



Attachment G – Checklist of organisational approaches

Multilateral and intergovernmental organisations

| ORGANISATION | African Parliamentary Union | Commonwealth Parliamentary Association | Commonwealth Secretariat | International IDEA | Inter-Parliamentary Union | United Nations Development Programme | World Bank Institute |
|--|-----------------------------|--|--------------------------|--------------------|---------------------------|--------------------------------------|----------------------|
| ACTIVITY | | | | | | | |
| Information sharing | | × | | × | × | × | |
| Parliamentarian education and training | × | × | × | × | × | × | × |
| Research | | × | × | | × | | × |
| Developing parliamentary networks | | × | | | | | |
| Anti-corruption efforts | × | × | | | | × | × |
| Strengthening parliamentary functions (legislative, representative, oversight) | × | × | | | × | × | × |
| Democracy building | × | × | × | × | × | × | |
| Promoting free media and access to information | | × | | | | × | × |
| Technical assistance | × | × | × | | × | | |
| Election observation and support | × | | × | × | | × | |
| Political party development | | | | × | | × | |
| Civil society capacity building | | | | | | | |
| Citizen capacity building and political education | | | | × | | × | |
| Gender equality and women's political participation | × | × | × | × | × | × | × |

Networks

| ORGANISATION | African Parliamentarians' Network Against Corruption | Global Organisation of Parliamentarians Against Corruption | Parliamentary Network on the World Bank |
|--|--|--|---|
| ACTIVITY | | | |
| Information sharing | × | | × |
| Parliamentarian education and training | × | × | × |
| Research | | | |
| Developing parliamentary networks | | | × |
| Anti-corruption efforts | × | × | |
| Strengthening parliamentary functions (legislative, representative, oversight) | × | × | × |
| Democracy building | | | |
| Promoting free media and access to information | | × | |
| Technical assistance | | | |
| Election observation and support | × | | |
| Political party development | | | |
| Civil society capacity building | | × | |
| Citizen capacity building and political education | | | |
| Gender equality and women's political participation | × | | |





Foundations and centres

| ORGANISATION | Association of European Parliamentarians for Africa | Electoral Institute of Southern Africa | Friedrich Ebert Stiftung | Institute for Democracy in South Africa | International Foundation for Electoral Systems | International Republican Institute | Konrad Adenauer Stiftung | National Democratic Institute | Norwegian Centre for Democracy Support | Netherlands Institute for Multiparty Democracy | Pact | Parliamentary Centre | Westminster Foundation for Democracy |
|--|---|--|--------------------------|---|--|------------------------------------|--------------------------|-------------------------------|--|--|------|----------------------|--------------------------------------|
| ACTIVITY | | | | | | | | | | | | | |
| Information sharing | × | | | | | × | | × | | × | | × | × |
| Parliamentarian education and training | × | | × | | | × | × | × | | | | × | × |
| Research | | × | | | | × | | × | | × | | × | |
| Developing parliamentary networks | × | | | | | | | | | | | × | |
| Anti-corruption efforts | | | | | | | | | | | × | | |
| Strengthening parliamentary functions (legislative, representative, oversight) | × | × | | | × | | × | × | | | | | |
| Democracy building | | × | × | × | | × | × | × | × | × | × | | × |
| Promoting free media and access to information | × | | × | | | | × | × | | × | × | | × |
| Technical assistance | | | | | × | | | × | | | | × | |
| Election observation and support | | × | | × | × | × | | × | × | | | | × |
| Political party development | | × | | | × | × | | × | × | × | | | × |

| ORGANISATION | Association of European Parliamentarians for Africa | Electoral Institute of Southern Africa | Friedrich Ebert Stiftung | Institute for Democracy in South Africa | International Foundation for Electoral Systems | International Republican Institute | Konrad Adenauer Stiftung | National Democratic Institute | Norwegian Centre for Democracy Support | Netherlands Institute for Multiparty Democracy | Pact | Parliamentary Centre | Westminster Foundation for Democracy |
|---|---|--|--------------------------|---|--|------------------------------------|--------------------------|-------------------------------|--|--|------|----------------------|--------------------------------------|
| ACTIVITY | | | | | | | | | | | | | |
| Civil society capacity building | × | × | | × | × | × | | | × | | × | | × |
| Citizen capacity building and political education | | | × | × | × | × | × | × | | | × | × | × |
| Gender equality and women's political participation | × | × | × | | × | × | | × | × | | × | × | × |



Attachment H—Summary of organisations

Bilateral donors

Department for International Development (DFID)

<www.dfid.gov.uk>

DFID has been involved in around 30 parliamentary strengthening projects from 1998 to 2007, half of which were in Africa. DFID has not done parliamentary strengthening work in Pacific countries. In Asia, DFID has worked in Afghanistan, Bangladesh, Central Asia, Pakistan and Sri Lanka. The vast majority of DFID's work is concerned with national legislatures although there has been some support to regional assemblies. Projects have been diverse in scale and focus, including: building the capacity of parliaments and their committees; providing information, research and legal services; and developing public resource management oversight capacity. Most work focuses on parliaments as institutions, rather than on training individual MPs or on the wider political system. The most-used approaches appear to be strengthening parliamentary committees and helping parliaments develop their own plans for parliamentary development. Other projects include civic education and parliament-civil society engagement. DFID often approaches parliamentary strengthening as an integrated part of other programs with a range of governance and development objectives.

DFID supports electoral processes through political, financial, technical and logistical support. Activities in 2008 included supporting electoral commissions, voter education, media development, training for issues-based campaigning, promoting women's participation both as voters and in standing for office, and election observation.

DFID's governance strategy revolves around the 'capability, accountability and responsiveness' (CAR) framework. State capability is the extent to which leaders and governments are able to get things done; accountability is the ability of citizens, civil society and the private sector to scrutinise public institutions and governments and hold them to account, including the opportunity to change leaders by democratic means; and responsiveness is about whether public policies and institutions respond to the needs of citizens and uphold their rights. DFID spent £322 million on governance programs in 2005-06, focusing on the poorest countries and regions, especially sub-Saharan Africa; 30 per cent of bilateral expenditure is in fragile states.

DFID is now moving to adopt the state-building approach, which is characterised by three components: the *political settlement* which defines the framework for administering political power; the *survival functions* of the state which consist of security, revenue, and the rule of law; and the *expected functions* which include all other services and activities of the state. Political settlements are fundamental to the development of state institutions and while pluralistic democracy provides an effective institutional framework for mediating the settlement process, enabling constant evolution of the political settlement, reducing poverty, and governing in a way that takes into account the views of the governed, democracy is no guarantee of a responsive settlement, nor are responsive settlements confined to democracies.

Governance, Development and Democratic Politics: DFID's work in building more effective states (2007)

<<http://www.dfid.gov.uk/pubs/files/governance.pdf>>

States in Development: Understanding State-building (2008)

<<http://www.dfid.gov.uk/pubs/files/State-in-Development-Wkg-Paper.pdf>>

DFID Annual Report 2008: Making It Happen

<<http://www.dfid.gov.uk/Pubs/files/departmental-report/2008/default.asp>>



Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)—German Agency for Technical Support

[<http://www.gtz.de>](http://www.gtz.de)

[<http://www.gtz.de/en/index.htm>](http://www.gtz.de/en/index.htm) (English page)

GTZ is an international cooperation enterprise with worldwide operations. It is federally owned and supports the German government in achieving development policy objectives. GTZ is a closed limited company in the private sector, but has four government representatives from federal ministries sitting on its supervisory board. GTZ ensures it has both regional and technical ‘know-how’ by maintaining both regional departments and a Planning and Development Department. Regional departments are concerned with, and provide specialist knowledge about, a particular region in which GTZ works: namely Africa, Asia/Pacific, Latin America/Caribbean, Mediterranean Region, Europe and Central Asia. The Planning and Development Department provides technical assistance on more thematic issues such as governance and democracy, knowledge management, and economic development and employment.

