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**The Democracy Canada  
Institute: A Blueprint**

**Canadian Experience and  
Expertise**

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## **The Democracy Canada Institute: A Blueprint Canadian Expertise and Experience**

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The following paper presents an overview of the many Canadian institutions currently working to advance democratic values and establish democratic systems of government in developing countries around the world. Although Canada does not possess an all-encompassing, single organization, such as the National Democratic Institute in the United States or the Centre for Democratic Institutions in Australia, Canada does maintain a series of smaller associations devoted to the international promotion of democracy. These institutions partake in a wide and distinct variety of activities including election monitoring, voter education, strengthening policy capacity, enforcing electoral plus other forms of legislation and training foreign officials, to name a select few.

The first section investigates those quasi-government and non-government organizations that seek both to advance democracy in developing regions and failed states across the globe and improves Canada's own democratic principles through national operations. The second part of the paper concentrates on the two institutions managed by the federal government, Foreign Affairs Canada and the Canadian International Development Agency (CIDA), that also work in the field of democratic advancement and development. For each organization devoted to the promotion of democracy both in Canada and overseas, their mandate, programs, research interests and geographic areas of concentration will be thoroughly examined.

### **Quasi-government/Non-government Organizations**

#### ***Institute on Governance***

The Institute on Governance (IOG), founded in 1990, is a non-profit organization with a mandate to promote effective governance. It works with a variety of partners including government agencies, international organizations, non-governmental institutions and the private sector. Efforts and activities overseas generally concentrate on the developing world and have thus taken IOG to Africa, the Caribbean, Eastern Europe, the Middle East, South-east Asia and Southern Asia. Programs run by IOG are almost entirely self-financing either through contracts or participant fees; however the Institute does receive support through secondments of senior professional staff from different levels of government.

The Institute has worked outside of Canada in over 30 countries, including Cameroon, Egypt, Jamaica, India, Latvia, Lebanon, Mali, Nepal, South Africa, Sri Lanka, Togo, Tunisia, the United Kingdom, and on a range of regionally-based projects involving countries in Africa, the Middle East, Eastern Europe, South Asia, and South East Asia.

Some of this work has been commissioned by other national governments; other projects have been conducted in partnership with international organizations, including the World Bank, UNDP, UNESCO, the Asian Development Bank, UK's Department for International Development (DfID), Canada's Department of Foreign Affairs, and the Canadian International Development Agency (CIDA).

The Institute concentrates its democracy-promotion work around six specific knowledge areas: (1) aboriginal governance, (2) accountability and performance management, (3) board governance, (4) building policy capacity, (5) technology and governance and (6) youth and governance.

Source: Institute on Governance, 2004, <http://www.iog.ca>

### ***Parliamentary Centre***

The Parliamentary Centre is an independent, non-profit organization with a mission to strengthen legislatures both in Canada and around the world. Its guiding principle is that legislatures should play a vital role in ensuring that government is accountable, open and participatory; where legislatures fail, government is likely to be unaccountable and unresponsive to citizens. The Centre has a close working relationship with Parliament, including Members of Parliament and Senators, to assist in the operation of its Canadian and overseas programs. The Parliamentary Centre assists legislatures through assessment missions, capacity development programs, interparliamentary networking, research and publications. The staff and associates have expertise in a variety of areas including parliamentary committees, research and information systems, the budget process, parliamentary organization and administration and the role of Parliament in public policy-making, notably anti-corruption, poverty reduction and gender equality.

The Canada Program of the Parliamentary Centre serves the Parliament of Canada, its members and some of their interparliamentary activities, and supports them in playing more effective roles in

Parliament and as policy entrepreneurs and parliamentary diplomats. The activities of this program include: (1) the Parliamentary Forum, (2) the Parliamentary, Business and Labour Trust, (3) the Centre for Legislative Exchange, (4) the Inter-parliamentary Forum of the Americas (FIPA), and (5) the Global Organization of Parliamentarians against Corruption (GOPAC).

Not only does the Parliamentary Centre operate programs to improve democracy in Canada, but it also works overseas with legislatures in Africa, Asia, Eastern Europe and the Middle East to strengthen systems of good governance and sustainable development. The international programs cover a variety of issues, but common to all are the Centre's core values of accountability, transparency and participation. The internationally-based programs focus on committees (given their linkages to all three values), research and information, member and staff training and extra-parliamentary institutions such as human rights commissions and offices of ombudsmen. Increasingly, the Centre's programs also deal with governance outcomes, such as poverty reduction and anti-corruption, and Parliament's role in affecting those outcomes.

