



*Parliamentary Centre
Le Centre parlementaire*

**Study Visit to Canada by the Secretary-General of the
Senate and Deputy Secretary-General of the National
Assembly of the Kingdom of Cambodia
November 21-30, 2004**

Final Report
December 15, 2004

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Introduction and Background

The Cambodia-Canada Legislative Support Project (CCLSP) has its roots in efforts by Canada during the 1990s to support a sustainable transition to democratic government in Cambodia. The Canadian International Development Agency (CIDA) funds this multi-year bilateral project. It is based on a Memorandum of Understanding signed between the Governments of Cambodia and Canada on February 21, 2001.

The goal of the CCLSP is to contribute to good governance and democratic development in Cambodia through capacity development of the National Assembly and the Senate. With this in mind, the project has been designed to promote exchanges and cooperation between the parliaments of Cambodia and Canada in order to support Cambodia's efforts in the development of its legislative and democratic legal system. Since the program was designed in a participatory manner, the activities reflect the needs and interests of our Cambodian partners. Proposed activities include study visits to neighbouring countries and Canada on issues related to legislative analysis and drafting, consultation, human resource development within parliament, and the overall strengthening of Parliament as an institution.

A large component of this project focuses on technical assistance and training to senior managers and parliamentary staff working within the two chambers of the Parliament and in its general administration. Since 2001, the CCLSP has undertaken several training programs in the area of strategic planning, operational planning, leadership and management training as well as technical advice in the area of policy development, establishment of job descriptions and general skills training for staff.

The Secretaries-General of the Senate and National Assembly, along with their Deputies and Senior Managers, have shown a great deal of commitment to implementing changes to staff hiring policies and job descriptions to reflect a move towards a more politically neutral staff. The project continues to assist in this area and train managers to implement the policies and procedures underlined in the new official documents of Parliament, particularly the recently passed *Legislative Civil Servants Statute*. Activities in the past year included administrative skills training (April and August 2003), basic management training (June 2003), a workshop on operational planning (July 2003), a workshop on human resources management policies and practice (December 2003), and a Study Visit on Parliamentary Administration and Management undertaken by Senior Managers of the Senate and National Assembly of Cambodia (May 2004).

In order to take advantage of the previous work conducted in the areas of Secretariat strengthening, a Study Visit to Canada was planned in the CCLSP's *Third Annual Workplan* (April 2004 to March 2005), which would provide the Secretary General of the Senate and Deputy Secretary General of the National Assembly of Cambodia exposure to the Canadian parliamentary system and also

allow them an opportunity to meet with their counterparts at the national and provincial levels.

Description and Objectives of the Study Visit

As a result of the great commitment that the Secretary General of the Senate and Deputy Secretary General of the National Assembly have shown for Project activities and the desire to exchange information about the Canadian and Cambodian Parliaments, a Study Visit to Canada was organized from November 21-30, 2004. The Study Visit was carried out in accordance with the *Third Annual Workplan*, and specifically to Output 346, *develop management planning frameworks*.

The delegation consisted of the Secretary General of the Senate, Deputy Secretary General of the National Assembly and Advisor to the Secretary General of the Senate.¹ The Field Office Manager of the Project and representatives from the Parliamentary Centre accompanied the delegation to all meetings.

The program for this delegation included an opportunity to meet with a variety of MPs, Senators and officials in the Canadian House of Commons and Senate, as well as meetings with officials and counterparts at the provincial level in the Quebec National Assembly.²

The main purpose of this Study Visit was to *provide the delegates an opportunity to gain first-hand knowledge and experience on the policies, practices and administrative systems in place in the Canadian and Quebec Legislatures*.

Another objective included *exposing the delegates to the Canadian and Quebec parliamentary institutions* through meetings with Speakers and Clerks of the House of Commons and Senate, Senators, Library of Parliament officials, Committee Clerks, the Secretary-General of the Quebec National Assembly, and senior managers from various administrative departments at the federal and provincial levels. Other activities to help facilitate an understanding of the federal and provincial legislatures included observing Question Period in Ottawa and participating in a tour of the federal Parliament in Ottawa and the National Assembly in Quebec City.

