

## FINAL REPORT

71<sup>ST</sup>

# WESTMINSTER SEMINAR

ON EFFECTIVE PARLIAMENTS

MAY 2023



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# About the Seminar

Between 13 – 17 March, CPA UK hosted the 71st annual edition of the flagship Westminster Seminar on Effective Parliaments, welcoming 63 delegates from 27 legislatures to London. Held at the UK Parliament, the Seminar was aimed at parliamentarians and parliamentary officials who are relatively new to their role. It was designed to provide a highly participatory forum for delegates to exchange ideas on parliamentary practice and procedure, as well as share wider experiences of how legislatures across the Commonwealth function.

Rigorous discussions took place throughout the programme, and delegates explored potential solutions to shared challenges across the different legislatures. Delegates discussed leadership and accountability in parliament, comparing the systems and structures of their legislatures. They noted the importance for parliaments to exercise their powers of scrutiny confidently and they shared good practice in holding the government (executive) to account. They explored effective communication skills to achieve impact, and identified good practice in fostering professional and respectful relations between parliamentarians and parliamentary officials.

There were also opportunities to experience the work of the UK Parliament in practice; delegates observed Prime Minister's Questions and visited the library and education centre, as well as the constituencies of UK MPs.

In this Report, the photos featured capture delegate engagement throughout the Seminar, and do not always correspond to the text with which they are placed.



# Outcomes and Outputs

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## Outcome

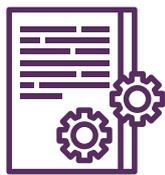
Delegates will have enhanced their ability to effectively scrutinise, represent and deliver oversight in their respective parliaments.

**The outputs for the Seminar are as follows:**



## Output One

Delegates will have an opportunity to widen their networks, creating open communication lines to work collaboratively with their peers.



## Output Two

Delegates will be introduced to knowledge, tools and skills to enhance their leadership and administrative role in their respective legislatures.



## Output Three

Delegates will gain a deeper understanding of the components that make up an effective parliament, using examples from across the Commonwealth, including the UK.

# Delegate List

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## Africa



### National Assembly of The Gambia

Hon. Saikou Bah, Member of the Select Committee on Tourism, Arts, Culture, Youth and Sports  
Hon. Modou Lamin B. Bah, Vice Chair, Select Committee on Health



### Parliament of Ghana

Hon. Akwasi Darko Boateng, Member of Parliament  
Hon. Lydia Lamisi Akanvariba, Member of Parliament  
Dr. Ernest Darfour, Committee Clerk



### Parliament of Kenya

Hon. Kahangara Joseph Mburu, Committee Member  
Sen. Hezena Lemaletian, Committee Member  
Ms. Anna Musandu, Clerk (Legislative and Procedural Services) and Table Office



### Mozambique Parliament

Hon. Viana Da Silva Magalhães, Member of the Standing Committee  
Hon. Ana Antonia Herinques Dimitri, Member of the Standing Committee



### Parliament of the Republic of Namibia

Hon. Barney Karuombe, Directorate of Specialised Services, National Council  
Hon. Andreas Uutoni, Vice-Chairperson: National Council Standing Committee on Home Affairs, Constitutional and Legal Affairs



### Parliament of Seychelles

Hon. Michel Roucou, Committee Member of Defense and Security Committee  
Hon. Sylvanne Lemiel, Committee Member of Government Assurances, House Committee  
Ms. Tania Isaac, Clerk to the National Assembly



### Parliament of Sierra Leone

Hon. Ibrahim Tawa Conteh, Committee Member  
Hon. Catherine Zainab Tarawally, Committee Chair for Gender Committee, Deputy Whip  
Mr. Abdul Rahim Sowe, Table Clerk



### Parliament of Zambia

Hon. Koonwa Simunji, Member of Parliament for Nalikwanda Constituency and Member of the Planning and Budget Committee  
Hon. Melesiana Phiri, Member of Parliament for Milanzi Constituency and Member of the Public Accounts Committee  
Ms. Sibonelo Jere, Senior Public Relations Officer & CPA International Desk Officer

# Delegate List

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## Americas, Caribbean, and Europe