Issues of good governance such as democratisation and the rule of law, and anti-corruption form a central feature of official German government development policy and, thus, given its strong link to government, this has become a focus for GTZ. GTZ has approached these issues from a human rights perspective, helping its partners to establish democratic systems by promoting democratic elections and parliaments, equal rights for women and protection of minority groups. For example, in Morocco, GTZ is promoting networking between women’s groups so as to develop democratic models to achieve equal rights for women. Furthermore, GTZ also supports participation of civil society in government decision-making processes, and promotes free and independent media.

Other activities undertaken by GTZ include producing various publications on issues of governance, and supporting countries in the process of ratification and implementation of the UN Convention Against Corruption.

GTZ Annual Report 2007: Adding value to the future—applying sustainable economic principles

[<http://www2.gtz.de/dokumente/bib/gtz2008-4000en-annual-report.pdf>](http://www2.gtz.de/dokumente/bib/gtz2008-4000en-annual-report.pdf)

Swedish International Development Agency (SIDA)

[<www.sida.se>](http://www.sida.se)

SIDA’s activities in parliamentary strengthening cover:

- Administrative capacity: programs targeting administrative capacity have received the greatest percentage of program funds. Programs in this category include information technology and document handling projects, parliamentary administration and support services, and short-term assistance to meet emergency administrative expenses.
- Legislative capacity: includes legal reform processes and legislation implementing peace agreements, gender-sensitive reviews of legislation, and law-making and legislative reviews within the context of population, reproductive freedom and reproductive health issues.
- Representative capacity: programs that directly involve members of parliament, including gender-related programming to improve the political skills and leadership of women within parliament.
- Oversight capacity: oversight issues appear to have received less attention than other legislative functions within SIDA’s portfolio of assistance. These activities include parliamentary oversight and legislative fiscal review and analysis.



SIDA (continued)

SIDA provides support to elections including training in holding elections and democratic rules before and after elections, providing election observers, and supporting security. Many of these activities are undertaken through or in partnership with other organisations, especially multilateral organisations.

SIDA Annual Report 2006

<http://sida.se/shared/jsp/download.jsp?f=SIDA33857en_Sida.pdf&a=28857>

Approaches to Parliamentary Strengthening: A Review of SIDA's Support to Parliaments (2005)

<http://www.sida.org/shared/jsp/download.jsp?f=Utv05-27_SIDA21313en_web.indd.pdf&a=16313>

Parliamentary Strengthening (Position Paper) (2006)

<http://sida.se/shared/jsp/download.jsp?f=SIDA29194en_PosPpr_web.pdf&a=24194>

United States Agency for International Development (USAID)

<www.usaid.gov>

USAID's legislative strengthening program operates in more than 60 countries. Its programs include building support for democratic reforms within a legislature, increasing representation of citizens, improving technical capacity in lawmaking, enhancing oversight of the executive branch, and ensuring sound management and adequate infrastructure. It tends to provide support both to the Parliament itself, and to civil society-parliament relations, with a focus often on financial oversight and efforts to tackle corruption. Strategic priorities in this area for 2007–12 include strengthening legislative, lawmaking, and legal reform processes, as well as legislative management, administration, accountability, and transparency. It achieves these priorities by providing training on policy analysis, bill drafting, budgeting, constituent relations, administration and oversight.

USAID support for elections includes conducting pre-election assessments; training election commissions and election observers; civic and voter education; and programs to address gender, minority, and ethnic issues. Longer-term assistance includes developing institutional capacity to support, organize, and carry out elections, and support to political parties. Strategic priorities in this area for 2007–12 include: support free, fair, legitimate, and credible elections and political processes by helping develop impartial electoral, legal and institutional frameworks; provide assistance for election monitoring, oversight, and security; support effective election administration; develop and strengthen democratic political parties through support for developing or reforming political party legal and institutional frameworks; support political party organisational development, campaign techniques, and constituent outreach; improve the representational capacity of political parties and strengthen their ability to participate responsibly in government.

USAID Political Party Assistance Policy (2003)

<http://www.usaid.gov/our_work/democracy_and_governance/publications/pdfs/pdaby359.pdf>

Democracy and Governance Strategic Framework (2005)

<http://www.usaid.gov/policy/0512_democracy_framework.pdf>



Multilateral and intergovernmental organisations

International Institute for Democracy and Electoral Assistance (IDEA)

<www.idea.int>

International IDEA focuses on political parties and electoral systems. It produces knowledge resources and tools for democracy building, contributes to policy development and contributes directly to selected processes of democratic reforms. International IDEA currently focuses on Africa and Latin America, but it is developing a new program in the Asia-Pacific region. Core strategic principles include program integration for integrated democracy building, mainstreaming conflict issues, mainstreaming gender issues, promoting South-South cooperation, addressing democracy and development, addressing democracy and diversity, mainstreaming communication, and strengthening operational partnerships.

International IDEA's activities for 2008–10 are organised around the following six initiatives:

- Integrated democracy building: bringing together a wide range of institutional, process and political context issues simultaneously to support democratic, stable, and effective political structures.
- Electoral processes: shifting from event-driven to process-driven electoral support with a specific emphasis on capacity development, gender and conflict management issues.
- Political parties: developing tools to address party finance, effective party assistance, national political party legislation and regulations, and internal democracy.
- Constitution building processes: developing knowledge networks and policy guidelines to support constitution building processes that are planned and carried out in an inclusive, participatory and effective way.
- Democracy and gender: addressing how women and men access, shape and experience all dimensions of democracy, and seeking equity for women and men and improved access for women in both substantive and procedural terms.
- Citizen assessment of democracy: strengthening institutions through citizen-led democracy assessments and analyses of priorities for policy development, democratic reform and effective democracy support

International IDEA's Programme of Operations 2008–10

<<http://www.idea.int/private/loader.cfm?url=/commonspot/security/getfile.cfm&PageID=24717>>

United Nations Democracy Fund (UNDEF)

<<http://www.un.org/democracyfund/index.htm>>

UNDEF is a UN Trust Fund under the authority of the Secretary-General, funded through voluntary contributions from member states. UNDEF is guided by an advisory board, which includes representatives of member states, eminent individuals and civil society leaders. It provides grants to projects around the world that strengthen the voice of civil society, promote human rights and encourage the participation of all groups in democratic processes. The large majority of UNDEF funds go to local NGOs—both in the transition and consolidation phases of democratisation. In this way, UNDEF plays a new and distinct role in complementing the UN's work with governments to strengthen democratic governance around the world.

It is crucial to have the world's universal body engaged in the promotion of democracy. The UN brings with it the hopes and aspirations of the international community. For the UN to adopt democracy promotion as a major aim adds considerable legitimacy to the work of other actors in this field. Many organisations, including other entities within the UN, address the 'supply' side of democratisation. Fewer organisations work as UNDEF does to support the 'demand' side, of which a critical component is civil society. Since a healthy and active civil



UNDEF (continued)

society is a prerequisite for democracy to function, addressing this side of the equation is not only important; it is a necessity.

United Nations Development Programme (UNDP)

<www.undp.org>

In 2007, UNDP spent USD1.3 billion on democratic governance, the largest priority area for UNDP development cooperation. UNDP breaks this down into the following activity areas:

- public administration reform
- decentralisation and local governance
- electoral assistance
- rule of law, justice and human rights
- policy support
- parliamentary development
- e-governance and access to information
- women's political empowerment

UNDP's parliamentary strengthening programs operate in approximately 65 to 70 countries. Working with political parties, including developing legal frameworks for parties, was a particular priority in 2007. Parliamentary development programs include the following activities:

- constitutional reform and support for institutional frameworks
- capacity building for members and staff
- institutional development
- gender initiatives
- working with civil society and the media
- strengthening of political parties
- policy development
- civic education.

In Asia, UNDP assists 11 parliaments, mostly through programs for strengthening the representative functions, with a smaller number of programs devoted to the legislative and oversight function. These activities are reinforced by the UNDP Regional Programme for Asia and the Pacific, which strengthens networking among parliamentarians, promotes learning across the region, and conducts research on matters related to parliamentary development in Asia.

