

2021 ANNUAL REPORT

NEW LEADERSHIP FOR
INCLUSIVE DEMOCRACY

Parliamentary
Centre

Canada's Global Leader For Democracy



Le Centre
parlementaire

Leader canadien pour le soutien à la démocratie

Table of Contents

Message from the Chair	3
Message from the President and CEO	4
Strategic Plan	5
Our Mission	6
Our Values	7
2021 Highlights	8
Recognized and Trusted Partner	9
A Bold and Dynamic Practice	10
i. Research and Dialogue	11
ii. EngageParlDiplo	12
iii. Strengthening Legislation, Oversight, and Representation	13
iv. Advancing Gender Equality and Political Inclusion	14-15
v. Democracy and Technology	15
Resilient and Proactive Culture	16
Our Partners	17
Our Funders	18
EngageParlDiplo Sponsors	19
Board of Directors	20
Associates	21
Our Staff	22
Financial Overview	23
Our Logo: A Fresh Perspective	24

MESSAGE FROM THE CHAIR

2021 was a busy, productive year of consolidation at the Parliamentary Center. I am very pleased to underline some key achievements in Canada and abroad, notwithstanding the very complex and challenging pandemic context.

Business development and delivery:

- finalized the proposal and pursued an intensive advocacy campaign for an \$8 million multi-year multi-country Africa proposal which led to the project's signing in January 2022
- finalized activities and prepared the closing of the \$9.5 million Burkina Faso project
- finalized 2 regulatory impact assessments for various committees of the Ukrainian Parliament
- pioneered social listening tools to provide analysis to parliamentarians and democratic actors in Myanmar 's current challenging environment
- a number of new innovative proposals are being pursued with the support of the Board's new Programming and Partnership Committee

Continued improvement of corporate management:

- an intensive review which included over 100 interviews resulted in a transformational 3-year strategic plan
- an in-depth external financial management review led to the establishment of a Finance and Audit Committee, strengthened Board and staff capacity including a new Treasurer and a new VCFO
- a similar exercise is being pursued in the HR stream

A new partnership with Carleton University resulted in the migration of the Carleton Initiative for Parliamentary and Diplomatic Engagement to the Parliamentary Center providing corporate sponsorship monies, thought leadership space and deeper relationships with parliamentarians.

Securing ten corporate sponsors allowed us to hire Dr. Gabrielle Bardall as our VP External Relations. After the inaugural Election Primer for Diplomats, Politicos and Interested Observers, she immediately launched into organizing the orientation for newly elected Members of Parliament.

The newly created fundraising committee pursued its efforts in diversifying sources of funding. I am pleased to note that 100% of our Board members support the Parliamentary Center directly. The Center is fortunate to benefit from the experience, expertise and advice of a very strong and engaged Board and I thank all of my colleagues for their time and important contributions.

And, of course, I would like to thank the Centre's team and Associates. Tom Cormier's resourceful, enthusiastic and indefatigable leadership of the team is setting the Parliamentary Center up for success as Canada's Global Leader for Democracy.



MAUREEN
BOYD

MESSAGE FROM THE PRESIDENT AND CEO

It has been an incredible time of significant change for global democracy and the Parliamentary Centre itself. Rising populism, increasing authoritarianism, eroding confidence in democratic institutions and the global pandemic have negatively impacted the democratic space globally. This has called us to action like never before.

We are changing to respond to these unprecedented challenges. Our board has been renewed and is more diverse. The Centre's team has been bolstered by new staff and advisors with impressive international development and management experience.

These enhanced human resources bring new energy and decades of experience in democratic development, elected office, diplomacy, academia, financial management, public service, politics and legislative practice. This has been essential in developing new programming revitalizing our organization through a bold new strategic plan for 2021-2024.

Over the last year, we have grown our practice with a suite of new and enhanced programming in Ukraine, Myanmar, Sudan, Burkina Faso, Armenia, Timor Leste, and Canada. We have also designed new programming to support the reform of legislatures in Ghana and Togo to embrace greater transparency, become more inclusive institutions, enhance citizen engagement and enable gender and intersectional analysis to improve decision-making.

Despite military coups, the global pandemic and increased conflict, we have continued to support legislators in places where democratic space is being constrained and where the lives of legislators and democratic actors are under direct threat.

We are exploring new ways to support legislators to address public policy issues crucial to peace and stability. These include equitable trade, decentralization, climate change, corruption, dis/misinformation, violence against women in politics, indigenous rights and reconciliation. Our commitment to supporting the inclusion of women and equity-seeking groups in formal political decision-making guides all our actions.