### National Assembly of Belize

Hon. Gilroy Usher, Minister of State in the Ministry of Public Utilities and Logistics  
Hon. Beverly Williams, Committee Member of the Regulations Committee  
Mrs. Clarita Pech, Deputy Clerk



### Parliament of Canada

Hon. Iqra Khalid, Member of the House of Commons  
Hon. Marie-Hélène Gaudreau, Member for Laurentides, Labelle  
Ms. Julie Geoffrion, Deputy Principal Clerk (International and Interparliamentary Affairs),  
Table Officer



### Parliament of Jamaica

Hon. Mikael Phillips, Chairman of the People's National Party Region, Member of Parliament  
Hon. Kerensia Morrison, Member of the Senate  
Mr. Wayne Blake, Marshall to the Houses of Parliament



### Nova Scotia House of Assembly

Hon. Melissa Sheehy-Richard, Member of the Legislative Assembly  
Hon. Lorelei Nicoll, Member of the Legislative Assembly  
Mr. James Charlton, Chief Clerk of the House



### National Assembly of Quebec

Hon. Jean-François Simard, Member of Parliament for the riding of Montmorency and Chair of  
the Public Finance Committee  
Hon. Linda Caron, Shadow minister for Seniors, Informal Caregivers, and Home Care  
Ms. Ariane Beauregard, Director of Sitings and Parliamentary Procedure



### National Assembly of Saint Kitts and Nevis

Hon. Speaker Lanein Blanchette, Speaker of the National Assembly  
Hon. Konris Maynard, Leader of Government Business, Minister of Public Infrastructure, Energy  
and Utilities; Domestic Transport; Information, Communication, and Technology; and Post



### Parliament of the Republic of Trinidad and Tobago

Senator Laurence Hislop, Government Senate  
Hon. Ravi Ratiram, Opposition Member  
Mr. Brian Caesar, Clerk of the Senate

# Delegate List

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## Asia Pacific



### Legislative Assembly for the Australian Capital Territory

Hon. Leanne Castley MLA, Committee Chair, Chair of the CWP CPA Branch



### Bangladesh Parliament

Hon. Mohammad Shahiduzzaman, Member of Standing Committee on Ministry of Industries

Hon. Ahasanul Islam Titu, Member of Public Accounts Committee



### Parliament of Maldives (The People's Majlis of the Maldives)

Hon. Hussain Firushan, Vice Chairperson of the Social Affairs Committee, Member of Committee on Environment and Climate Change

Hon. Usthaza Fathimath Filza, Counsel General



### Parliament of Sri Lanka

Hon. Angajan Ramanathan, Deputy Chairman of Committees of Parliament

Hon. Diana Gamage, State Minister of Tourism

Mrs. Kushani Anusha Rohanadeera, Chief of Staff and Deputy Secretary -General of Parliament



### Queensland Parliament

Hon. Joe Kelly, Member for Greenslopes and Deputy Speaker



### Parliament of Tasmania, Legislative Council

Hon. Jane Howlett MLC, Member



### Legislative Assembly of Tonga

Hon. Viliami Uasike Latu, Parliamentary Standing Committees: Law; Privilege; Foreign and Trade

Hon. Dulcie Elaine Tei, Member of Parliament

Ms. Anais Taumoepeau, Assistant Legislative Counsel



### Tuvalu Parliament

Hon. Samuelu Penitala Teo, Speaker of Parliament and Chair of the Parliament Rules Committee

Mrs. Talimoana Alamoana, Assistant Clerk to Parliament



### Parliament of Western Australia

Hon. Lisa Munday, Acting Speaker

Hon. Rebecca Stephens, Acting Speaker

Mr. Sam Hastings, Clerk of the Legislative Council and Clerk of the Parliaments

# Delegate List

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## Overseas Territories and Devolved Legislatures



### Anguilla House of Assembly

Hon. Shellya Rogers-Webster, Member of Parliament, Member of House Administration Committee



### Parliament of Montserrat

Hon. Veronica Dorsette-Hector, Parliamentary Secretary

Hon. Crenston Buffonge, Minister of Agriculture, Lands, Housing and the Environment



### Welsh Parliament (Senedd)

Peredur Owen Griffiths MS, Committee Chair (Finance)

Mr. Owain Davies, Second Clerk, Public Accounts and Public Administration Committee

# Day One - Monday 13 March

The programme began on Commonwealth Day, which celebrates the diversity, unity and shared values of the Commonwealth. Delegates got to know each other whilst attending Commonwealth Day celebrations including the Commonwealth flag-raising ceremony at the invitation of The Rt. Hon. Sir Lindsay Hoyle MP, Speaker of the UK House of Commons, and the Commonwealth Service in Westminster Abbey, attended by His Majesty King Charles II and other members of the Royal Family.