UNDP's electoral assistance programs include building professional institutions, developing legal frameworks, designing and improving electoral processes, and brokering South-South cooperation. Training is also a significant activity, including the publishing of the *Electoral Assistance Implementation Guide*. Specific areas of activity included electoral system design and reform, electoral administration, sustainable electoral processes, civic and voter education, mobilisation and coordination of resources, strengthening political parties, electoral dispute resolution, media coverage of elections, and the specific challenges of post-conflict elections.

In Asia and the Pacific, UNDP has significant electoral support activities in seven countries, including long-term work between elections to build the capacities of central and local permanent electoral management bodies.

Democratic Governance Group Annual Report 2007

<http://content.undp.org/go/cms-service/stream/asset/?asset_id=1547890>

Electoral Assistance Implementation Guide (2007)

<<http://www.undp.org/governance/docs/Elections-Pub-EAGuide.pdf>>

Electoral Systems and Processes Practice Note (2004)

<http://www.undp.org/governance/docs/ElectionsPN_English.pdf>

Parliamentary Development Practice Note (2003)

<http://www.undp.org/governance/docs/ParlPN_ENGLISH.pdf>



UNDP's engagement with Political Parties (2005)

<<http://www.undp.org/governance/docs/Policy-Pub-EngagementPolitical%20Parties.pdf>>

Global Programme for Parliamentary Strengthening II: Mid-term Evaluation Report (2007)

<<http://sdnhq.undp.org/governance/parls/docs/GPPS%20Mid-Term%20Evaluation%20Final.pdf>>

World Bank Institute (WBI)

<www.worldbank.org/wbi>

WBI began working in the area of parliamentary strengthening in 1993. Its parliamentary strengthening program has two general objectives: strengthening parliament as a critical institution of governance; and establishing and supporting parliamentary networks. Most activities are offered in the form of workshops and seminars for parliamentarians and other actors in the political process, including civil servants. Online training is also offered in partnership with the CPA. The WBI also conducts multi-year projects in countries that have either indicated parliamentary strengthening to be a priority or where it forms part of a loan or credit.

The WBI's main program areas are:

- role of parliaments against corruption—addressing horizontal accountability at the government level and vertical accountability to citizens through the media and civil society
- parliamentary oversight (especially financial oversight)—aiming to improve government accountability
- role of parliaments in poverty reduction—facilitating effective participation of legislators in poverty reduction, to strengthen capacity to assess policy decisions, allow broader scrutiny and debate on economic issues, and provide a partnership bridge between legislators and CSOs
- gender and parliament—focusing on increased inclusion of women in decision-making processes
- parliament in conflict-affected countries—addresses the contentious issues and relationships in conflict-affected societies
- improving parliamentary administration, finance, and research—strategies that parliaments can adopt to improve their own administration and finance

Other areas of activity include developing benchmarks, media and freedom of information, and professional development programs for staff.

The program focuses on approximately 20 countries and is linked with country assistance strategies. Regional and global activities further support country focus. In 2007, WBI was undertaking multi-year capacity building activities in Ghana, Nigeria, Pakistan, Senegal, Sri Lanka, Vietnam, Thailand, Indonesia, Dominican Republic, Guatemala, Bangladesh, Bolivia, Ethiopia, Laos, Liberia, Madagascar and Tanzania, and was examining the prospects for providing support in Sudan and Afghanistan. WBI is deepening research and analytical work. Research related to parliamentary development remains limited. WBI promotes applied research to support and improve WBI's own program and to provide additional resources for partners and colleagues in the field.

Parliamentary Strengthening Programme brochure

<<http://siteresources.worldbank.org/PSGLP/Resources/ParliamentaryBrochureFinal.pdf>>

Building Parliamentary Capacity (presentation by Rick Stapenhurst at Wilton Park, October 2008)

<<http://www.wiltonpark.org.uk/documents/934presentations/Stapenhurst.pdf>>

Strengthening Parliaments—Strengthening Accountability: The World Bank Institute's Parliamentary Strengthening Program Retrospective

<<http://siteresources.worldbank.org/PSGLP/Resources/RetrospectiveSTRENGTHENINGPARLIAMENTS.pdf>>



Networks

African Parliamentarians' Network Against Corruption (APNAC)

<<http://www.apnacafrica.org>>

APNAC was formed in 1999 and works to strengthen parliamentary capacity to fight corruption and promote good governance. APNAC's members are organised into national chapters in every region of Sub-Saharan Africa.

APNAC's overarching goal is to strengthen the commitment and capacity of African parliamentarians to fight corruption. Its main objectives are to:

- build the commitment of parliaments to exercise oversight, with emphasis on financial accountability
- share information on effective practices and lessons learned
- undertake projects to combat corruption
- increase citizens' awareness of the existence of corruption and the harm it causes
- advocate that corruption issues be included in government priorities and programs
- encourage improvement of state capacity to address matters of corruption promptly
- liaise with global and national civil society groups on all matters of corruption
- mobilise internal and external resources to support anti-corruption projects
- develop linkages among parliamentary oversight committees across Africa
- advocate the ratification of regional and international anti-corruption conventions.

APNAC uses four main activities to empower parliamentarians to undertake concrete action to stop corruption and build links with one another and with local and international organisations:

- Information-sharing through the use of newsletters and a website. This is done to allow members to share experiences as well as best practices to stop corruption
- Organising both in-country and regional workshops. These workshops focus on promoting the role of parliament and parliamentarians in ensuring accountability and transparency. For example, in September 2006, APNAC held a training workshop for West African Chapters aimed at strengthening the management, oversight and monitoring skills of parliamentarians in western Africa
- Participating in anti-corruption workshops and seminars. For example, in November 2006, APNAC took part in the 12th International Anti-Corruption Conference in Guatemala City and Antigua
- Liaising and cooperating with other organisations with shared objectives

These activities reflect APNAC members' acknowledgement that: corruption could best be reduced by strengthening systems of accountability and transparency; there is a need to maintain contact between member states; and there is a need to promote information sharing between members on corruption. Importantly, APNAC stresses the importance of considering gender issues. APNAC has placed great importance on not only reaching out to women MPs and encouraging them to speak out on issues of corruption, but also on increasing female representation in Parliament.

African Parliamentarians' Network Against Corruption Annual General Meeting Report (21 to 23 November 2005)

<<http://www.apnacafrica.org/docs/APNAC%20AGM%20Report%20Nov%2005.pdf>>



African Parliamentary Union (APU)

<<http://www.african-pu.org>>

<http://www.african-pu.org/index_english.html> (English version)

APU is a continental inter-parliamentary organisation set up in 1976. It is a framework for parliamentary dialogue and for promoting peace, democracy, good governance, sustainable development and social progress in Africa.

Particular APU aims are to:

- bring together the parliamentary institutions of all African states
- encourage contacts among African parliamentarians on the one hand, and between African parliamentarians and parliamentarians of other countries on the other hand
- to contribute to the strengthening of the parliamentary institution in Africa, to promote democracy, and to realise the objectives of the organisation of African Unity for the establishment of a lasting peace
- systematically establish an authentic law-based African community founded on the political, economic, social and cultural realities of the continent
- contribute to deepening the concept of democracy and its effective functioning.

APU activities seek to achieve these aims mainly through the organisation of conferences as an important forum for parliamentary dialogue about issues of not only good governance, democracy and the fight against corruption, but also other important issues affecting the realisation of a sustainable development in Africa. These conferences concentrate on the role parliament can play in achieving this sustainable form of development for Africa.

There are three main types of conferences organised either solely or in partnership by the APU:

- annual conferences at which these above-mentioned issues are discussed
- the Biannual Afro-Arab Parliamentary Conference Union, organised by the APU in partnership with the Arab Inter-Parliamentary (last held in July 2007)
- thematic conferences, organised in collaboration with the Inter-Parliamentary Union and the specialised Organisations of the United Nations—importantly, such themes have included the ‘contribution of Parliaments to democracy in Africa’ (April 1998).