We are communicating more about the importance and impact of our work in new and exciting ways through social and traditional media. We have ramped up our thought leadership efforts. Drawing on our staff and board and a growing network of senior Canadian and international legislators, academics and democracy practitioners we have facilitated dialogues to address an increasing number of complex challenges to democratic transition and international stability. We have strengthened collaboration with international democracy support organizations to highlight emerging global threats and advocate for the enhanced support essential to building inclusive governance.

Despite over a decade and a half of declining financial support for democratic development in Canada, we have reason to be optimistic. The Government is prepared to act on a longstanding consensus expressed by our parliament that Canada needs to get serious about democracy support. We are excited about specific government commitments to create a new democracy centre to increase the availability of Canadian expertise. We are constructively engaging with all our partners to advance these shared goals.

With your continued support and collaboration, we will continue to be Canada's global leader for democracy.



Tom Cormier
**TOM
CORMIER**



The Parliamentary Centre's New Horizons

The Parliamentary Centre is on a new course.

Our 2021-2024 Strategic Plan brought together the perspectives and advice of over 100 key stakeholders, from the Prime Minister's Office, Global Affairs Canada (GAC), current and former parliamentarians, political parties, and leading Canadian and international civil society organizations (CSOs) and academics.

Our new strategy focuses on solidifying our relationships with the Parliament and Global Affairs Canada (GAC) as anchor supporters of our work. We have deepened our relations with the parliament of Canada through engaging parliamentary associations and friendship groups in our programming. We are facilitating dialogues about how best to support democratic development as an essential component of foreign policy with legislators and GAC.

Our plan also prioritizes diversifying sources of support through new partnerships with Canadian, national and international organizations, academic institutions, the private sector and embassies to research and develop programming necessary to address the threats to democracy that have become so acute in recent years.

The results of our consultations were clear.

Democracy is facing unprecedented threats at home and abroad. Rising populism, authoritarianism and misinformation are eroding confidence in democracy. The global pandemic has sidelined parliaments, limited space for public discourse and undermined important advancements for women's political voice. There is a consensus that Canada can and must play a more significant role in supporting democracy along with other international partners.

In 2021, the Parliamentary Centre set its new strategy to address these challenges and made important impacts around the world.

Strategic Plan
Plan stratégique

2021-2024

Parliamentary
Centre
parlementaire

Canada's Global Leader for Democracy
Leader canadien pour le soutien à
la démocratie
www.parlcent.org



Our Vision

Canada's global leader for democracy.



Our Mission

To support and protect democracy worldwide through tailored strategies that empower legislatures to better partner with all governance actors and improve people's lives.

OUR VALUES



COLLABORATION

We strongly believe in cooperation and partnerships based on respect among equals. This fundamentally shapes our work and projects. Together, we are stronger.



INCLUSION

Inclusion can lead to more respectful and safe environments. We promote equality and equity in our organization and in all we do, as democracy doesn't work unless it works for everyone.



RESPONSIVENESS

To be impactful, the solutions we offer need to be timely and directly targeted and adapted to the evolving needs of our partners.



INTEGRITY

We are accountable and transparent in our work, applying the highest level of financial and professional integrity in dealing with all of our partners and our operations.

2021 Highlights



A Recognized and Trusted Partner



A Bold and Dynamic Practice



Research and Dialogue



Orientation for New MPs, Senators and Diplomats



Strengthening Legislation



Advancing Gender Equality and Political Inclusion



Democracy and Technology



A Resilient and Proactive Culture



A Recognized and Trusted Partner

For over 50 years, the Parliamentary Centre has been a recognized and trusted partner to dozens of legislatures, civic activists, political parties and civil servants in Canada and around the world. Our partners know they can turn to us for consistent and reliable support.

In 2021, the Parliamentary Centre showcased why inclusive governance is vital to a peaceful and prosperous world.

Our ongoing Global Democracy Dialogues program has engaged over a thousand policymakers, practitioners, researchers and change-makers to date. It has brought together American and Canadian experts to examine the most pressing challenges to democracy today. They have offered their recommendations on how the democracy assistance community of practice can best rise to meet the needs. The series continues in 2022 with more stellar line-ups.

The Centre contributed to policy conversations through op-eds in Open Canada and the Canadian International Council. We played an active role around the U.S. Global Democracy Summit (December 9-10, 2021) where we engaged with American and Canadian government agencies and international civil society actors in various fora.

A Bold and Dynamic Practice



Under our new strategic plan, the Parliamentary Centre committed itself to be an incubator for resilient and inclusive democracy, thought leadership and impactful programming using applied research and practical knowledge to address issues critical to democracy in collaboration with international and local partners.

Research and Dialogue

In 2021, the Parliamentary Centre led impactful research and conversations on democracy and inclusive governance.