The first day also introduced participants to the objectives of the programme and the wider importance of pan-Commonwealth exchange. In her 'Keynote Address', The Rt Hon. Dame Maria Miller MP, Chair of CPA UK's Executive Committee, highlighted the Seminar's overarching goal of experience sharing, and emphasised the powerful benefits of global peer-to-peer learning. Observing that these are challenging times globally, the UK's Shadow Foreign Secretary, the Rt Hon. David Lammy MP noted that there is "a massive opportunity with the Commonwealth's size and unity of vision to disentangle some of the problems faced."



Photo credit: ©UK Parliament/Andy Bailey

# Day Two - Tuesday 14 March

On the second day of the programme, delegates attended four focused sessions on the different structures and systems that ensure parliaments across the Commonwealth function effectively. Whilst this day highlighted the challenges faced by legislatures, there was also a focus on future positive change.

## **Impartiality of the Speaker of Parliament/Presiding Officer**

Through group discussion between legislatures of similar sizes, delegates analysed the speaker's function and compared experiences between their respective parliaments and systems. The ability of the Speaker to be impartial was deemed to be crucial to gaining the confidence of all parliamentarians in the House. Sharing the UK's perspective, Sir Lindsay Hoyle MP observed that the Speaker of the House of Commons is selected and scrutinised on their ability to ensure equal contributions in the chamber and protect all MPs. While this resonated with some legislatures, others noted that this was not the practice in their parliaments.

## **Promoting diversity and representation in parliament**

Delegates noted that in certain regions of the Commonwealth various previously marginalised ethnic communities were now included to achieve greater representation in parliament. However, most legislatures still face an under-representation of women parliamentarians. This is sometimes impacted by the digital sphere and social media. In the UK, for example, Dame Maria Miller MP noted that 83% percent of women report that social media makes them less likely to stand for election to parliament. Ultimately, delegates agreed that they have an important role to play in addressing the challenges of abuse of the digital space and under-representation in parliament. Hon. Diana Gamage MP from the Parliament of Sri Lanka remarked that "parliament is uniquely placed to champion diversity with ripple effects on wider society".



# Day Two - Tuesday 14 March

## The purpose of a parliamentary code of conduct

Delegates also examined behaviour standards in the parliamentary context, noting the successes, limitations, and enforcement in their legislatures. The UK House of Commons' Parliamentary Commissioner for Standards, Mr Daniel Greenberg CB, drew attention to the 'skewed public perception' in the UK of commitments to parliamentary standards. He suggested that, whilst the media keenly focus on instances of parliamentary misconduct and the breaking of standards, the reality is that most UK members of parliament firmly commit to them.

Delegates remarked that some legislatures either lacked a code of conduct or had one that was not enforced. Hon. Rebecca Stephens MLA, Acting Speaker in the Parliament of Western Australia, highlighted that her legislature's Lower House had a code of conduct, but that more could be done to ensure parliamentarians were aware of it.

## The necessity of a complaint mechanism

Delegates discussed the importance of an independent body to regulate challenging behaviours. It was noted that parliamentarians, unlike parliamentary officials, have no employer to answer to. Jo Willows, Head of the Independent Complaints and Grievances Scheme (ICGS) at the UK Parliament, acknowledged the UK's own issues with bullying and harassment and explained that the ICGS had sought to hold UK members to account for their behaviour since its conception in 2017.



# Day Three - Wednesday 15 March

The predominant focus of day three was the nature of relationships in a parliamentary setting. This included discussion of the working relationships between institutions of the state, communicating to critique and influence, and accountability in an age of mass media.