Outputs of the Study Visit

The meetings and discussions during the Study Visit gave the delegates an overview of the Canadian Parliamentary system, with a specific focus on the administration and management systems of the Canadian Parliament and Quebec

¹ For a detailed list of participants, please refer to Annex A.

² For a detailed program of the Study Visit, please refer to Annex B.

National Assembly. The delegates expressed a great interest in meeting their counterparts and were enthusiastic about sharing their own experiences of the challenges that the Cambodian Parliament are facing, especially at the administrative and management level.

The Canadian Parliamentary System

Mrs. Amelita Armit, Director of Asia Programs at the Parliamentary Centre, presented an overview of the Canadian political system with brief commentaries on each of the three pillars of our democracy – Parliament, Government (Executive) and the Supreme Courts. The delegates themselves outlined certain differences. Most of their questions related to the representative roles of the Members of the House of Commons and Senators and how, in practical terms, parliamentarians established and maintained communication with their constituents. The discussion also focused heavily on the electoral system and the importance of political party affiliation.

A subsequent meeting involved discussions with Senator Raynell Andreychuk, in which she proved to be quite effective in outlining how she sees the role and responsibilities of appointed Senators. She was also very open on the image and widespread misunderstanding of the value of the Senate in the general Canadian population.

Senator Andreychuk very much insisted on her conviction that a non partisan and professional Secretariat was crucial in assisting Senators and Senate Committees to do effective work. She said that such a situation enabled her to have complete confidence in the staff services and that individual Senators could count on the same level of objectivity in services provided to them whether they were part of the Government or Opposition Parties.

Senator Andreychuk stated that she understood that Cambodia was “new at democracy” and that, like in Canada, developing a neutral parliamentary civil service would unavoidably take some time but that visits of this type and past and planned exchanges would contribute to building professional services on the criteria of quality expertise and not political affiliation for the good of all Members of Parliament. She further insisted on the importance of rules and, just as key, adherence to and respect for those policies and rules by all parliamentarians. She noted that training along these lines should not only involve staff but also Cambodian Deputies and Senators in order to support the development of a competent institutional Secretariat.

In order to get a greater understanding of the work of committees, a meeting with Committee Clerks from the House of Commons and Senate was arranged. Both Luc Fortin (HOC) and Francois Michaud (Senate) summarized how committees in both the Upper and Lower Chambers were organized, functioned and influenced the legislative and oversight duties of parliamentarians. They underlined that in terms of legislative review their approach was generally the same, however, at the

oversight level, the Senate possessed a less political and longer-term perspective. Unfortunately, the fairly negative image of the Senate in the Canadian population often overshadows the quality of Senate committee work.

The procedural and administrative responsibilities of the committee clerks were described in detail as well as how their assignments were determined. The Secretary General and Deputy Secretary General demonstrated a lot of interest in the actual activities and financial aspects of Committees (e.g. budget planning and control, participation in activities, travel, consensus building, and witness selection). The Committee clerks described how, in the Senate, committees can only act following an order from the plenary but that in the House of Commons they have a mandate written into the Standing Orders that give them considerable latitude in determining their activities.

Administration and Support Systems in the Canadian Parliament

Mr. Jacques Sabourin, CCLSP Secretariat Stream Team Leader, presented a session that focused more precisely on how Canadian parliamentary administrations functioned with emphasis on the important level of delegation to managers according to their levels in both human resources and financial matters. There was much discussion on how budgets were established and controlled on an on-going basis. Another area of very serious interest was the status of employees which the Secretary General and Deputy Secretary General would pursue with the House of Commons' Director of Human Resources. The specific structure of management within the Board of Internal Economy at the House of Commons – not a parliamentary committee – was stressed in order to highlight the non-political aspect of directing the Secretariats.

The meeting with Mr. Hugh Finsten, Director General of the Library of Parliament Information and Research Service, touched on the specific services the Library of Parliament offers Committees, Members of Parliament and Senators. The staffing process was also discussed, indicating that a qualified, knowledgeable and politically neutral staff was imperative for the Library of Parliament to serve all parliamentarians equally and without bias. The latter characteristic was especially relevant given the CCLSP's objectives in working with the Secretariat of the Cambodian Parliament. Overall, Mr. Finsten's presentation was well received.