1

ARMENIA

Survey research with civil society organizations working with women, youth and persons with disabilities captured the challenges that the members of each of these groups face to integrate and pursue a career in the public service workforce, with a particular focus on the administration of Parliament. Our multi-party and inclusive dialogues supported more inclusive democratic processes at home and abroad.

2

MYANMAR

We brought together MPs from Canada and elected members in Myanmar to dialogue about the challenges faced by democratic actors working to restore democracy after the military coup and how Canada and other democracies can be of help. The conversations covered important issues related to gender, inclusion and ethnic reconciliation.

3

UKRAINE

The report “Functioning and Needs of Regional Councils in Ukraine” by associated researcher Oleksii Yemelianenko presented a detailed analysis of the current functioning and needs of regional councils in Ukraine within the decentralization process. It examined their role and impact on the lives of residents, with a particular focus on gender issues and women’s representation. The report analyzes the councils’ accountability, transparency, and inclusivity in the decision-making process.

4

TAIWAN

We facilitated an initial exchange between MPs from Canada and Taiwan on how modern democracies can exchange experience and be helpful to each other as they navigate challenges such as disinformation and foreign interference in domestic politics.

5

CANADA

The Parliamentary Centre collaborated with the InterParliamentary Union and the International Federation of Library Associations Library and Research Services for Parliaments (IFLAPARL) October 2021 conference on defining what works and what does not in supporting parliaments to establish and strengthen research capacity. We highlighted the importance of supporting parliaments to develop well-articulated long-term plans to establish and strengthen legislative research services and share these plans with the international parliamentary development community to coordinate support.



EngageParlDiplo: A Unique Program for Decision Makers and Diplomats

The Parliamentary Centre, in partnership with Carleton University, established EngageParlDiplo in 2021 to build on the tremendous success of the Carleton Initiative for Parliamentary and Diplomatic Engagement.

EngageParlDiplo is a unique program where decision-makers and diplomats dialogue about crucial issues affecting Canada's governance and global influence. The program launched in September with an "Election Primer for Diplomats, Politicos and Interested Observers" attended by over 200 people. The first orientation for MPs and Senators, anticipated over 2 dozen participants in early 2022.

EngageParlDiplo builds on the tremendous success of the Carleton Initiative for Parliamentary and Diplomatic Engagement which, since its founding in 2011, delivered orientation sessions for newly elected Members of Parliament after the last three federal elections and ten annual orientations for newly arrived diplomats to Canada.

Since its founding, hundreds of parliamentarians, staffers and diplomats have attended panels on issues including cybersecurity and artificial intelligence; Canada's military, trade and diplomatic relationships; emergency preparedness; energy; food, housing and water. To date, over 250 Members of Parliament and diplomats representing more than 100 countries, including more than 80 Ambassadors and High Commissioners, have engaged in the highly regarded programming.



EngageParlDiplo

DECISION MAKERS | DIPLOMATS | DIALOGUE
DÉCIDEURS | DIPLOMATES | DIALOGUE



Strengthening Legislation, Oversight and Representation

For over half a century, the Parliamentary Centre's core mandate has been to reinforce the essential functions of legislatures (oversight, representation, legislation) that, when addressed together, enable a country to reach its full democratic potential. In 2021, we provided consistent and reliable support to legislatures around the world.

1 UKRAINE

The Parliamentary Accountability of the Security Sector in Ukraine (PASS Ukraine) project trained the staff of the Verkhovna Rada's Law Enforcement Committee and the Committee on European Union Integration to launch a pioneer practical exercise. The trainees conducted pilot legislative impact analyses on four draft laws. The program builds the Rada's capacity to use legislative impact analysis as a tool for advancing security sector reform. Gender analysis was an important aspect as the pilot assessments included a focus on the different needs of women and men and the different ways legislation impacts their lives.

The Centre assisted Ukraine's Verkhovna Rada to explore new approaches to work and operationalize temporary parliamentary commissions of enquiry and enhance the handling of confidential information by parliamentarians. Exchanges with Ukrainian and Canadian parliamentarians contributed to the Rada's Temporary Commission of Inquiry on Investigation of Possible Illegal Actions of Representatives of State Authorities and Other Persons Against the Sovereignty of Ukraine.

2 BURKINA FASO

Parliament members assessed the results of their strategic plan and held dialogues which led to the development of a new Strategic Plan for the National Assembly. Amongst its pillars, the National Assembly supported areas such as the promotion of gender, government oversight, capacity building, and improving the performance of the national assembly.