## **Holding power to account**

Delegates explored the mechanisms used in legislatures across the Commonwealth to ensure governments are held accountable for their policies and actions. Hon. Ahasunal Islam Titu from the Parliament of Bangladesh drew attention to the important part committees play in scrutinising the government, emphasising the role of the Public Accounts Committee in regulating transparency and analysing the spending of government departments.

## **Engaging public questions**

Delegates noted the importance of public scrutiny. Some attended Prime Minister's Questions (PMQs) as observers and others watched the live broadcast, with commentary on the structure, content and procedures provided by an experienced UK parliamentary official. Chris Elmore MP remarked that, although PMQs is more theatre than genuine debate on policy or general issues, it nonetheless serves as an example of the PM engaging with the public and political discourse.



# Day Three - Wednesday 15 March

## Effective communication and leadership skills for parliamentary officials

Parliamentary officials were given the opportunity to learn how to enhance the positive working relationship between members and clerks. Kate Faragher (Founder, Bespoke Skills) encouraged the officials to reflect on both positive and challenging experiences within their line of work when fostering relationships with members. She provided some examples from her own experience of supporting committees of MPs in the UK parliament. A highlight of this session was the creation of a 'wall of rights' which could provide the foundation for a positive working environment in parliament.

## Effective communication and leadership skills for parliamentarians

The parliamentarians explored ways to achieve the greatest impact as a public figure, through conscious and context led communication techniques. Ginny Radmall (Founder, The Ivy Way) encouraged parliamentarians to consider the subtle ways they can enhance their engagement both in the chamber and in their constituency. These ranged from adapting one's body language during debates to distilling complex information to constituents.



# Day Four - Thursday 16 March

On the fourth day, delegates discussed the role of parliament as a legislative and scrutiny body. Delegates highlighted the importance of committee work in this context but recognised that committees across the Commonwealth often face similar issues that can inhibit their effectiveness. These include the challenge of reaching a timely cross-party consensus, managing backlogs exacerbated by the global pandemic, and ensuring recommendations are followed up and acted on by the government.

## Enhancing committee knowledge and skills

Delegates were invited to join one of two committee exercises, one focusing on 'Trafficking through Sport' and the other on the 'Role of Social Media in Conflict'. These exercises offered delegates the chance to roleplay as a committee, with the guidance of a freeze frame facilitator, to enhance or share their knowledge on questioning techniques whilst demonstrating them in practice. Delegates also noted minor differences in technicalities depending on their legislatures; for example, some required witnesses to swear an oath that they would tell the truth before giving evidence to a committee.

## Supporting witnesses

Mark Earl, Safeguarding and Witness Support Lead at the UK House of Commons, highlighted the importance of risk assessments and private preparatory meetings with witnesses in the lead up to an inquiry. Delegates noted the particular importance of supporting witnesses considered vulnerable, through disability or traumatic lived experience. Whilst their input can prove impactful and beneficial for key issues, the pressure on such witnesses can lead to potential mental harm and emotionally charged information.

## Communicating the work of the committee

Delegates shared good practice in preparing for committee work and disseminating key findings to the public and policymakers. Communicating the work of the committee to the public was identified as an area where legislatures had experienced challenges. From public interest to accessibility, committees across the Commonwealth found it difficult to communicate the impact and importance of their work. Hon. Mikael Phillips, Chairman of Jamaica's Public Administration and Appropriations Committee, stressed the importance of actively broadcasting sittings. He shared the experience of his legislature, which consists of several rural parishes, where sittings are both televised and available on the radio.