Source: Parliamentary Centre, 2004, [http://www.parlcent.ca/index\\_e.php](http://www.parlcent.ca/index_e.php)

### ***Elections Canada***

Elections Canada is an independent, non-partisan agency that reports directly to the Canadian Parliament. Its principle concern is to fulfill its responsibility to ensure that citizens of Canada are able to exercise their choices in elections and referendums through open and impartial processes. The central mission of the institution is to demonstrate excellence and leadership in electoral matters by providing the means of facilitating fair and honest elections. The obligations of Elections Canada are numerous and include enforcing electoral legislation, registering political and third parties that engage in election advertising, training election officers and monitoring election spending.

Not only does Elections Canada play an active role in the Canadian electoral system, but it also operates extensively on the world stage by offering its experience to new democracies and international organizations dedicated to the promotion of democratic electoral processes. Since 1990, Elections Canada has organized more than 355 international democratic development missions in some 94 countries around the world. The institution supports democratic development around the

world by working with provincial and territorial partners on several global initiatives. Furthermore, it provides technical and professional services in response to requests from the federal government through the Canadian International Development Agency (CIDA) and Foreign Affairs Canada.

Since 1990, Elections Canada has organized more than three hundred international democratic development missions in ninety-four countries. Its missions abroad do not seek to promote Canada's electoral system or Canadian procedures; rather, it identifies the choices available to each host country taking into account its specific challenges and opportunities, and helps select and implement the option best suited to the country's laws, customs and environment. The international programs undertaken by Elections Canada include advising on constitutional and election law provisions, conducting pre-election evaluations to assess the electoral environment and identify potential problems, providing professional support and technical assistance in preparing election documents and training officials. Recently, officials worked in Afghanistan on the Elections and Registration in Afghanistan (ERA) project, and a significant number of personnel went to the Ukraine for its presidential revote.

Elections Canada also organized an international forum that took place in Ottawa in late December 2004. The forum was endorsed by the United Nations and the Independent Electoral Commission of Iraq, and was organized in partnership with the International Foundation for Election Systems (IFES); Canada committed \$20M to help with the upcoming transitional elections in Iraq.

Source: Elections Canada, 2004, <http://www.elections.ca/home.asp?textonly=false>

### ***Forum of Federations***

The Forum of Federations is a non-profit, international network organization based in Ottawa and engages in a wide range of programs designed to help develop best practices in countries with federal systems of government around the world. It works with countries and organizations from around the world, with established federal countries and newly emerging federations. In addition, the Forum works with countries that are exploring the possibilities of a federal political system.

The Forum has quite an international scope. One of its aims is to provide policy and program assistance to governments in emerging federations. This is achieved by building partnerships with

governments, NGOs and the private sector around the world to enhance its role in federal governance and conflict resolution. In enhancing federal governance, the Forum works intensively in a select group of countries to enable development of federalism. At the moment, these countries include: India, Nigeria, Mexico and Brazil. In areas of the world where federalism could be part of a solution to conflicts, the Forum offers its expertise and services. These areas include: Sri Lanka, the Philippines and Sudan.

Source: Forum of Federations, 2004, <http://www.forumfed.org/default.asp?lang=en>

### ***Canadian Institute of Public Administration***

Founded in 1947, the Canadian Institute of Public Administration (IPAC) is an association comprised of public servants, academics and others interested in the field of public administration. It is a membership-based organization that creates effective knowledge-based networks and leads public administration research across the country. Since the early 1990s, it has also been a significant player in exporting successful Canadian public sector expertise and scholarship around the world. The Institute's mission is dedicated to excellence in public service. It pursues this objective by encouraging the highest standards of professional public practice and service, enhancing comprehension of the public sector and advocating the highest values and ideals of public service. Additionally, IPAC is involved in expanding and exchanging knowledge about public administration, contributing to the resolution of key issues within the field and promoting the education and professional development of public administrators in Canada.

