The rules themselves are described, for the most part, in the Standing Orders. Making the rules more accessible to MPs will, hopefully, encourage MPs to explore more fully the accountability, legislative and representative potential of parliament.

Expected cost to CDI: \$15,000

Events

42. CDI Annual Address

CANBERRA | February 2012

CDI is currently in discussions with a high-profile regional leader to present CDI's Annual Address in 2012.

Expected cost to CDI: \$10,000

43. CDI Annual Address

CANBERRA | 2013

Expected cost to CDI: \$10,000.00

Consultancies

44. Dr Orovu Sepoe - Special Advisor co-ordinating the implementation of the PNG Women Candidate Training Strategy

CDI associate Dr Orovu Sepoe is currently working at the ANU in a dual position as both CDI's Special Advisor co-ordinating the implementation of the PNG Women Candidate Training Strategy (see Item 17 above) and Pacific Islands Research Fellow at the State, Society and Governance in Melanesia Program (SSGM).

Expected cost to CDI in 2012-13: \$25,000

Program Development & Further Activities

Further to the specific projects, research and events already described, CDI participates in many other activities flowing from our work program and position within the ANU; our membership of the community of international democracy promotion institutes; and our relations with Australian and regional institutions of governance. CDI attends conferences, workshops and seminars at the ANU and further afield, and CDI staff meet regularly with fellow governance practitioners and other interested parties.

In 2012-13 CDI will continue to extend its regional networks between Australian political party officials, parliamentarians and parliamentary staff and their counterparts from priority countries, and forge and maintain cooperative links with key individuals and institutions in Australia, the region, and internationally. In keeping with CDI's growing international profile as a source of expert advice and applied research on issues of parliamentary strengthening and political party development, we are increasingly receiving requests to present externally-funded lectures and conference presentations at other institutions. Such presentations provide a useful means of publicising CDI's core work and forging partnerships with other relevant domestic and international institutions.

Expected cost to CDI: \$15,000

Emerging Activities

\$550,321.88 or 9.9% of estimated 2012-13 expenditure from core funding is attached to emerging activities. This category covers funding opportunities of merit in addition to those described above, that may be identified and undertaken by CDI through 2012-13 in response to the dynamic governance context of the region.

D. CDI & THE INSTITUTE FOR PEACE & DEMOCRACY (IPD) 2012-13

ACTIVITIES

45. Project | Asia Pacific | CDI-IPD-NDI Asian Political Leadership Program

BALI | March 2012

Rationale

A new generation of young Asian political leaders is emerging in circumstances of rapid change and democratic consolidation. Increasing political sophistication and assertiveness amongst media-savvy electorates in both new and established democracies in the region are creating new demands on parties and leaders. There is a need for networking, dialogue and training amongst emerging political leaders. CDI, NDI and IPD have identified synergies between CDI's expertise on political party development and perspectives on promotion of leadership in democratic institutions, NDI's experience with political party training and IPD's regional Asian networks that provide opportunities to respond to such needs.

Activity

CDI, IPD and NDI will jointly sponsor a one-week intensive course for young leaders and activists in political parties and other organisations from a number of member countries of the Bali Democracy Forum (BDF). Content in the course will focus on issues such as:

- Internal communication and structural reform of political parties
- Strategies for grassroots campaigning in the electorate
- The role of parties in the process of policy development, campaigning and working as government or opposition.

Expected Outcome

The course will provide a comparative learning opportunity for young political leaders from BDF member countries. It will encourage regional dialogue and a sense of common understanding of political challenges in the democratising environment of the Asian region. Planning and convening the course will contribute to IPD's networks amongst emerging leaders in Asia and contribute to the Institute's own capacity-building experience.

Expected Cost to CDI's IPD Funds: \$50,000

46. Research | CDI-IPD Indonesia's role in international democracy promotion

CANBERRA | March 2012

Rationale

Indonesia has achieved over a decade of democratic progress and is now generally seen as the most developed democracy in Southeast Asia. It has now begun to engage with emerging democracies in other parts of the world to share its experience about the problems and challenges of political transition. With the support of CDI, IPD has sponsored a number of dialogues between Indonesian political figures and their counterparts in Egypt and there is scope for further activities.