Meetings with Counterparts

The Secretary General of the Senate of Cambodia, H.E. Mr. Oum Sarith, had previously hosted the Speaker and Clerk of the Canadian Senate in November 2003 in Cambodia. This Study Visit gave Mr. Paul Bélisle, Clerk of the Senate, an opportunity to return the favour. Mr. Bélisle was very gracious and earnest in his efforts to ensure that the Cambodian delegation was well received. As a result, the delegates were made to feel that their present visit and future collaboration was welcomed. This was primarily due to Mr. Bélisle's personalized touch in the organization of this Study Visit.

During his meeting with the delegates, Mr. Bélisle presented a high level description of his own role with insistence on the fact that he essentially reports to two supervisors – the *Speaker* on matters directly relating to the proceedings of the Senate Chamber, and the *Senate Committees and the Senate Committee on Internal Economy, Budgets and Administration*. The latter reporting relationship closely resembled the situation in Cambodia and led to interesting exchanges between the highest parliamentary functionaries in both countries on their respective rapport with the Canadian Senate Committee and the parliamentary Permanent Committees in Cambodia.

Mr. Bélisle struck an interesting cord with participants by explaining the Strategic and Operational processes in place at the Senate and how he managed those exercises by insisting on the performance of the major administrative unit directors. Mr. Bélisle opined that the Cambodian Senate and National Assembly Secretariats “were on the right track” in their attempts to manage the planning function and activity. He recognized, on the other hand, the challenges to contend with given the lack of resources at all levels even if he had personally realized the significant progress accomplished in the Senate Secretariat during his last visit in the fall of 2003 (for example, in developing detailed job descriptions for all positions). In reply to requests from H.E. Mr. Oum Sarith, the Clerk provided various documents to the delegation, including a copy of the Code of Ethics which applies to staff of the Canadian Senate.

The Deputy Secretary General of the National Assembly of Cambodia, H.E. Mr. Chan Ven, also had a chance to meet with his Canadian counterpart. In that meeting, Ms. Audrey O’Brien, Deputy Clerk of the House of Commons, gave a detailed presentation on her specific role distinguishing between the specialized procedural duties in direct support to the Clerk and her management duties in particular for services to Committees and Procedural Research. In reference to this latter activity, she explained how this unit focuses exclusively on parliamentary procedure research as opposed to subject-matter research done by the Research Directorate of the Library of Parliament.

In reply to queries from the participants, she then spent some time in outlining her specific management duties and responsibilities. This contrasted acutely with the situation in the Senate and National Assembly Secretariats where the Deputy Secretary Generals do not have as defined a role and where the accent is more on the limited “assistance” provided to the Secretary Generals and do not include clear delegated authority for given operational services. This again spoke to the ultra-centralization issue of parliamentary management in Cambodia.

The second major aspect the Deputy Clerk addressed was the management decision process in the administration of support and professional services. She gave step-by-step examples of how the Clerk’s Management Group – the top-level management committee at the House of Commons – reach major decisions in terms of financial matters, Human Resources policies and major projects. Ms.

O'Brien underlined the related decisional processes as both vertical and lateral consultations and exchanges of information leading to consensus. The Clerk or the Board of Internal Economy, depending on the scope of the issue, retained the option of accepting or rejecting management committee recommendations and decisions. This approach to managing staff, budgets and operations was generally based on a "management team" approach which involved open discussions that also reached the lower levels of the organization.

Human Resource Management in the Canadian Parliament

Ms. Suzanne Paradis, Director of the House of Commons Human Resources Directorate met with the Secretary General and the Deputy Secretary General and provided them with a summary of the main organizational units of the House, including their mandates and responsibilities. She then explained how senior management of the HOC form the Senior Management Group headed by the Clerk, Mr. William Corbett. This group meets on a regular basis and work as a team even though the Clerk retains decisional power. She further outlined how the staffing of positions by managers was narrowly linked to their financial delegation of power.