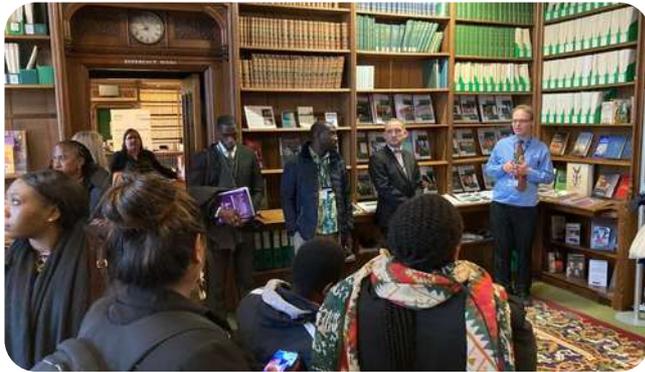


# Day Five - Friday 17 March

## The Work of Parliamentarians and Parliamentary Officials in Practice

The final day of the programme was an opportunity for delegates to immerse themselves in the practicalities of working in the UK Parliament. Parliamentary officials were given tours of the Parliamentary Education Centre and the House of Commons' Library. The former was an interactive experience designed to engage young people (aged 7 – 18 years old) in UK politics. Delegates expressed interest in the benefits of setting up a similar centre in their own legislatures to ensure school aged children become more aware of politics and the parliamentary system.

Simultaneously, parliamentarians visited UK MPs in their constituency and gained a first-hand insight into how they engage with constituents and organise their constituency work, as well as the more informal day-to-day activities of UK parliamentarians outside the Houses of Parliament.