3 TIMOR LESTE

The Parliamentary Centre undertook a needs assessment of the National Parliament. The assessment identified current needs and capacity building gaps of the NP and areas where they correlate to Canada's international development assistance priorities. It established working relationships with the parliamentary leadership and key champions of reform among the members of the different parties represented in parliament and the non-partisan parliamentary administration. The program engaged a dialogue with other governance stakeholders, in particular the executive branch of power and civil society organisations, including women's groups, to identify their perspectives on parliamentary reforms, relevant needs and potential areas of cooperation.

4 ARMENIA

The Parliamentary Centre assisted the National Assembly to formulate and launch its first-ever Corporate Strategic Plan. In addition to guiding the parliament's own efforts and resources, the Plan is an essential tool for coordinating all support offered to the assembly by international development partners. It also lays the building blocks for developing a modern parliamentary service that can serve as a model employer with enhanced opportunities for women, youth and people with disabilities. It covers the 5-year period from 2022-2026. A detailed operational plan was finalized, prioritizing seven strategies for implementation in 2022.



Advancing Gender Equality and Political Inclusion

As a democracy assistance organization, the Parliamentary Centre is uniquely positioned to play a positively impactful role in promoting and supporting gender equality and social inclusion in the political sphere, as well as within its operations. Achieving political gender equality and advancing women's rights and voice are core goals in all of our programming worldwide. In 2021, we worked especially on issues relating to the nexus of women and security.

1 MYANMAR

The Parliamentary Centre implemented a pilot project supported by the International Development Research Centre to conduct digital listening. The program explored in-country opinion and helped citizens' voices be heard by democratic actors including those elected or appointed to political leadership in Myanmar, those internationally who want to know Myanmar online public opinion and the civil society organizations that hold these politicians to account. The Centre worked with democratic actors (elected members, local civil society groups, Ministers in the National Unity Government and others) to help them assess their evolving needs for research. The program assisted CSOs to develop the analysis required to perform their roles better and formulate and advance policy proposals locally within Myanmar and to the international community.

Women elected members and civil society leaders were prominent in the exchanges that took place under this groundbreaking pilot project. We analyzed the rise of an increasing number of women to critical leadership roles in the efforts to restore democracy, the challenges they face, their needs and the way people respond to social media activity by women leaders. We also used the digital listening pilot to record and analyze public responses to critical messages focused on ethnic reconciliation, including the situation of the Rohingya minority.

2 BURKINA FASO

The PROCAB project supported the development of the National Assembly's 2021-2025 Gender Strategy and Action Plan. The strategy intends to reduce the gender inequalities and to support the capacity of women to enhance their mandates in the parliament. In September, Parliamentary Centre representatives attended one of the validation sessions.

3 CANADA

The Parliamentary Centre contributed to policy dialogues and consultations around developing a feminist approach to democracy assistance. We developed a three year internal gender strategy for the organization to guide our progress towards our goals as an inclusive workplace.



Advancing Gender Equality and Political Inclusion

4 UKRAINE

The Parliamentary Centre and its local partner, the Agency for Legislative Initiatives launched an in-depth report, Advancing Gender Equality in the Security Sector. The report looks at the Rada's capacity and work on security and defense legislative design. Through extensive interviews with MPs, parliamentary staff and civil society leaders, the report identifies needs and gaps specific to gender equality in security and defense sector reform. We also helped the Rada to pilot gender-sensitive legislative impact assessments of draft legislation, including a key bill focused on inclusivity issues: the Law on Hate Crimes.

5 ARMENIA

The Parliamentary Centre helped the National Assembly formulate its first-of-a-kind Strategic Plan Corporate Strategic Plan with specific commitments to promote career opportunities and accommodation for youth, women and people with disabilities. The institution showed its determination to meet these commitments by taking action to make the building of parliament more accessible for people with disabilities. We are also helping civil society organizations engage with the parliament to establish a practical collaboration process that will help the National Assembly take further action on its commitments.

6 SUDAN

The Parliamentary Centre supported cross-group dialogues between male and female potential legislators of the Transitional Legislative Council (TLC) and representatives of CSOs to effectively advocate for peaceful and democratic transitions, and on constitutional reform to promote political consensus. The Centre's PC associates and Board representatives engaged with youth groups, ex-combatants, and women political leaders to exchange, and develop a roadmap towards building an inclusive TLC.



Democracy and Technology

In December 2021, the Prime Minister affirmed Canada's commitment to championing digital inclusion and human rights online, including the freedoms of expression, association, and peaceful assembly, as well as online privacy. Rapid advances in communications technology have profound impacts on democracy. They create new channels for expression and participation. They also open the doors to new forms of political harassment and violence, dark money and disinformation that undermine democracy. Privacy, data protection and undue surveillance are also new, technology facilitated challenges to democracy. The Parliamentary Centre is rising to meet these challenges.