Ms. Paradis then deferred to the Manager of Staff Relations and Compensation, Mr. Pierre Parent, who described in detail the different categories of employees, especially the differences between unionized and non unionized staff. He also added how staff have recourse in situations they consider unfair and how employees' rights and work conditions are communicated to them. He then described the normal staffing process, insisting on objective and competency-based criteria to hire new personnel or to fill a vacant position from within. The level of delegation in staffing matters contrasted with the extreme centralization found in the Cambodian context. The participants expressed their wish to emulate the HOC approaches, but recognized that they have many challenges ahead before that becomes a reality. To help start the process, it was suggested that Mr. Parent assist in the development of a terms and conditions document that would help advance the HR management infrastructure.

Financial Management in the Canadian Parliament

The delegates had the opportunity to meet with Ms. Claire Kennedy, Director, Corporate Services, Policy & Financial Planning and Mr. Allan Glens, Director, Corporate Services, Accounting Services to discuss financial management issues in the House of Commons. They both went into detail regarding the various financial services offered to Members of Parliament and were quite open to hearing about the way the financial management process worked in Cambodia. A presentation was provided on the services provided to MPs when they take office. This presentation was well received and resulted in a number of follow up questions. In short, the delegates were very impressed with the amount of information that they were able to gather from this session on financial issues.

Meetings at the Quebec National Assembly

Meetings at the Quebec National Assembly started with an introduction to the structure of the provincial legislature by the Secretary General of the Quebec National Assembly, Mr. François Côté. Mr. Côté then went on to describe his roles and responsibilities as Secretary General and the reporting structures within the Assembly. He mentioned that the Secretary General has two roles within the Assembly: 1) to be a primary counsellor to the President regarding parliamentary procedure, and 2) to be the general person in charge of answer questions on procedure for any Member of the Assembly. For these reasons, Mr. Côté stressed the importance of neutrality and confidentiality in his job. Mr. Côté also stressed the importance of developing the competencies of all staff to ensure that they serve the Members well, and that the role of the Secretary General is to ensure that systems are in place to develop these competencies.

The meeting with Mr. Côté was followed by a meeting with Mr. Denis Leclerc, the Director of Financial Resources and Supply Services. The meeting was in fact supposed to be with Ms. Cécilia Tremblay, Deputy Secretary General of Administrative Affairs, however, Ms. Tremblay could not attend due to illness and so Mr. Leclerc took her place. Mr. Leclerc went into details regarding the structure of the National Assembly of Quebec, especially describing the roles of various administrative departments in the Assembly.

Next on the agenda was a lunch hosted by Mr. François Côté at the Assembly Restaurant. The atmosphere was very open and in fact much of the exchange and learning on both sides occurred at the lunch table. We were very impressed with the sincere interest with which Mr. Côté addressed his questions to the delegation in the hope to learn more about the structure of the Cambodian Parliament. He then endeavoured to make comparisons of similarities and differences between the Quebec and Cambodian National Assemblies. This not only allowed the delegates to learn about the Quebec system, but to also share their own experiences, which is always crucial when it comes to such high-level exchanges.

Following lunch, a meeting was held with the Director of Human Resources, Ms. Carole Lachance. Ms. Lachance described the structure of the human resources department, and the various services provided by her department. This session was followed by the final session of the day with Mr. Doris Arsenault, Director of the Secretariat of Commissions. This was a valuable meeting for the delegates, as they learned that the commission structure of the Quebec National Assembly had certain similarities to the Cambodian system, mainly in terms of the size and number of commissions. It was stressed that the Quebec National Assembly includes Members of the Opposition as members in commissions, something that was previously done in Cambodia, but is not a part of the current legislature's make-up. It was concluded that further learning experiences could be exchanged with the Quebec legislature, especially as it applies to commission work.

Other Meetings and Activities

The delegates also had a number of protocol meetings, including those with the Speakers of both the House of Commons and Senate, as well as a half-hour session with the Clerk of the House of Commons, Mr. William Corbett, who briefed the delegates on his particular roles and responsibilities.

In order to welcome the delegates to Canada, the Executive Director of the Parliamentary Centre, Mr. Robert Miller, held a welcome dinner for the delegation at one of Ottawa's famous restaurants, the Courtyard. It was a good chance for all of us to welcome the delegates to Canada.