The Institute's international program was established in 1992 to respond to the desire of the organization's members to share their expertise and experience with their public sector colleagues in developing countries, to enhance the experience of Canadian public servants and to increase awareness and understanding of development issues within Canada. IPAC's vision at the international level is to be the best Canadian source of senior-level public sector knowledge and qualification in support of sustainable development, good governance and effective public policy. Since 1992, the Institute has undertaken a variety of projects in partnership with other Canadian and international organizations with financial support from CIDA, the World Bank and partner states. International

programming focuses on government reform, strategic and financial planning, decentralization, poverty reduction and climate change.

Source: Canadian Institute of Public Administration, 2004, <http://www.ipaciapc.ca/>

### ***Federation of Canadian Municipalities/International Centre for Municipal Development***

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government since 1902. FCM is dedicated to improving the quality of life in all communities by promoting strong, effective and accountable municipal government. The Federation helps to ensure that municipal governments maintain a strong advocacy role in lobbying the federal government to include municipal concerns in policy development and national decision-making. Through its national organization, the FCM ensures that the federal government understands the full impact of its decisions on municipal governments and taxpayers.

In 1987, Canadian municipalities across the country gave FCM a wider mandate by permitting the organization to act as their international representative through the International Centre for Municipal Development (ICMD). ICMD is the only legitimate representative of Canadian municipalities internationally and the main course of Canadian municipal practitioners and resources for international work. The Centre's mission is to develop and empower municipal governments worldwide to improve the quality of life and the sustainability of local communities, and envisions a future in which there is equity, security and sustainability with local governments playing a strong role in global affairs.

In order to achieve its ambitious mission, ICMD organizes and operates a number of programs falling within five central divisions: (1) Knowledge Development, (2) Municipal Capacity Development, (3) Enabling Institutions Capacity Development, (4) Policy and Regulatory Frameworks Development, and (5) Multilateral Organizations Policy and Program Support. The work of the Centre reflects its commitment to democratic principles, good governance and human rights through local action, sustainability, mutual interdependence, partnership, diversity, justice, innovation and inclusion. Through its international programs, the Centre has involved over one hundred Canadian municipalities internationally including forty partnerships linking Canadian municipalities with local governments in over twenty countries in Africa, South-east Asia and Latin America. Canadian municipalities contribute

to democratic and sustainable development by emphasizing processes that bring municipal governments and communities together. The central objective remains to strengthen the capacity of overseas municipal governments to respond to basic issues in the lives of their citizens, specifically by helping them determine, design and implement efficient solutions to their service delivery needs.

Sources: Federation of Canadian Municipalities, 2004, <http://www.fcm.ca/>; International Centre for Municipal Development, 2004, <http://www.icmd-cidm.ca/>

### ***Canada World Youth***

Canada World Youth (CWY) designs and delivers international educational programs for youth aged 17 to 29 with a focus on volunteer work and community development in a cross-cultural setting. The organization envisions a world of active and engaged global citizens who share responsibility for the well-being of all people and the planet. Its mission is to increase the ability of people, especially youth, to participate in the development of just, harmonious and sustainable societies. Since 1971, more than 21,000 youth across the country have participated in CWY programs.

The institution's organizational goals are three-fold in nature: (1) to foster the acquisition of the knowledge, skills, attitudes and values necessary for active community involvement, (2) to create a network of people of different backgrounds and cultures united by mutual respect and understanding, and (3) to establish partnerships with countries, organizations, communities, groups and individuals that will serve as a basis for effective action.

Canada World Youth organizes and operates three different programs. The first is the customized initiatives that include the HIV/AIDS program, Africa-Canada Economic-Leadership, NetCorps Canada International and North American Community Service Program, to name a select few. The second CWY program area is the foreign internships which place Canadian youth in international organizations across the globe. The third and final is the academic and community partnerships. Since 1971, Canada World Youth has operated such programs in North America, South America, the Caribbean, Asia, Africa, Central and Eastern Europe and Oceania.

The organization's philosophy revolves around the concept of learning by doing. Its non-formal educational model involves core elements such as the team approach, the counterpart relationship,



host families and community and partner organizations. Examples of projects include helping to build a health centre for a village, working as a reporter at a community newspaper, participating in reforestation projects, teaching English or French, building a computer database for a social services organization and taking part in a polio prevention campaign.

Source: Canada World Youth, 2004, <http://www.cwy-jcm.org/>

### ***Canadian Association of Former Parliamentarians***

Founded in 1987 the Canadian Association of Former Parliamentarians (CAFP) is a non-profit organization based in Ottawa and is composed of former parliamentarians who served in either the elected House of Commons or the appointed Senate. One of the objectives is to put the knowledge and expertise of its members at the service of parliamentary democracy abroad. Given the honourable employment of members of the CAFP, there is a considerable amount of expertise that is available in a number of areas, such as budget processes, parliamentary committees and parliamentary organizations.