Furthermore, APU also appeals to international organisations and institutions to fully support its actions through the following programs:

- monitoring elections
- organisation of African parliamentary conferences on specific topics
- organisation of information and training seminars for parliamentarians and political party representatives
- extending technical assistance to Parliaments in Africa.

Commonwealth Local Government Forum (CLGF)

<www.clgf.org.uk>

CLGF works to promote and strengthen effective democratic local government throughout the Commonwealth and to facilitate the exchange of good practice in local government structures and services. As a Commonwealth organisation, CLGF draws on the networks of the Commonwealth to provide a solid basis for its programs and activities. As an associated organisation officially recognised by Commonwealth Heads of Government, CLGF is well-placed to influence policy development and lead on democracy and good governance at local level.

It works to promote and strengthen democratic local government across the Commonwealth and to encourage the exchange of best practice—through conferences and events, programs and projects, and research and information—working with national and local governments to



CLGF (continued)

support the development of democratic values and good local governance. CLGF has more than 160 members in 40 Commonwealth countries including local government associations, individual local authorities and ministries dealing with local government

Commonwealth Parliamentary Association (CPA)

<www.cpahq.org>

The Commonwealth Parliamentary Association promotes parliamentary democracy by enhancing knowledge and understanding of democratic governance and by building an informed parliamentary community. It is made up of national and local parliaments and legislatures of Commonwealth countries. The Association organises many conferences, seminars, workshops and training events each year, and facilitates parliamentary visits for professional development purposes. It also publishes a range of guidelines and recommendations related to parliamentary administration and strengthening, and its Parliamentary Information and Reference Centre provides a reference centre and research service for staff of member parliaments.

CPA Annual Report 2007

<http://www.cpahq.org/uploadedFiles/Information_Services/Publications/CPA_Electronic_Publications/Annual%20Report%202007.pdf>

Commonwealth Secretariat

<<http://www.thecommonwealth.org>>

The Commonwealth Secretariat is an association of 53 independent states consulting and cooperating in the common interests of their peoples and in the promotion of international understanding.

The Commonwealth Secretariat has adopted three main strategies to fulfil its objective of improving democratic processes:

i) Observations of elections

Commonwealth Observer Groups (COGs) are sent at the request of a member government with the mandate to report on the credibility of the electoral process, whether the conditions exist for a free expression of will by the electors, and, if the election results reflect the wishes of the people. The report also makes recommendations to help improve election arrangements for the future. Importantly, COGs are impartial and their role in the election process is strictly to observe. Their role is not a supervisory or executive one. In 2006-07, COGs were fielded to observe elections in Lesotho, Nigeria, Guyana and Botswana.

However, the Commonwealth Secretariat emphasises that the actual 'election event' is not to be seen in isolation, with elections viewed in the context of the democratic process as a whole. For this reason, COGs are usually preceded by at least one Expert Team which observes the registration process, and, by at least one Advance Observer who brief the COG upon arrival about the process and events leading up to the actual election event itself.

COGs work with other groups who often have a different approach to the Commonwealth Secretariat. The Commonwealth Secretariat focuses on the need to work together with other groups and avoid duplication of work.

ii) Workshops and expert advice and assistance

The Commonwealth Secretariat organises workshops to promote good democratic practice and strengthen democratic values and culture. These workshops have been held



on issues relating to domestic observers, gender and democracy, voting for democracy, and good Commonwealth electoral practice.

Expert Advice and assistance is given at the request of governments. Such assistance can be for both short and long periods of time. Thirteen experts were sent to six countries in the period from June 2002 to June 2003. Examples of the kind of advice and assistance given by the Commonwealth Secretariat include:

- Sierra Leone: A team from Ghana's Centre for Democratic Development trained domestic election observers of the National Election Watch ahead of the May 2004 local elections.
- United Republic of Tanzania: Experts ran training sessions in conflict management for the Zanzibar Election Commission.

iii) Commonwealth Ministerial Action Group

This is made up of Foreign Ministers from nine countries—currently Ghana, Malaysia, Namibia, New Zealand, PNG, Sri Lanka, Uganda, and the United Kingdom. The group is designed to help promote a consensus on key political issues through the Commonwealth's high-level meetings.

In addition to these three main strategies, the Commonwealth Secretariat also undertakes conflict prevention through the 'Good Office' role of the Secretary-General. The Good Offices role provides an early warning mechanism, proposes measures for preventative action, and is responsible for coordinating integrated approaches to conflict and political tension within member states. This has been seen to have also played a role in strengthening democracy and electoral processes. For example, for Lesotho's 1998 election, the Commonwealth Secretariat, working closely with other international partners, facilitated an agreement between the government and the Opposition, resulting in the development of a series of reforms for the electoral and parliamentary system.

Commonwealth Secretariat Assistance to Member Countries—2006-07 (14 April 2008)

<[*Commonwealth Secretariat Annual Performance Report—2006-07* \(April 2008\)](http://www.thecommonwealth.org/document/181889/34293/39128/177781/commonwealth_secretariat_assistance_to_member_coun.htm?>></p></div><div data-bbox=)

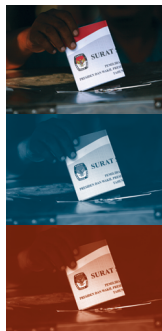
<http://www.thecommonwealth.org/document/181889/34293/39128/177782/commonwealth_secretariat_annual_performance_report.htm>

Global Organization of Parliamentarians Against Corruption (GOPAC)

<<http://www.gopacnetwork.org>>

GOPAC chooses to direct its focus on the issue of anti-corruption. It places significant emphasis on the development of codes of conduct and guidelines to provide public officials and parliamentarians with concrete tools and the means to develop and strengthen legislative ethics regimes based on the principles of transparency, accountability and integrity. To this end, it has created numerous taskforces to develop these global standards and codes of conduct designed to prevent corruption and promote good governance. For example, global taskforces have been created to review issues such as parliamentary immunity and parliamentary oversight, and to create suitable codes of conduct in light of these reviews. Notably, GOPAC members drafted and passed the Arusha Declaration in 2006 which made a commitment to develop a concrete Code of Conduct for parliamentarians to follow when carrying out their official duties.

In addition to the creation of taskforces, GOPAC has also published a handbook—*Controlling Corruption: A Parliamentarian's Handbook* (August 2005), designed to provide parliamentarians



GOPAC (continued)

with a guide and set of tools to promote good governance to prevent parliamentary corruption. In this handbook, GOPAC advocates a multi-pronged approach that combines public administration and financial management reform with programs looking at broader structural relationships between the state and parliament, and the state and civil society. This involves an institutional restraint on power such as an independent and effective judiciary, political accountability, civil society participation, a competitive private sector through the like of economic reform, and public sector management.

Controlling Corruption: A Parliamentarian's Handbook (August 2005)

≤<http://www.gopacnetwork.org/Docs/CCH%20FINAL%20Aug%2005%20ENG.pdf>≥

2nd Global Conference, Arusha Tanzania Codes of Conduct for Parliamentarians

<<http://www.gopacnetwork.org/Docs/Global/Final%20DOCS/Codes%20of%20Conduct%20Resolution.pdf>>

Inter-Parliamentary Union (IPU)

<<http://www.ipu.org>>

IPU is the international organisation of parliaments of sovereign states. In accordance with the IPU's statute, a 17-member Executive Committee oversees the administration of the IPU and provides advice to the Governing Council. The Governing Council is the plenary policy-making body of the IPU, and has various standing committees, committees, and advisory groups subordinated to it. Of particular importance are the three standing committees which assist the IPU's Assembly with its work.