Mr. Paul Bélisle was also kind enough to invite the delegates to have lunch at the Parliamentary Restaurant. It was a good opportunity for the delegates to see the way MPs, Senators, and parliamentary officials interact in a more social environment. It also provided a good forum to discuss a wide range of Canadian and Cambodian issues with Mr. Bélisle in a more informal setting.

Other activities also included a tour of the Canadian Parliament, Quebec National Assembly, and observing Question Period. The delegates also had a chance to visit the Senate chamber while in session, as well as a meeting of the House of Commons Finance Committee. The delegates were officially recognized at both of these events.

Activities not related to parliament were also arranged for the delegates, in order to give them the sense of the history of Canada as a nation. The delegates had a chance to visit the Museum of Civilization and were given a VIP tour in Khmer. Other leisure activities also included visiting the various shopping centres and restaurants throughout Ottawa, Montreal and Quebec City.

Lessons Learned and Next Steps

Through participation in meetings, discussions, and a debriefing session, the delegates revealed much about the current situation in Cambodia with respect to Secretariat management and administration development, as well as lessons learned about the Canadian parliamentary system. In particular, they stressed the following:

- There are important similarities in the roles of most senior managers in the Secretariats.
- Many on-the-ground suggestions for improving the overall management of the Secretariats were provided and they hope to use these suggestions for the development of effective management and administrative frameworks in the Secretariats.
- The delegates were happy with the various presentations on the manner in which the Canadian Senate and House of Commons Administrations approach a number of organizational structure, management and service issues while

leaving a considerable amount of time to let the participants focus on areas of higher interest to them.

- The discussions focused on subjects that currently impede progress or affect the quality of services and management in Cambodian parliamentary situations such as lack of delegation and over centralization, minimal policy development, and the absence of participation of high level managers in the decision-making process. This allowed the delegates to critically evaluate the manner in which the Secretariats operate in Cambodia and to try and think of ways in which this situation could be improved.
- A number of management improvement options were presented during various meetings of the Study Visit. These options did not necessarily tie into a need for more resources, but instead focused on practical ways in which the Secretariats could help build institutional capacities.
- During the meetings in Quebec, the delegates gained an increased appreciation of the manner in which the Canadian parliamentary structure works at the provincial level. The delegates were particularly impressed by how much more relevant their exchanges with the Quebec National Assembly were to the Cambodian situation given the size of the parliament and the ways in which the commissions of the Quebec National Assembly work. Further collaboration with the Quebec National Assembly is expected.
- During the final debriefing session, the Secretary General of the Senate voiced his appreciation for the Projects efforts in helping build the human and institutional capacity of both Secretariats in Cambodia. The Study Visit had obviously led to the consideration of a number of activities that could be potentially helpful to the Secretary General and Deputy Secretary General in implementing change. They emphasized that the next step is to ensure that practical policies and practices are developed in order to ensure that the Secretariat has the capacity and experience to be able to approach parliamentarians themselves in order to show them the benefits of using staff to help parliamentarians in carrying out their work. An example of such an activity would be using a HOC resource to help the Secretariats develop a “terms and conditions of employment” document.

In general, the delegates were appreciative of the chance to come to Canada to learn more about the parliamentary system in Canada as well as the administrative and management structure of the Canadian Parliament. The delegates reported that they had some valuable discussions with their Canadian counterparts and that they would be able to learn from these exchanges in order to try and improve their own systems, albeit within a Cambodian context.

Annex A - List of Participants

Study Visit to Canada by the Secretary General of the Senate and Deputy Secretary General of the National Assembly of the Kingdom of Cambodia

November 21 – 30, 2004

Delegation:

1. **H.E. Mr. Oum Sarith**, Secretary-General of the Senate of Cambodia
2. **H.E. Mr. Chan Ven**, Deputy Secretary-General of the National Assembly of Cambodia
3. **Mr. Moul Sasnak**, Advisor to the Secretary-General of the Senate of Cambodia

Other Accompanying Participants:

1. **Mr. Bunleng Men**, Field Office Project Manager - Cambodia-Canada Legislative Support Project (also acting as Interpreter)
2. **Mr. Jacques Sabourin**, Senior Associate of the Parliamentary Centre & Parliamentary Administration Specialist
3. **Mrs. Amelita Armit**, Program Director, Asia - Parliamentary Centre
4. **Mr. Imran Arshad**, Senior Program Officer, Asia - Parliamentary Centre

Annex B – Program Agenda

Study Visit to Ottawa and Quebec by the Secretary General of the Senate and Deputy Secretary General of the National Assembly of the Kingdom of Cambodia

November 21 – 30, 2004

Sunday November 21

17:12 Arrival at Ottawa International Airport

Flight: AC 458

Delegation:

H.E. Mr. Oum Sarith, Secretary-General of the Senate of Cambodia (Head of the Delegation)

H.E. Mr. Chan Ven, Deputy Secretary-General of the National Assembly of Cambodia

Mr. Moul Sasnak, Advisor to Secretary-General of the Senate of Cambodia

Mr. Bunleng Men, Field Office Project Manager, Cambodia-Canada Legislative Support Project (also acting as Interpreter)

Transfer to hotel and check-in:

Best Western Victoria Park Suites

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Mr. Imran Arshad, Senior Program Officer, Asia Programs

Tel: (613) 237-0143 (Ext. 324)

Mr. Bunleng Men, CCLSP Field Office Project Manager

Mobile: (613) 325-3779

Ms. Louise McCoy, Administrative Assistant, Asia Programs

Tel: (613) 237-0143 (Ext. 367)

Monday November 22

13:30 – 14:30 Orientation Session at the Parliamentary Centre

Purpose: Introduction of the Study Visit program and briefing on the Canadian parliamentary system

Speakers: Mrs. Amelita Armit, Director, Asia Programs
 Mr. Imran Arshad, Senior Program Officer, Asia

Location: Parliamentary Centre Boardroom #806

14:30 – 15:00 Break

15:00 – 16:30 Meeting with Mr. Paul Bélisle, Clerk of the Senate

Purpose: Exchange of experiences on roles and responsibilities of Canada's Clerk of the Senate and the role of the Secretary General in Cambodia's Senate and National Assembly

Location: Parliament Hill - Centre Block - Rooms 185-S & 263-S

18:00 Welcome Dinner hosted by Mr. Robert Miller, Executive Director of the Parliamentary Centre

Location: Courtyard Restaurant, 21 George Street

Tuesday November 23

8:30 – 9:30 Overview of the Parliamentary Administration in Canada

Purpose: Review of the Canadian parliamentary organization and institutional services at the Canadian Parliament and discussion on the main differences between the House of Commons Board of Internal Economy and the Senate Standing Committee on Internal Economy, Budgets and Administration

Speaker: Mr. Jacques Sabourin, Senior Associate of the Parliamentary Centre & Parliamentary Administration Specialist

Location: Parliamentary Centre Boardroom #806

9:30 – 10:00 Break

10:00 – 12:00 **Meeting with the House of Commons Director of Human Resources, Ms Suzanne Paradis**

Purpose: Discussion on the roles, responsibilities and scope of work of the Human Resources Directorate, with specific focus on hiring staff on the basis of non-partisanship, merit qualifications and competition.

Other Speakers: Mr. Pierre Parent, Manager, Staff Relations & Compensation
Mrs. Chantal Lampron, Manager, HR Advisory Services

Location: 180 Wellington Street – Room 520

12:00 – 13:25 Lunch

13:25 – 14:30 **Tour of Parliament** (with official French-speaking tour guide)

Location: Parliament Hill – Centre Block

14:30 – 15:00 **Observe Question Period in the House of Commons**

Location: Parliament Hill – Centre Block – Ladies Gallery

Wednesday November 24

9:00 – 11:00 **Meeting with the House of Commons Directors of Finance**

Purpose: Discussion on the roles, responsibilities and scope of work of the Directors of Finance, including a dialogue on the way budgets are administered.