Together with our partner Digital Public Square we used innovative technology in the implementation of a pilot project to "listen" to what people in Myanmar were saying on social media in the wake of the February 1 military coup. The pilot project's analysis concluded that the online social media space in Myanmar is a viable place in which to explore and examine in-country opinion. In fact, the information gleaned through digital listening is otherwise nearly unavailable and needs to be in the hands of key democratic actors - those elected or appointed to political leadership in Myanmar, those internationally who want to know Myanmar online public opinion and the civil society organizations that hold these politicians to account.

The quantitative and qualitative data collected by monitoring the social media space can contribute to the ability of stakeholders to examine the degree and nature of the Myanmar online public's opinion on critical issues such as inclusive, federal state-building. The results of this pilot also indicated that continuing and expanding this work would be invaluable as democratic actors and all those committed to inclusive democracy in Myanmar continue to persevere under highly adverse conditions (military coup, economic collapse and pandemic health crisis). Digital "listening" can also be a useful tool to identify disinformation and inform effective ways to deal with it.

The Parliamentary Centre formed an important liaison with the Washington DC-based Center for Democracy and Technology (CDT). Parliamentary Centre's VP-External, Gabrielle Bardall will serve as a non-residential fellow with the CDT from 2022 to 2024. Her contributions will focus on gender, human rights and digital inclusion.

A Resilient and Proactive Culture

A photograph of three people walking on a paved path in a park-like setting. In the background, there is a large, classical-style building with many windows and a flagpole. The scene is lit with soft, golden light, suggesting late afternoon or early morning. The path is made of grey and red bricks. There are various trees and bushes, including some evergreens and some bare trees. A black lamppost is visible in the foreground on the left.

The Parliamentary Centre invested in enhancing our internal strengths to transform our organizational culture and make it more resilient, entrepreneurial and ambitious. We began the process of renewing our management and operating models to advance shared goals, spark growth, optimize resource allocation, manage risks, and increase organizational agility.

Our Funders



Global Affairs
Canada
Affaires mondiales
Canada



EMBASSY OF THE
UNITED STATES
Ottawa, Canada



Ambassade de Suède
Ouagadougou

Mitacs



IDRC · CRDI

Canada

Canada
Summer Jobs



Employment and
Social Development Canada

Emploi et
Développement social Canada



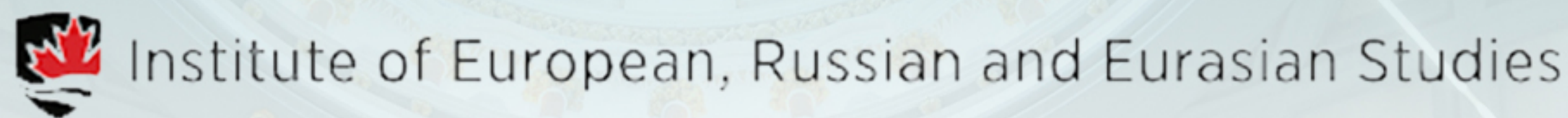
Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