Source: Canadian Association of Former Parliamentarians, 2004, <http://www.parl.gc.ca/ex-parl/who-e.htm>

### ***CANADEM***

Initiated in 1997 and operational in 1998, CANADEM is a national roster of Canadians skilled in human rights, peace-building, democratization, administrative-logistics, security, reconstruction and other field experience. It is an independent, freestanding organization that serves as a civilian standby mechanism for the United Nations and other international agencies. CANADEM's fundamental premise is that, like military peacekeeping, the civilian components of UN field operations can benefit immeasurably from national level civilian standby arrangements which facilitate the rapid deployment of properly screened personnel.

As part of the Youth Employment Strategy, CANADEM sponsors a number of Junior Professional Consultants (JPC) to work with various agencies of the UN and other international organizations around the world. The program is funded through the Young Professionals International Program

financed by Foreign Affairs Canada and the International Youth Internship Program financed by the Canadian International Development Agency. The internship assignments promote human rights, gender equality, the building and consolidation of democratic institutions, environmental sustainability, health education and the creation of societies that are more peaceful, open and economically strong. The JPCs work in diverse and multicultural environments, and provide assistance to humanitarian efforts that address the needs of low-income people, refugees and displaced persons living in post-conflict zones and transition economies.

Source: CANADEM, 2004, <http://www.canadem.ca/home/>

### ***National Judicial Institute***

Founded in 1988, the National Judicial Institute (NJI) is an independent, non-profit organization that serves the Canadian judiciary by planning, coordinating and delivering judicial education dealing with the law, the craft of judging and social context. NJI is dedicated to the development and delivery of educational programs for all federal, provincial and territorial judges. Its programs stimulate continuing professional and personal growth and reflect Canada's cultural, racial and linguistic diversity, in addition to the changing demands of the judiciary in a rapidly-evolving society. The programs of the Institute focus on the three major components of judicial education: (1) substantive law, (2) skills training, and (3) social context issues.

The International Cooperation Group (ICG) manages international activities for the NJI. Its goal is to develop professional relationships among judges and judicial educators in Canada and in other countries. The ICG's central responsibilities are to guide international development projects focused on judicial reform and coordinate the participation of Canada's judges, judicial educators and courts in international projects. The organization takes a partnership approach to its international work. It cooperates with a growing network of Canadian and overseas partners operating in the field of legal judicial reform to bring a range of expertise to bear on development projects and to build international networks among professionals.

The activities of the ICG are numerous and include: drafting protocols for international interventions of Canadian judges, managing international judicial reform projects, coordinating the reception in Canada

of study tours from overseas and promoting the development of an international network of judicial educators and members of the judiciary. In so doing, ICG works with judicial educators, the judiciary, governments, regional and international groups, organizations working in international legal reform, donors of international development projects and civil society. Established in February 2003, the ICG is currently working in the Philippines on a project, which aims to set up over a dozen model courts within five years. The ICG is also coordinating NJI's participation this coming fall and winter in judicial education projects executed by groups in South Africa and Latin America.

Source: National Judicial Institute, 2004, <http://www.nji.ca>

### ***International Centre for Human Rights and Democratic Development***

The International Centre for Human Rights and Democratic Development (ICHRDD) is a non-partisan organization that maintains an arm's length from government and possesses an international mandate. Created by Canada's Parliament in 1988 to encourage and support the universal values of human rights and the promotion of democratic institutions and practices around the world, the ICHRDD works with individuals, organizations and governments in Canada and abroad to promote the human and democratic rights defined by the UN.

In spite of a wide-ranging mandate, the Centre focuses on four themes: (1) democratic development, (2) women's human rights, (3) globalization and human rights, and (4) the rights of indigenous peoples. Its central goal is to inform public opinion and call for policy changes with respect to the promotion and defence of human rights and democratic development. The Centre also aims to strengthen the capacity of civil society organizations to achieve their human rights objectives and to contribute to the building of democratic processes and institutions. Its program strategy positions the Centre to act as a bridge between Canada and the world, a bridge between Canadian non-governmental organizations and such institutions around the world and a bridge between civil society associations and government both in Canada and abroad. In conducting its many initiatives, the ICHRDD enjoys partnerships with human rights, indigenous people and women's rights groups, as well as democratic movements and governments around the world with whom it cooperates to promote human rights and democracy.