Hosts: Mr. Allan Glenss, Director, CS – Accounting Services
Ms. Claire Kennedy, Director, CS - Policy & Financial Planning

Location: 180 Wellington Street – Room 520

11:00 – 11:30 Break

11:30 – 12:00 **Meeting with Speaker Daniel Hays of the Senate**

Purpose: Protocol Visit

Location: Parliament Hill – Centre Block – Room 274-F

- 12:00 – 13:20 **Lunch hosted by Mr. Paul Bélisle, Clerk of the Senate**
Location: Parliamentary Restaurant – Centre Block – 6th Floor
- 13:30 – 14:00 **Observe a Meeting of the Senate**
Location: Parliament Hill – Centre Block – Senate Chamber –
Governor General’s Gallery
- 14:15 – 15:30 **Overview of Parliamentary Committees**
Purpose: Meeting with committee clerks from both the Senate and House of Commons to review the role of committees in Canada’s parliamentary system
Speakers: Luc Fortin, Deputy Principal Clerk of the House of Commons
François Michaud, Committee Clerk of the Senate
Location: Parliament Hill – East Block – Room 16
- 15:30 – 16:30 **Observe House of Commons Finance Committee Meeting**
Purpose: Observe a Committee Meeting at the House of Commons to get an understanding of the process as it works in Canada
Location: Parliament Hill – Centre Block – Room 253-D

Thursday November 25

- 9:30 – 10:30 **Meeting with Senator Raynell Andreychuk**
Purpose: Overview of the role of Senators in Canada and how parliamentary staff support and assist with the work of Senators
Location: Parliament Hill – East Block – Room 16
- 10:30 – 11:00 Break
- 11:00 – 11:30 **Meeting with Mr. William Corbett, Clerk of the House of Commons**
Purpose: Protocol Visit
Location: Parliament Hill - Centre Block - Room 139-N

11:30 – 11:45 **Meeting with the Honourable Peter Milliken, Speaker of the House of Commons**

Purpose: Protocol Visit

Location: Parliament Hill - Centre Block - Room 224-N

12:00 – 14:00 Lunch

14:00 – 15:00 **Meeting with Mr. Hugh Finsten, Director General of the Library of Parliament Information and Research Service**

Purpose: Presentation on the role of the Information and Research Service of the Library of Parliament in providing information, research and analysis services by assigning subject specialists to assist parliamentary committees as well as providing research services to individual parliamentarians

Location: La Promenade, 151 Sparks Street, Room 905

15:30 – 17:00 **VIP Tour at the Museum of Civilization in Ottawa**

Friday November 26

10:00 – 11:15 **Meeting with Ms Audrey O'Brien, Deputy Clerk of the House of Commons**

Purpose: Exchange of experiences on the specific roles and responsibilities of Canada's Deputy Clerk of the House of Commons and the role of Deputy Clerks in the National Assembly and Senate in Cambodia

Location: Centre Block, Room 139-N

11:30 – 14:00 **Debriefing Lunch with the Parliamentary Centre**

Speakers: Mr. Robert Miller, Executive Director
Mrs. Amelita Armit, Director, Asia Programs

Location: Cathay Restaurant – 228 Albert Street

15:30 **Depart from Ottawa to Montreal by Train**

Saturday November 27

Free time

Sunday November 28

Depart from Montreal to Quebec City by Airplane

Lundi Novembre 29

- 9:30 – 10:30 **L'Assemblée nationale du Québec et les fonctions du secrétaire général**
Séance de travail avec le secrétaire général, M. François Côté
Local B-2.42
- 10:30 – 11:30 **Les affaires administratives**
Séance de travail avec le directeur des ressources financières et des services d'approvisionnement, M. Denis Leclerc
Local B-2.42
- 11:30 – 12:00 **Visite guidée de l'Hôtel du Parlement**
- 12:00 – 14:00 **Déjeuner offert par le secrétaire général, M. François Côté, salon Johnson Centre Ouest du restaurant le Parlementaire**
- 14:00 – 15:00 **La gestion des ressources humaines**
Séance de travail avec la directrice des ressources humaines, Mme Carole Lachance
Local RC.171
- 15:00 – 16:00 **Le fonctionnement des commissions parlementaires**
Séance de travail avec le directeur du Secrétariat des commissions, M. Doris Arsenault
Local RC.171

Tuesday November 30

- 5:45 **Departure from Quebec Airport**
Flight: AC679