Our Partners



CANADIAN INTERNATIONAL COUNCIL
CONSEIL INTERNATIONAL DU CANADA





EngageParlDiplo

DECISION MAKERS | DIPLOMATS | DIALOGUE
DÉCIDEURS | DIPOMATES | DIALOGUE



EngageParlDiplo Sponsors



BOARD OF DIRECTORS 2020-2021



Rt. Hon. David Johnston
Honourary Patron



Maureen Boyd
Chair



Yaroslav Baran



Jennifer Brooy



Élisabeth Châtillon



Audrey O'Brien
Director Emeritus



Graham Fox



David Goldfield



Fen Hampson



Phedely Ariste



Hon. Allan Rock



H el ene Laverdi ere



Shuvaloy Majumdar



Hon. Ross Reid



Lori Turnbull



Farhaan Ladhani



Jennifer Chow



Glenn Mifflin

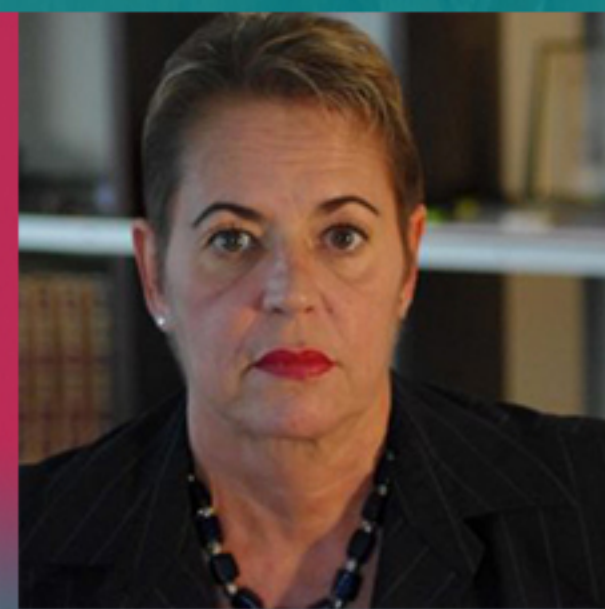
ASSOCIATES AND PARTNERS



Hanan Abdulmalik



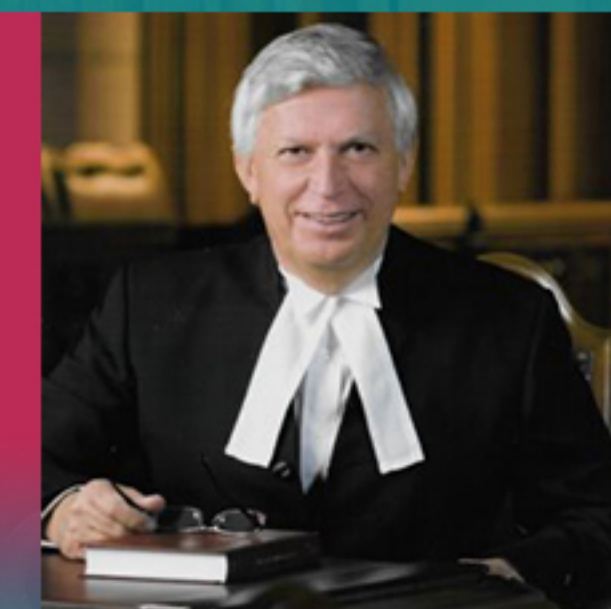
Carlo Binda



Francesca Binda



Marc Bosc



Paul C. Belisle



Kevin Deveaux



Geoff Dubrow



Laurene Garneau



Stephanie Lynn



Elizabeth Weir

Building on our historical relationship with the Canadian Parliament and provincial legislatures, we involve acting and former parliamentarians and parliamentary staff in our international work. In addition, our roster of experts includes former elected officials and senior parliamentary staff, including former Clerks and Speakers of the Senate and House of Commons, as well as international experts with a wide range of expertise.

STAFF



Ivo Balinov
Director, Partnerships and
Program Development



Gabrielle Bardall
Vice-President External Relations



John Miller Beauvoir
Advisor- Democratic
Innovation / Inclusion



Alexandra Cooper*
New Media
Communications Officer



Tom Cormier
President and CEO



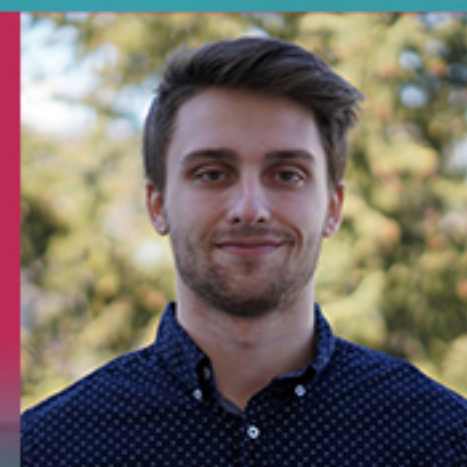
Stephane Courtemanche
Program Director, Burkina Faso