Source: International Centre for Human Rights and Democratic Development, 2004, <http://www.ichrdd.ca/frame2.iphtml?lanque=0>

### ***International Development Research Centre***

Created in 1970 by the Parliament of Canada, the International Development Research Centre (IDRC) is a Canadian public corporation that works in close collaboration with researchers from the developing world in their search for the means to build healthier, more equitable and more prosperous societies. The Centre's mandate is to initiate, encourage, support and conduct research into the problems of the developing regions of the world and into the methods for applying and adapting scientific, technological and other knowledge to the economic and social advancement of those regions. In so doing, IDRC helps developing countries use science and knowledge to find practical, long-term solutions to the social, economic and environmental problems they encounter.

The goals of IDRC are three-fold: (1) to strengthen and help mobilize the indigenous research capacity of developing countries, (2) to foster and support the production, dissemination and application of research results leading to policies and technologies that enhance the lives of people in developing countries, and (3) to build selectively on the past investments and explore new opportunities within its program framework.

The Centre's international work focuses on three developing regions. First, IDRC has worked in close collaboration with Africans since 1971. Over the past thirty years, the organization has supported over twenty-five hundred research projects directed and managed by African researchers and institutions. Second, the Centre conducts extensive work in eighteen Asian countries and has supported nearly two thousand initiatives throughout the continent. Third, IDRC officials have worked closely in Latin America since 1971, in a territory that spans from Mexico to the southern tip of Argentina and Chile. Finally, the Centre focuses activities on ten countries in Northern Africa and the Middle East by supporting five hundred and fifty research projects throughout the region.

Source: International Development Research Centre, 2004, [http://web.idrc.ca/en/ev-1-201-1-DO\\_TOPIC.html](http://web.idrc.ca/en/ev-1-201-1-DO_TOPIC.html)

## Government Organizations

### ***Foreign Affairs Canada***

Foreign Affairs Canada (FAC) supports Canadians abroad, works toward a more peaceful and secure world and promotes Canadian culture and values internationally. A department of the federal government, FAC recognizes that what happens beyond Canadian borders is having a greater impact on Canadian lives than ever before. This therefore makes engagement with the world increasingly important to Canada's well-being today and into the future. Through agencies such as CIDA, FAC supports official development assistance aimed at reducing poverty in other countries and contributing to a more equitable sharing of the world's prosperity.

FAC, through its Strategic Policy Branch, is strengthening its capacity to undertake research on important international policy issues. The Canadian Centre for Foreign Policy Development, which is housed within the Strategic Policy Branch, helps engage Canadians in international policy issues through the John Holmes Fund. Support from this fund has helped many individuals and organizations contribute to international policy discussions and generate reports on a wide range of issues such as democratic development, poverty reduction and environmental sustainability.

Source: Foreign Affairs Canada, 2004, <http://www.fac-aec.gc.ca/menu-en.asp>

### ***Canadian International Development Agency***

The Canadian International Development Agency (CIDA), an institution operated by the federal government, supports sustainable growth in developing countries in order to reduce poverty and to contribute to a more secure, equitable and prosperous world. The organization's central objective is to work with developing countries and states in transition in order for them to develop the tools to eventually meet their own needs. Working with partners in the private, public and nonprofit sectors both domestically and internationally, CIDA supports foreign aid projects in more than one hundred of the poorest countries in the world. Currently, the institution supports six specific program branches: (1) Africa and the Middle East, (2) Americas, (3) Asia, (4) Canadian Partnership, (5) Central and Eastern Europe, and (6) Multilateral.

Canada's official development program operated by CIDA concentrates resources on a multitude of priority areas such as basic human needs, gender equality, infrastructure services, private sector development, the environment and human rights, democracy and good governance. Should we add the following as a footnote: Reports from Ottawa indicate that the foreign policy paper will urge a sharp reduction in the list of 150-plus countries that receive aid from the Canadian International Development Agency. It will also push the aid body from its traditional focus on broad poverty alleviation toward more urgent concerns such as AIDS in Africa and Asia.

Source: Canadian International Development Agency, 2004,  
<http://www.acdi-cida.gc.ca/index.htm>