The IPU has transformed itself from an association of individual parliamentarians into an international organisation of the Parliaments of Sovereign States. The IPU looks to foster contacts, coordination and the exchange of experience among parliamentarians of all countries, to promote and strengthen democracy world-wide. It employs six main strategies for achieving this:

- i) Setting standards and guidelines regarding democracy, elections and working methods of parliament
- ii) Strengthening representative institutions through its technical assistance program, which assists national parliaments, particularly those of developing countries, to improve the organisation of their work and strengthen their infrastructure. This program focuses on strengthening the parliamentary institution itself, as well as providing assistance to elected parliamentarians and parliamentary staff. Importantly, the work conducted under the technical assistance program is integrated with a gender and human rights perspective which is central to the IPU
- iii) Promoting human rights and protecting members of parliament. Through its human rights committees, IPU seeks to strengthen parliament's action in areas such as legislation, oversight and adoption of budgets for the promotion and protection of fundamental freedoms
- iv) Partnership between men and women in politics. Through advocacy, research, statistics and training for women parliamentarians, IPU is looking to increase the involvement of women in parliament
- v) Promoting knowledge of parliaments by collecting and disseminating information, as well as undertaking original research
- vi) Publication of *Parliament and Democracy in the twenty-first century: a guide to good practice*. This guide provides examples of good practice and provides explanations of key concepts underpinning good governance and democracy



Pacific Islands, Australia and New Zealand Electoral Administrators (PIANZEA)

The PIANZEA Network is a semi-formal association of electoral administrators working in the Pacific region. The network's goal is to continue and maintain in the Pacific spirit, a close association of Pacific Electoral Administrators within an established networking arrangement to facilitate and encourage the free-flow of electoral information among member countries and to provide assistance where possible. The members of PIANZEA are: American Samoa, Australia, Cook Islands, Fiji, French Polynesia, Guam, Kiribati, Federated States of Micronesia, New Caledonia, New Zealand, Niue, Republic of Palau, PNG, Samoa and Solomon Islands. The PIANZEA Secretariat is hosted by the AEC. The bulk of electoral reforms in Pacific states since 1997 have their origin in the PIANZEA Network and workshops. The network through its bi-annual meetings and training workshops contributes to improved electoral governance in the Pacific.

Parliamentary Network on the World Bank (PNoWB)

<<http://www.pnowb.org>>

PNoWB is an independent, NGO that works closely with the World Bank. It is governed by a Board of Directors, comprising five members from donor countries, three from Africa, two from Asia, one from Latin America, and one from the Middle East and North Africa. PNoWB looks to improve government accountability by facilitating and encouraging direct dialogue between parliamentarians and multilateral development institutions to promote greater transparency of the policies and practices of the World Bank in particular.

PNoWB has identified three main goals to be achieved during the period 2006–09:

- (i) coordinate parliamentary input to World Bank and International Monetary Fund policies
- (ii) promote and monitor progress towards the MDGs
- (iii) deepen engagement with the World Bank and other donors through continued regular policy dialogue at the country and regional levels

To achieve these goals, PNoWB has identified four main strategies:

- (i) ensure the systematic early involvement of parliaments in Country Assistance Strategies and Poverty Reduction Strategy Papers
- (ii) secure an observer position on the World Bank/IMF Development Committee, with speaking rights for the PNoWB's chairperson
- (iii) be involved in World Bank activities
- (iv) increase the number of fully functional PNoWB regional and national chapters

More generally, PNoWB has also developed a range of communication tools to inform parliamentarians about the World Bank, such as the *Parliamentarians Guide to the World Bank*.

Political party foundations

Friedrich Ebert Stiftung (FES)

<<http://www.fes.de>>

<http://www.fes.de/inhalt/Dokumente_2008/fesenglish.pdf> (English page)

FES was founded in 1925 and has a 12-member Board of Directors. It is a private, cultural non-profit institution which maintains its own representations in 70 countries of Africa, Asia, the Middle East and Latin America. FES receives support from the German Government. In these countries, FES aims to strengthen and promote democratisation particularly through education and the promotion of a free and independent media. FES's approach to promoting democracy extends beyond a purely technical and instrumental concept of 'democracy



FES (continued)

building', looking to develop practical democracy and not simply formal democracy. It thus looks to strengthen more than just ideas of formal elections, constitutional order and competition between political parties. Rather, it has taken a broader approach, promoting interaction between the State, political community and representative bodies of society. Furthermore, it places a great emphasis on educating citizens to develop an underlying culture and understanding of the nature and purpose of democracy.

FES has subsequently directed its focus on education and developing a free and independent media sector. Its activities have a long-term focus, particularly those in countries which have not yet developed a stable democratic system.

i) Education

FES has various education programs to develop political and social education of all citizens. Through its workshops, seminars and graduate program, FES looks to facilitate a deeper understanding about democracy among ordinary citizens and enhance their capacity to participate and engage in politics. In 2007, FES held more than 3000 educational courses, discussion forums and special-subject conferences in Germany alone. In keeping with its aim to develop citizen awareness and understanding of democracy, FES makes publicly available the discussions from its seminars and forums through a number of publications.

ii) Developing a free and independent media

Given FES's approach to develop democracy in a more practical and holistic sense, it has given much attention to the development and promotion of free and independent media. As part of this, FES has looked to ensure that all people have access to information, and the press are able to report on a variety of subjects.

Additionally, FES also maintains offices in 33 countries of Western Europe, Central and South-East Europe, the Commonwealth of Independent States-countries, and also in the United States and Japan. In these countries, FES looks to promote parliamentary dialogue between these already established democratic forces. Furthermore, FES look to promote dialogue between citizens and their parliamentarians to stimulate democratic culture and bring about a balance of interests, resolving conflicts, and drawing up policy options through the maintenance of its offices in 33 countries in Europe, America and Asia. This dialogue has largely taken place in the form of discussion forums, workshops and seminars.

Friedrich Ebert Stiftung Pakistan Office Page

<<http://www.fespk.org/history.html>>

International Republican Institute (IRI)

<<http://www.iri.org>>

IRI works to strengthen political parties, supporting good governance in new and transitioning democracies and increasing the participation of women and marginalised groups in the political process. IRI works both with government officials and parliamentarians on one level, and also with civil society on another level. In relation to its work with civil society, IRI particularly focuses on women and other marginalised groups.

Education and training is an important tool employed by IRI at both levels. IRI work with newly-elected officials to teach them how to be accountable to their constituents, build coalitions and public support for policies and programs, set legislative agendas, offer constituent services, and work with independent news media. For example, in Jordan, IRI is working with mayors and municipal councils on using public opinion polling data to better understand community priorities. Furthermore, IRI educates politicians as to different



approaches to political processes, economic governance, international relations, and effective management and leadership skills.

In relation to its work with civil society, IRI works largely with advocacy groups as a means to ensure all segments of society are able to participate in the political process by helping these groups to raise awareness and lobby for their cause. In addition to education, IRI directs much attention to the running of public opinion polls and focus groups in order to ensure that governments are better equipped to design and implement policy relevant and appropriate to the people's needs. Through these activities, IRI ensures it concentrates on not only the election event itself, but events before and after the election.

International Republican Institute Annual Report 2006

<<http://www.iri.org/pdfs/AR2006.pdf>>

Konrad Adenauer Stiftung (KAS)

<<http://www.kas.de>>

<<http://www.kas.de/wf/en/>> (English page)

KAS looks to promote and strengthen democracy and the rule of law. KAS comprises a Board of Directors, its members and a Board of Trustees. Its primary focus is on political education and research, operating two education centres and 16 education institutes in Germany. These centres conduct a large number of symposia, conferences and meetings designed as a forum of dialogue between the spheres of politics, economy, science and society. KAS's education programs also offer background knowledge in politics and economics to citizens to promote citizen activity in politics. To this end, KAS also has a scholarship program designed to foster political research and understanding.

KAS also runs a number of country and regional sector programs to promote structures based on the rule of law, and free and independent media. For example, one of KAS's most important programs is their media program. An important aspect of this program is the training and education provided to journalists about political, economic and social knowledge, and also professional knowledge about the journalistic trade. Additionally, as a think-tank, KAS develops policy-oriented solutions to benefit both civic education and political practice.