Edith Gingras
Regional Director, Africa/MENA



Lola Giraldo
Director of Operations



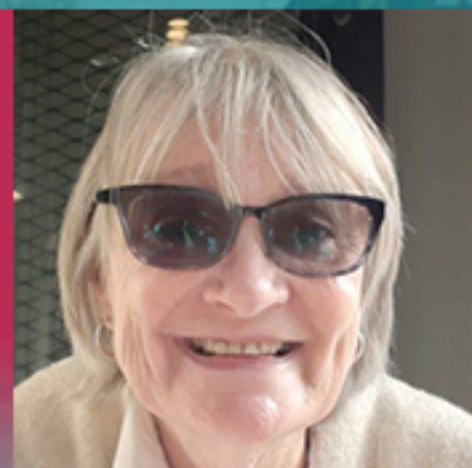
Jake Gurnsey
Communications Officer



Deshna Kanesakingam*
Distance Education Project Officer



Nick Leiper**
Public Relations and
Communications Assistant



JoAnne Nimchuck
Financial Program Officer



Mathilde Raymond**
Communication and
Program Assistant



Alexander Shah*
International Development
and Assistance Researcher



Kana Shankar
Senior Accountant



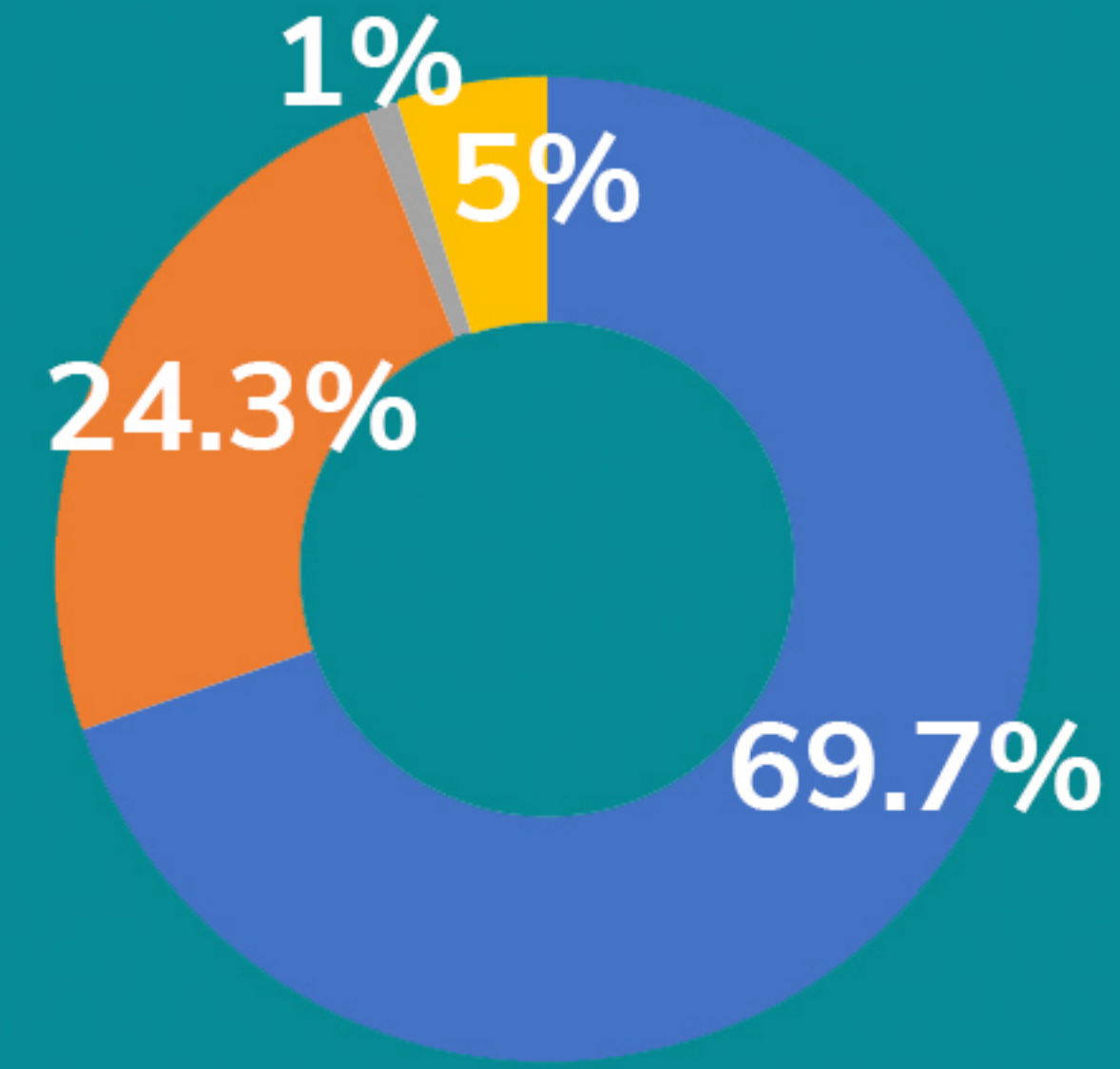
Anastasiya Shtaltovna
Program and
Communications Officer