Activity

A visit by Dr Hassan Wirayuda, former Indonesian Foreign Minister, Dr Rizal Sukma, Director of the Centre for Strategic and International Studies and Dr Ketut Erawan, Director of IPD, to ANU and Canberra will include activities such as a public seminar, a workshop with Australian scholars and private consultations with Australian political leaders and officials from departments such as DFAT, AusAID, PM&C, ONA and Defence about Indonesian priorities in international democracy promotion. A working paper on the issues discussed during the visit will be commissioned and published by CDI.

Expected Outcome

The visit will provide an opening for the Australian academic and policy-making community to be informed about, and engage with, the latest thinking on Indonesia's increasingly prominent role in international democracy promotion. It will enhance the international profile of both IPD and CDI in leading discussion and research in the area.

Expected Cost to CDI's IPD Funds: \$25,000

47. Research | Asia Pacific | CDI-IPD Publication on Electoral Systems, Parties and Parliaments in Indonesia and South Pacific 2012

Rationale

The second CDI-IPD workshop on Electoral Systems, Parties and Parliaments in Indonesia and South Pacific produced a number of draft papers for a planned publication. There is a need to promote cross-regional scholarly study of political process in those countries and to facilitate publication by locally-based practitioners and writers, as well as by Australian and international scholars.

Activity

CDI and IPD will compile, edit and publish the papers from the workshop in a collected volume. A major focus of the volume will be to examine how commonalities of Melanesian cultural background have influenced political behaviour.

Expected outcome

A collected volume of articles comparing and contrasting various aspects of the operation of political parties and parliaments in Indonesia and the South Pacific, with a special focus on Melanesian influences, will be an important contribution to an understanding of political dynamics in countries that are both CDI partner countries and members of BDF/IPD.

Expected Cost to CDI's IPD Funds: \$10,000

48. Project | Parliamentary Research Staff Skills Development Course, Indonesian Parliament JAKARTA | November 2012

Rationale

High quality research, analysis and advice from specialist staff is a key support for parliamentarians executing their legislative and oversight responsibilities. The Indonesian parliament is in the process of strengthening its cadre of research staff, but is facing major challenges in the recruitment, training and management of appropriate personnel and in developing procedures for quality control and effective

working relations between staff and Member. In 2010 and 2011 CDI & IPD convened training courses for research staff in the Indonesian parliament. This course is an adaption of these previous events.

Activities

The training will target the various categories of staff who provide research and advisory services, tailored to each type of staff's needs and to generic issues common to all categories. The main areas of training will include research techniques, providing client-focused research useful for the needs of the Members, relating academic expertise to the parliamentary environment and building resources and networks of information. The training will be delivered in collaboration with the parliamentary Secretariat.

Expected Outcome

The training aims to increase the capacity of parliamentary research staff to provide research and advisory series directly relevant to the information and knowledge needs of members of the Indonesian parliament.

Expected Cost to CDI's IPD Funds: \$48,000

49. Research | CDI-IPD-NDI Support for Egypt-Indonesia Dialogue on Democratisation 2012

Rationale

CDI, in cooperation with IPD and NDI, sponsored two workshops in 2011 as part of the Egypt-Indonesia Dialogue on Democratisation. The Dialogue was designed to promote Indonesia's sharing of its experience in democratisation with other newly democratising countries. The Dialogue was led by the former Foreign Minister of Indonesia, Dr Hassan Wirayuda, in his capacity as Patron of IPD. This highly successful initiative has encouraged Indonesia to play a role in the international effort in democracy promotion. CDI is currently in discussions with Dr Wirayuda and IPD about possible further activities in the Dialogue.

Activity

Plans for the next activity in the Dialogue are currently under discussion, but are likely to take the form of a workshop in Jakarta in early to mid-2012, bringing together Indonesian and Egyptian leaders from political parties, academia, NGOs and the media. The focus of the workshop discussion will be strongly influenced by the nature of developments following the November Egyptian elections.

Expected Outcome

Continuation of the Dialogue will promote a deeper and broader interchange between the Indonesians and Egyptians and enhance Indonesia's profile in the international democracy promotion community. The Dialogue will position IPD as a significant player in influencing the terms of debate on the processes of democratisation, in both regional and global arenas.

Expected Cost to CDI's IPD Funds: \$133,000

Emerging Activities

2012-13

In the coming 18 months the Director of CDI and the Director of IPD will meet regularly in Indonesia and Australia in order to keep well-informed about developments in each other's institution and to discuss the opportunities for joint activities and wider cooperative relations. These discussions will form the basis for the planning of emerging activities.

Available from CDI's IPD Funds for Emerging Activities: \$37,000