KAS Democracy Report 2008

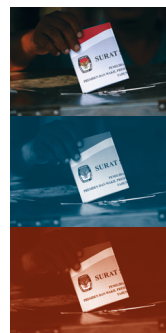
<http://www.kas.de/upload/Publikationen/2008/dr_promotion.pdf>

National Democratic Institute (NDI)

<www.ndi.org>

National Democratic Institute (NDI) for International Affairs, based in the United States, provides technical assistance on committees, constituency relations, executive-legislative relations, legislative drafting, party caucus organisation, and rules of procedure. It publishes a series of papers designed to provide legislators in developing democracies with comparative information about legislative practices and democratic norms. NDI works in partnership with networks of primarily volunteer practitioners, experts, and current and former government representatives and staff around the world. It uses local expertise extensively and has offices and staff in approximately 60 countries. NDI also works in partnership with the World Bank, UNDP, the CPA and other organisations.

NDI has worked with national and regional-level legislatures in more than 60 countries. Activities include technical assistance, institutional development assistance, and support for legal reform to support legislative, budgetary, and government oversight responsibilities, and to improve responsiveness to citizens. NDI provides guidance, training, and advice on:



NDI (continued)

- committee structure and operations
- constituency relations
- executive-legislative relations
- legislative drafting
- negotiation skills
- party caucus operations
- process of developing and promoting a legislative agenda
- organisation of interest-based caucuses
- rules of procedure
- legislative analysis and research capacity
- legislative roles and responsibilities

NDI's institutional assistance programs include:

- technical assistance to legislative staff
- internship programs
- support for legislative publications, newspapers, books, pamphlets, and web sites
- development of legislative tracking databases
- design and development of legislative research and/or budget offices
- organisation of the speaker's office
- guidance and training on the legislative budget process
- assistance in conducting public hearings
- assistance in developing legislative-civil society partnerships

NDI also assists parliaments in using information and communication technologies to manage and distribute information, helping to create research centres and train MPs and their staff.

NDI is extensively involved in supporting elections, having organised more than 150 international delegations to observe elections, pre-election environments and post-election developments over 20 years. NDI publishes a range of guidelines for election support which are endorsed and used by many agencies. NDI supports election law reform, providing legal commentaries, convening international advisory groups, and supporting learning from international experience. NDI is affiliated with the United States Democratic Party and supports political party building, but it is also involved in broader democracy support activities like citizen and women's participation and election processes.

National Democratic Institute Annual Report (2005)

<http://www.ndi.org/files/2219_ndi_annual_report_120105.pdf?>

Netherlands Institute for Multiparty Democracy (NIMD)

<<http://www.nimd.org>>

<<http://www.nimd.org/lang/en>> (English page)

NIMD is a democracy assistance organisation of political parties in the Netherlands which supports political parties in developing democracies. NIMD has a board which is responsible for all of NIMD's decision making, and the board is advised by a supervisory council on all policy issues on the NIMD agenda.

NIMD looks to assist and strengthen developing democracies through: joint initiatives by parties to improve the democratic system in each respective country; supporting the institutional development of political parties; and undertaking efforts to improve relations between political parties, civil society and the media. In relation to this final activity, NIMD has implemented a media program designed to improve the relationship between the media and politicians and to improve access to information. This program has been a particular focus in Latin America.

To improve democratic systems and develop political parties, NIMD has established centres for multiparty democracy, designed to provide a neutral setting where political adversaries



have the opportunity to discuss how they can cooperate to strengthen democracy. Another strategy to improve democratic systems has been to encourage political parties to organise exchanges with counterparts from neighbouring countries. Here, democratic politicians from various countries convene to learn from each other, share experiences and help others promote democratic reform. In all of these programs, NIMD enlists the expertise of political practitioners.

At the core of all of these activities is knowledge sharing. NIMD operates a Knowledge Centre which plays an important part in achieving its aims. In relation to its aim of giving democracy assistance to strengthen developing democracies, NIMD's Knowledge Centre engages in the following activities:

- facilitating documentation
- promoting knowledge sharing among NIMD program partners and constituent political parties
- informing the media, government agencies, NGOs, and the public at large about NIMD's work

Netherlands Institute for Multiparty Democracy Annual Report 2007

<http://www.nimd.org/documents/N/nimd_annual_report_2007_lr.pdf>

Norwegian Centre for Democracy Support (NDS)

<<http://www.democracy.no>>

<http://www.democracy.no/forside-english_196.nml> (English page)

NDS is a politically neutral organisation that supports new and developing democracies. Its primary objective is to promote representative multiparty democracies and free elections in developing countries. NDS consists of a council, a board, and a secretariat. The board consists of one representative from each of the political parties represented in the Norwegian Parliament, and three external members.

The main way NDS seek to achieve its aims is to channel support through Norwegian political parties to political parties in developing countries. In this sense, NDS looks to build the capacity of Norwegian political parties to actively provide assistance to developing democracies. One of the most important ways NDS does this is through the development of a knowledge base where political parties can collect relevant information about the state of democracy in their cooperation countries. Additionally, the NDS facilitates conferences, seminars and gatherings between NDS and the political parties with which they work with to promote dialogue.

Other activities NDS carries out to increase the capacity of Norwegian political parties to assist developing democracies include:

- raising awareness about international party based democracy assistance among Norwegian parties
- developing a resource centre for party-based democracy assistance in Norway

Projects undertaken by NDS and participating parties look to strengthen civil society by building the capacity of grass-roots leaders from party organisations, youth and women's organisations (among others) to participate in decision-making processes.

Westminster Foundation for Democracy (WFD)

<www.wfd.org>

WFD is an independent organisation sponsored by the United Kingdom Government's FCO. It focuses on strengthening parliaments and political parties, primarily in Africa and Eastern



WFD (continued)

Europe. It works primarily through and in partnership with the major United Kingdom political parties.

Party-to-party support is largely in the form of party organisation development, election preparation, communication and campaign strategies, media skills and grassroots work. Democracy assistance projects are directed towards local government, parliaments, CSOs, women and youth, elections, the rule of law and the media. Examples of recent activities include supporting development of young leaders, improving accountability and transparency of government, citizen involvement in political reforms, improving rural women's capacity to influence policy and combating discrimination, promoting youth participation in voting, and developing coalitions and partnerships for parliamentary strengthening.

Annual report and accounts 2006-07

<<http://www.wfd.org/upload/docs/Annual%20Report%20&%20Accounts%202006-7.pdf>>

Research institutes, think-tanks, not-for-profit and private sector organisations

Association of European Parliamentarians for Africa (AWEPA)

<www.awepa.org>

AWEPA is a European association that works to strengthen parliaments in Africa through training, seminars, conferences, study tours, exchanges and building parliamentary networks. AWEPA's thematic programs address issues including HIV/AIDS and orphans, the New Partnership for Africa's Development, peace, poverty reduction and private sector development. AWEPA currently works with some 25 parliaments in Africa. It is funded by European governments and UN agencies.

AWEPA Annual Report 2006

<http://www.awepa.org/images/stories/Annual%20Report_Review%20of%20Activities/awepa%20annual%20report%202006.pdf>

Australia and New Zealand School of Government (ANZSOG)

<<http://www.anzsog.edu.au/>>

ANZSOG is dedicated to promoting outstanding public sector leadership and effective public policy in Australia, New Zealand and the Asia-Pacific region. The school pursues its mission through the development and delivery of a range of programs for senior public servants. It currently has a small suite of programs targeted at developing countries. These are the Pacific Islands Scholarships for Governance Program (PiSGP), which began in 2004, and the Pacific Executive program (PACE), which began in 2007. Both programs aimed to build the capacity of the public sector in participating Pacific nations through the development of individual senior public managers.

The PiSGP brings up to five very senior public officials annually from Pacific Forum nations to Australia to undertake a two-month work placement in an Australian government agency and a three-week residential program. In the past, participants have attended ANZSOG's Executive Fellows Program. PACE engages up to 40 emerging public sector leaders annually from Pacific Forum countries in a 12-month learning and development process. It is delivered in the following three stages:

Stage 1—a three-week residential in Canberra comprising interactive seminars and workshops, practitioner presentations and preliminary work project discussions, peer clinics, syndicate activities, site visits, jurisdictional and individual presentations.