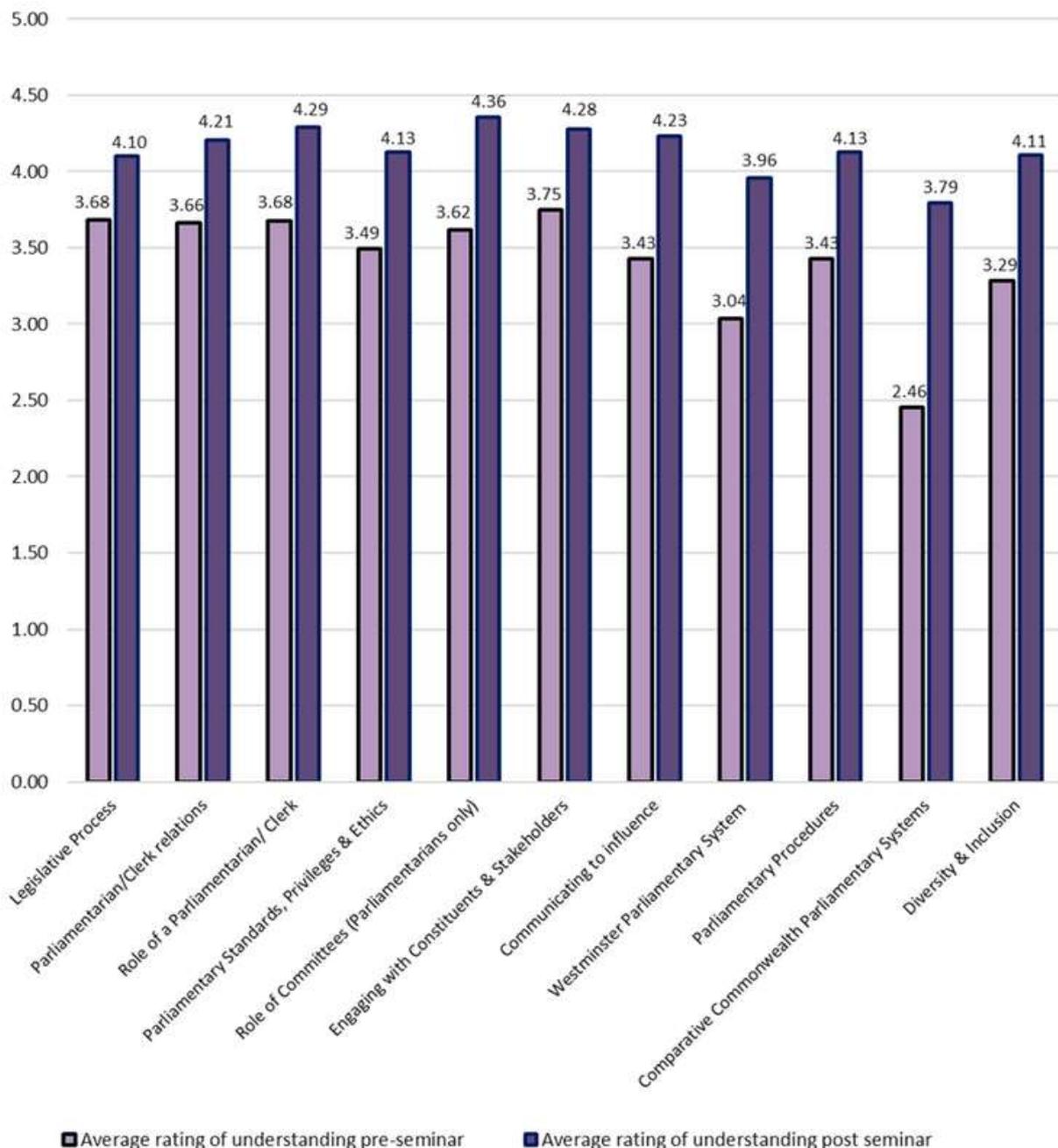


# Monitoring & Evaluation

As part of the Seminar’s monitoring and evaluation process, delegates were asked to complete pre- and post-Seminar assessment forms to measure changes in their level of knowledge and confidence in the topics covered by the programme.

They evaluated themselves both before and after the Seminar according to the following scale: “No understanding” (1), “Basic understanding” (2), “Moderate understanding” (3), “Good understanding” (4) and “Very good understanding” (5). On average, there was a 23% increase in knowledge and understanding, as the chart below illustrates.

Average Understanding of Programme Areas



# Monitoring & Evaluation

The highest increase was in the following areas:

## COMPARATIVE COMMONWEALTH PARLIAMENTARY SYSTEMS

**↑ 54%** Delegates' understanding increased by 54.38% on the parliamentary systems across the Commonwealth.

## WESTMINSTER PARLIAMENTARY SYSTEM

**↑ 30%** Delegates' understanding increased by 30% on the Westminster parliamentary system.

## DIVERSITY & INCLUSION

**↑ 25%** Delegates' understanding increased by 25%

## COMMUNICATING TO INFLUENCE

**↑ 25%** Delegates' understanding increased by 24%

The post-Seminar assessment forms also offered delegates the chance to leave written feedback on their experience. Whilst these responses were varied and personal, there was a general appreciation for the broad yet tailored scope of the programme, with one delegate commenting that it "presented a comprehensive analysis of the various roles, responsibilities and challenges for parliamentarians and officials from various jurisdictions." Delegates also commented favourably on the "ability to interact with fellow pan-Commonwealth colleagues."

# Programme

## CELEBRATING THE COMMONWEALTH

### DAY 1: MONDAY 13 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
0730 - 0815	<p><b>Registration of delegates at the Official Hotel, Marlin Apartments and Marlin Aparthotel Waterloo</b></p> <p>A coach will leave promptly from the hotel at 0815. Delegates not onboard will be responsible for organising their own travel to parliament.</p> <p>Day 1 will focus on celebrating the Commonwealth. Dress code for the whole day: National dress, Lounge Suit, or Day Dress (hats and gloves optional)</p> <p><b>Official Hotel address:</b> Marlin Apartments and Marlin Aparthotel Waterloo, 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 3957 9948</p>
0815	<p><b>Coach to depart Marlin Apartments &amp; Marlin Aparthotel for the UK Parliament</b></p>
0930 - 1000	<p><b>Commonwealth Day Flag Raising Ceremony in the UK Parliament</b></p> <p>Delegates will attend a flag raising ceremony on the parliamentary estate. The ceremony will begin promptly at 0930, led by the Rt Hon. Sir Lindsay Hoyle MP, Speaker of the House of Commons in the UK Parliament.</p> <p><b>Location:</b> New Palace Yard, Palace of Westminster</p>
1000 - 1040	<p><b>Commonwealth Day Reception</b></p> <p>Delegates are invited to attend a reception with light refreshments at the invitation of the Rt Hon. Sir Lindsay Hoyle MP, Speaker of the House of Commons in the UK Parliament.</p> <p><b>Location:</b> Portcullis House, UK Parliament</p>
1040 - 1050	<p><b>Delegates to be escorted to the Attlee Suite, Portcullis House</b></p>
1050 - 1100	<p><b>Welcome and Opening Remarks</b></p> <p>Delegates will be welcomed by Jon Davies, CPA UK's Chief Executive.</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1100 - 1120	<p><b>Keynote Address</b></p> <p>The keynote address will be delivered by the Rt Hon. Dame Maria Miller DBE MP, Chair of CPA UK's Executive Committee</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>