*Summer Students
**Part Time

2020-2021 FINANCIAL OVERVIEW

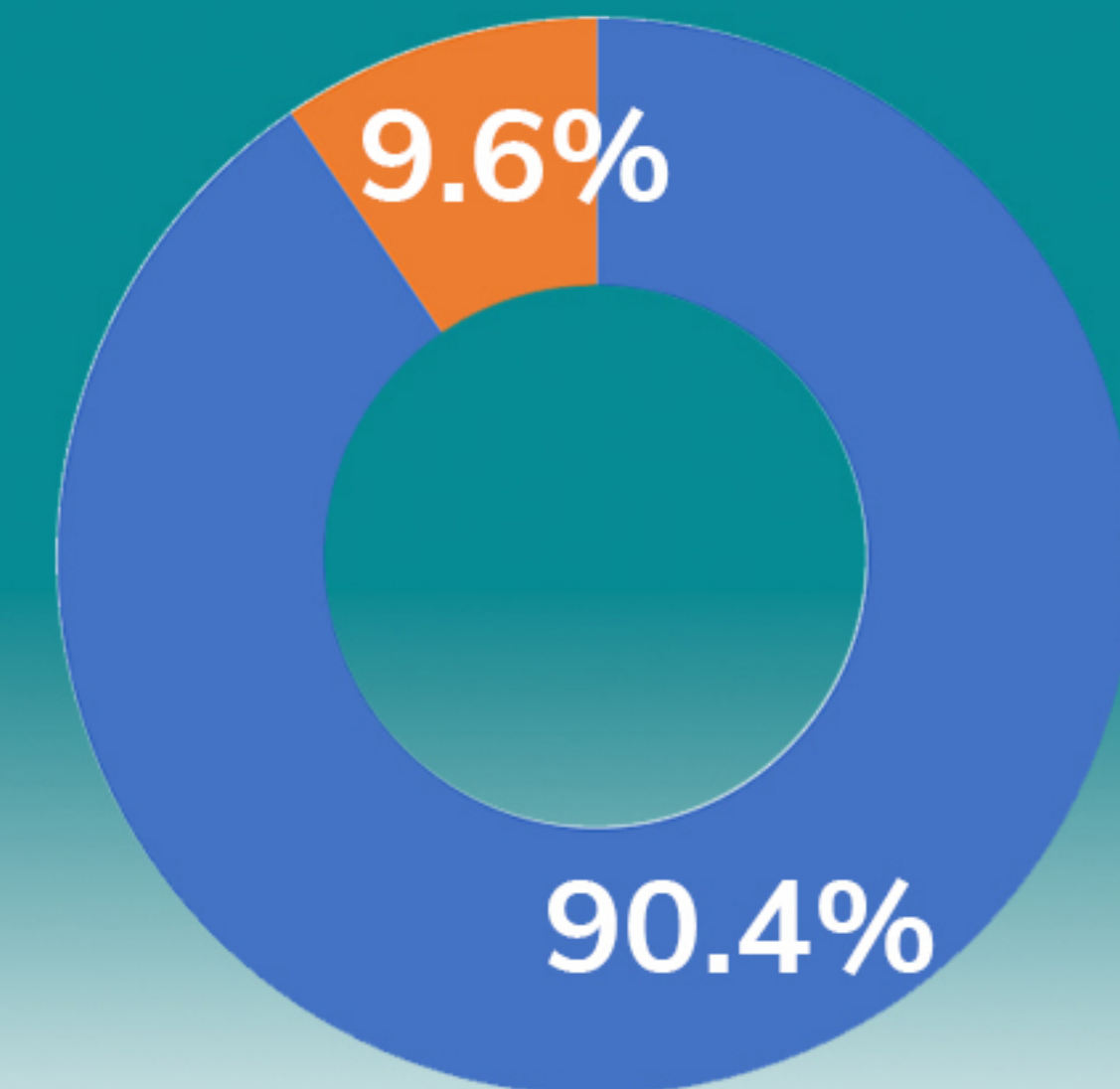
Revenue

Democratic Development Organizations - Services Rendered	\$3, 563, 597	■
Investment Income	\$1, 240, 216	■
Other: Donations, Sponsorships, In-kind	\$ 55, 845	■
	\$ 253, 416	■
	<u>\$5, 113, 074</u>	



Expenses

Project Implementation and Development	\$4, 661, 284	■
Administration and Amortization	\$ 494, 934	■
	<u>\$5, 156, 218</u>	



To review our complete Audited Financial Statements and to make a tax-deductible donation, please visit:

WWW.PARLCENT.ORG



On June 8, 1968, we were registered with the Department of National Revenue as a charitable organization with the name “The Parliamentary Centre for Foreign Affairs and Foreign Trade.”

This was due to our original work providing research support to the House of Commons Standing Committees on External Affairs and Defence and on Finance, Trade and Economic Affairs. In 1994, in recognition of our increasing focus on strengthening democratic institutions globally, our name was officially changed to “Parliamentary Centre”.

Our name has always generated discussions, both here at home and internationally. People often ask us, “why is there no Canada in your name?” Over the years, people in other countries have started simply calling us “The Canadian Parliamentary Centre.”

Many also pointed out “your name suggests that you only work with parliaments, but we know you work to support a variety of democratic institutions necessary for democracy that delivers”.

During our strategic planning process, many people reiterated these points with us. Some suggested a further name change, while others strongly advised us to retain the current name to respect our proud past.

After deliberating, we realized that our new Mission Statement clearly tells the world that we are a uniquely Canadian organization that works to support inclusive democratic institutions at home and abroad.

As a result, we are now known as Parliamentary Centre, Canada’s Global Leader for Democracy.