Stage 2—the implementation of a work project upon the participant’s return to the workplace, and the submission of a report outlining the key learnings from the implementation experience.

Stage 3 (open to participants who successfully complete the first two stages)—a one-week residential in Canberra consolidating the lessons from the work projects and developing pan-Pacific networks.

Both programs were designed to assist Pacific countries to develop public sector capacity to implement and manage sound domestic policies, create environments for private sector investment, overcome financial mismanagement and corruption, promote stability and provide appropriate services to their communities. A program for senior managers in the Indonesian public sector is at an advanced stage of development and is due to be delivered as a pilot in late 2009 for up to 25 senior managers from seven central agencies subject to the agreement of the Indonesian partner agency.

Centre for Public Governance and Public Policy, Griffith University

<<http://www.griffith.edu.au/business/centre-governance-public-policy>>

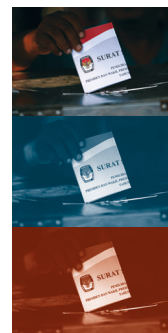
The Centre for Governance and Public Policy provides cutting-edge research into the capacity, sustainability and accountability of governments. Research staff translates this research into practical applications to foster stable and accountable government and provide considered input into policy making. The centre also devotes resources to inter-generational planning and to developing staff into internationally competitive scholars. Its research portfolio consists of four core programs: the Governance Capacity of Institutions; Public Policy, Management and Legislative Studies; Indigenous and Environment Governance; and Capacity and the Theory and Practice of Democracy.

Governance Capacity of Institutions examines the ability of national and international political institutions and the people working within them to meet demands for effectiveness and economy. It includes analysis of Westminster traditions and their patterns of government, the politics and logic of welfare and studies of the impact of international civil servants in such bodies and the World Trade Organisation and the World Bank’s template for electoral reform. There is also a research focus of leadership and political biography, which examines the modes of leadership in these institutions, the values and techniques adopted and the impact leaders have.

The Public Policy, Management and Legislative Studies research program is concerned with the processes of decision making, the management of the public sector, the tools of policy, the implementation of programs and the evaluation of performance. At its core is the question of whether there are distinctions between the ‘public’ and the ‘private’ in ideas for public management and their application through corporatisation, contracting and outsourcing.

The Indigenous and Environmental Governance and Capacity research program examines the importance of institutional capacity in meeting the objectives of, first, sustainable Indigenous communities and, second, environmental sustainability. It explores how institutional capacity can be developed within Indigenous societies in a way that will allow them to enhance their autonomy and integrity while taking advantage of opportunities offered by the wider non-Indigenous polity and economy. Similarly, it explores how institutional capacity can be developed within the environmental policy field to enhance environmental policy development, regulation and implementation.

The Theory and Practice of Democracy research program examines the relationship between democratic theory and practice. It seeks to explore the *democratic dynamic*—the subtle and



Centre for Public Governance and Public Policy (continued)

complex way theory shapes and informs practical, institutional and policy measures, and how these practical aspects of democratic governance exert reciprocal influence on democratic theories.

Electoral Institute of Southern Africa (EISA)

<<http://www.eisa.org.za>>

EISA is a not-for-profit company which aims to strengthen electoral process, good governance, human rights and democratic values. Its main strategies to achieve this are research and capacity building projects. EISA worked with the Sweden Agency for Development and Cooperation to provide capacity-building support for five Southern African countries that conducted elections during the period 2003 to 2005 (Botswana, Malawi, Mozambique, Namibia and Swaziland). This program largely centred on strengthening the watchdog role of selected CSOs in these countries and supporting the work of the national election networks. EISA works in collaboration with other organisations and institutions.

EISA was involved in the development of Principles for Election Management, Monitoring and Observation (PEMMO) in the Southern African Development Community (SADC) region in partnership with the Electoral Commissions Forum of SADC countries. PEMMO standards avoid subjective language such as 'free and fair elections', and act more as an objective instrument to measure and guide progress. Furthermore, PEMMO provides an evaluation tool to assist regional election observer missions. EISA has looked to CSOs to entrench the use of PEMMO and help develop a culture of democracy.

Open Society Justice Initiative (2004)

<http://www.justiceinitiative.org/db/resource2?res_id=102258>

Principles for Election Management, Monitoring and Observation in the SADC Region (PEMMO)

<http://www.sdc.org.za/en/Home/Domains_of_Intervention_and_Projects/Governance/Electoral_Institute_of_Southern_Africa_PEMMO>

Swiss Agency for Development and Cooperation

<http://www.sdc.org.za/en/Home/Completed_Projects/Governance_Archives/Electoral_Institute_of_Southern_Africa_ESN>

Institute for Democracy in Africa (IDASA)

<<http://www.idasa.org.za>>

IDASA is an independent public interest organisation committed to promoting sustainable democracy based on active citizenship, democratic institutions and social justice. It is a registered company in South Africa and has a functioning board of directors. Since the lifting of bans on political organisations in 1990, and the democratic elections in 1994, the focus of IDASA's work has shifted to the creation of a democratic culture in South Africa and strategic interventions to help the formation and sustainability of new democracies. In achieving these aims, IDASA has adopted a grass-roots approach, concentrating its attention on building the capacity of ordinary citizens to take part equally in the governance of a country. For this reason, education has been a central part of the organisation's activities. Importantly, IDASA ensures that its democracy education extends to include not only citizens and government officials, but also the business community.

IDASA runs a School for Democracy through which it offers courses for citizens, politicians and government officials. Additionally, it has devoted a great deal of time to the development



of governance programs. It has also set up a specialised Political Governance Program designed to build and strengthen democratic institutions and relationships between elected representatives, appointed officials, and citizens to enhance meaningful engagement between governments and citizens. Furthermore, IDASA has developed a Community and Citizen Empowerment Program (CCEP) which aims to build citizen and civil-society capacity to promote and maintain democracy within South Africa and within the region.

CCEP achieves this aim through capacity-building initiatives in two program areas:

- i) Institutional Capacity-building Unit, which strengthens the organisational capacity of NGOs and CSOs.
- ii) Dialogue Unit, which provides a range of peace-building and community dialogue activities focused on building cooperation necessary to make democracy sustainable.

IDASA has also developed a Democracy Index that attempts to assess the quality, and evaluate the performance of, democracy in South Africa. The index is designed around these two key principles:

- i) The extent to which South Africans can control those who make decisions about public affairs (elected representatives and government appointees at all levels).
- ii) The extent to which South Africans are equal to one another in this process.

International Foundation for Election Systems (IFES)

<www.ifes.org>

IFES provides countries with technical advice and tools to run democratic elections. The foundation supports governments, political parties and CSOs in election planning and administration, electoral law development and voter education. It promotes civil society involvement in election processes in a range of ways, including observer training and negotiations with national election commissions, and by incorporating anti-fraud mechanisms. IFES has carried out technical assessments, technical assistance, poll-worker training, equipment procurement, and voter registration and education programs.

Since 1987, IFES has worked in more than 100 countries. Recent activity highlights include programs to support voters with disabilities, strengthening electoral management systems (from legislative frameworks to staff training), enhancing participation by Muslim women, and support to electoral commissions, public education and post-election support

IFES Biennial Report 2005-06

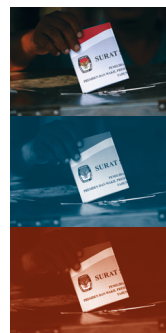
<http://www.ifes.org/publication/f7e3025d2d16b68add5d5d4f831b764e/IFES_Biennial_web.pdf>

Institute for Ethics Governance and Law (IEGL)

<<http://www.griffith.edu.au/arts-languages-criminology/institute-ethics-governance-law>>

IEGL is a joint initiative of the United Nations University, Griffith University and Queensland University of Technology (Faculty of Law) in association with ANU. IEGL looks to be a globally networked resource for the development of values-based governance through research and capacity building. It aims to improve governance and build institutional integrity in governments, corporations, NGOs, and international institutions by engaging with other academia, NGOs, government, business and multilateral institutions and networks. In its work, IEGL emphasises:

- value-based governance, involving the combination of ethical standard setting, legal regulation and institutional reform



IEGL (continued)

- cross-disciplinary theorising and empirical work that brings together the normative sciences of ethics and law with social sciences of international relations, political science, economics, sociology and criminology
- networking of governance centres in Australia, the region and the world.

The work that IEGL has completed on mapping and assessing national integrity systems is broader than political governance and indicates the central role that legislative and ministerial ethics and governance play. It shows the role of ethics in the broader 'values-based' approach to governance which argues that ethical standard setting, legal regulation and institutional reform need to be coordinated and that ethics provides the means for that coordination.

Among specific activities conducted by IEGL which fit within the purview of this report, are two retreats in 2001-02 for Pacific parliamentarians, funded by CDI, four workshops for members of the Indonesian Upper House under an AusAID Public Sector Linkages Program grant during 2006-08, for which they have been invited back, the development of a Leadership Code for South Pacific countries, funded by UNDP in 2003, and some governance training for PNG officials in 2005, funded by the Commonwealth Secretariat

Also, political and other leaders were a major focus of the 2006 World Ethics Forum which IEGL organised in conjunction with the World Bank and the International Institute for Public Ethics funded by the World Bank, AusAID, USAID and DFID. Arising out of the World Ethics Forum is a proposal to establish regional leadership programs, involving graduate courses, internships and secondments, and mentoring by senior leaders.

Pact

<http://www.pactworld.org>

Pact's overarching aim is to build and empower communities, effective governments and responsible private institutions. Pact has a board of directors comprising 17 members. Its Democracy and Governance Section is under development, but it looks to create an enabling environment for effective governance. To achieve this, Pact focuses on capacity building and on developing strong linkages between civil society, citizens and government. Projects are largely focused at local and national levels.

In relation to capacity building, Pact works with governments, civil society and citizens. It helps governments learn the necessary skills required for basic operational competence, such as how to make a budget and account for funds, supervision of staff and office administration, the design, execution, and evaluation of action plans, and the use of information for sound decision making. With respect to capacity building of civil society and citizens, Pact has focused on assisting with the establishment of legal frameworks to protect and promote civil society, increase citizen participation in governance, enhance freedom of information, and strengthen democratic political culture.

Also related to building the capacity of civil society and citizens is Pact's development of networks, coalitions and strategic alliances between NGOs and government, universities, media, and businesses to give local stakeholders the ability to take a larger role in the governance of their society. Here, Pact works with legislators, local government councils, and individuals in key ministries to encourage consultation to ascertain citizens' interests and share information on government plans and decisions. Furthermore, Pact places high value on holding citizen-local government exchange through town hall meetings and other public forums.

Pact has also been active in strengthening anti-corruption measures. It has approached this by informing citizens of their rights and encouraging behaviour changes through awareness-raising and social marketing. It also works with local and national governments in developing more transparent procedures for drafting budgets and allocating resources. Specific activities



undertaken by Pact to promote anti-corruption and good governance include the introduction of public expenditure tracking surveys, training journalists in investigative reporting and holding multi-stakeholder workshops regarding corruption.

Pact also implements global projects. In particular, Pact has developed the Global Civil Society Strengthening Programme which incorporates the following five main activities specifically in relation to parliamentary strengthening and good governance:

- establish legal frameworks to protect and promote civil society
- increase citizen participation in public policy processes
- increase institutional and financial viability
- enhance the free flow of information
- strengthen democratic political culture and gender equality.

Parliamentary Centre

<www.parlcent.ca>

The Parliamentary Centre focuses on parliamentary strengthening and improving accountability and oversight within the context of wider political and electoral systems. Much of its work is carried out through workshops for parliamentarians and it has good networks across Africa. It has only recently begun working in Asia.

The centre's work includes support and training to parliamentary staff and committees, research and information, as well as a strong focus on gender equality (including assessments, strategies, networks, and other initiatives). Programs tend to focus on committees but also include work with extra-parliamentary institutions such as human rights commissions and ombudsmen's offices. Increasingly the centre's Africa programs also deal with governance outcomes—poverty reduction and anti-corruption—and parliament's role in affecting those outcomes. It also provides additional advisory services to donors and legislatures including needs assessments, the development of legislative reform programs, institutional strengthening and parliamentary associations.

The Parliamentary Centre's services include:

assessment missions to assist parliamentary leadership in determining priorities and approaches

- program development and management
- technical assistance including parliamentary research and information services, committee operations, strategic planning and human resource development
- workshops, seminars and courses including anti-corruption, poverty reduction and e-parliament
- study visits and attachments for delegations of MPs and staff of legislatures
- research and publications on topics linked to parliamentary development including indicators of parliamentary performance, parliament and the budget process, parliamentary oversight and accountability and committees.

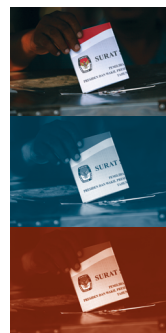
Parliamentary Centre Annual Report 2005

<http://www.parlcent.ca/publications/pdf/37thPCAnnRpt_ENG.pdf>

The Asia Research Centre

<<http://wwwarc.murdoch.edu.au/>>

The Asia Research Centre has established itself over more than a decade as an international leader in the study of East and Southeast Asia, undertaking fundamental interdisciplinary and disciplinary research into a wide range of social, political and economic dynamics within the region. The thematic focus, however, is on the analysis of forces within the region that mediate the form and impact of globalisation. Its objectives are to: produce high-quality academic research publications for international and domestic audiences; foster the development of



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high-quality research graduates; and to constructively contribute to public policy debate and public understanding on issues concerning contemporary Asia.

The Asia Research Centre has a global reputation for its work on the dynamics of political and economic reform in developing countries of Asia. The centre has a recent flagship research project on new modes of governance in Asia, which examines the:

- nature and forms of new and emerging modes of political governance with special emphasis on accountability reform
- role of governance in providing collective goods that often involve transnational arrangements
- dynamics of new post authoritarian regimes in Southeast with special emphasis on understanding the social foundation of these regime
- role of new actors such as private militias, civil society groups, ethnic movements in political governance.

The distinctive approach of the Asia Research Centre is to examine these complex forces involved in building reform coalitions across state and civil society. Rather than focusing on actors or even groups as the key aspects of the problem the approach is focused on the networks and relationships within which they are situated and which define the allocation of power and wealth. The approach is to provide a mode of analysis that enables relationships and networks of power and obligation to be identified. This can open the door to the development of programs and approaches that enable reformers to consider how these relationships may be altered by different governance programs and models to favour reform.

The Public Sector Governance and Accountability Research Centre La Trobe University (PSGARC)

<http://www.latrobe.edu.au/psgarc/>

PSGARC was established by the Council of La Trobe University within its Faculty of Law and Management in June 2004. This followed an approach to La Trobe by the Australasian Council of Public Accounts Committees (ACPAC), the 'umbrella' organisation of the PACs of all Australian and New Zealand parliaments.

PSGARC's initial, and continuing, primary focus is improving the effectiveness and capacity of Parliamentary PACs to carry out their role of financial oversight of executive government on behalf of the legislature.

PACs are responsible to their respective parliaments and not to their governments. They are traditionally multi-party and whether they operate effectively or not is dependent upon the capacity of their members and staff and on the level of resources made available to them. It was in recognition of this that ACPAC resolved, at its biennial meeting in 2003, to seek to develop a global network of PACs to share knowledge, improve cooperation, develop common standards for accountability and governance, and to provide training and support for PAC members and staff.

As detailed below, the PSGARC has, since its establishment:

- sponsored a major research project for an in-depth comparative study of PACs in Australia and New Zealand
- established an annual Summer Residency Program for PACs in partnership with the CPA and WBI
- provided expert consultancy/ training services to a number of Parliaments and donor organisations including United Nations Development Program, WBI and ASEAN Inter Parliamentary Association
- collaborated with other organisations such as CDI to design and deliver parliamentary training