# Programme

## CELEBRATING THE COMMONWEALTH

### DAY 1: MONDAY 13 MARCH 2023

1120 - 1220	<p><b>In Conversation with Rt Hon. David Lammy MP</b></p> <p>A conversation with Rt Hon. David Lammy MP, Shadow Foreign Secretary, House of Commons, UK Parliament, to explore the opportunities and challenges of life as a parliamentarian, as well as lessons learnt throughout his journey as a UK Member of Parliament and Shadow Minister.</p> <p><b>Facilitator:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1220 - 1320	<p style="text-align: center;"><b>LUNCH</b></p> <p style="text-align: center;">The Attlee Suite, Portcullis House</p>
1320 - 1400	<p><b>Travel to Westminster Abbey</b></p> <p>Delegates to be escorted on foot to the Abbey.</p>
1440 - 1600	<p><b>Commonwealth Service 2023</b></p> <p>All guests should be seated by 1415.</p> <p><b>Dress Code:</b> National Dress, Lounge Suit, or Day Dress (hats and gloves optional)</p> <p><b>Location:</b> Westminster Abbey</p>
1600	<p>Delegates to make their own way back to the hotel.</p> <p style="text-align: center;"><b>END OF DAY 1</b></p>

# Programme

## AN OVERVIEW OF OUR PARLIAMENTS

DAY 2: TUESDAY 14 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
0815	<p><b>Departure from Marlin Apartments &amp; Marlin Aparthotel Waterloo to the UK Parliament</b></p> <p>Please arrive promptly for departure by coach 0815. Delegates not onboard will be responsible for organising their own travel to parliament.</p> <p><b>Location:</b> Marlin Apartments &amp; Marlin Aparthotel 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 39577 9948</p>
0900 - 0915	<p><b>Introduction to the programme</b></p> <p>An overview of the programme followed by a 10 minute feedback session, led by Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK</p> <p><b>Facilitators:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
0915 - 1030	<p><b>Session 1: The Role and Powers of the Speaker</b></p> <p>This session will explore differences and similarities in the role and responsibilities of the Speakers and Presiding Officers in different legislatures across the Commonwealth.</p> <p><b>Chair:</b> Jon Davies, Chief Executive, CPA UK</p> <p><b>Speakers:</b> The Rt Hon. Sir Lindsay Hoyle MP, Speaker of the House of Commons, UK Parliament Hon. Samuelu Penitala Teo, Speaker of Parliament, Parliament of Tuvalu</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1030 - 1100	<p><b>Goals Setting</b></p> <p><b>Facilitators:</b> Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK Hon. Veronica Dorsette-Hector, Legislative Assembly of Montserrat</p>
1100 - 1115	<p><b>15 MINUTE TEA / COFFEE BREAK</b></p> <p>The Attlee Suite, Portcullis House</p>

# Programme

## AN OVERVIEW OF OUR PARLIAMENTS

DAY 2: TUESDAY 14 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
1115 - 1215	<p><b>Session 2: Parliamentary Systems Across the Commonwealth</b></p> <p>An exchange between delegates, followed by a plenary session, to compare and contrast the procedures and features of their respective legislatures, including differences in unicameral and bicameral systems, the powers of each chamber and the different customs and traditions adopted within each model.</p> <p><b>Facilitator:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1215 - 1230	<p><b>Delegates to be escorted from Attlee Suite to Speaker's House</b></p>
1230 - 1430	<p style="text-align: center;"><b>LUNCH IN SPEAKER'S HOUSE by kind permission of Mr Speaker</b></p> <p>Delegates will join the Rt Hon. Sir Lindsay Hoyle MP for lunch at Speaker's House.</p> <p><b>Location:</b> Speaker's House, Palace of Westminster</p>
1430 - 1445	<p><b>Delegates to be escorted from Speaker's House to the Attlee Suite</b></p>
1445 - 1600	<p><b>Session 3: Ensuring Representation and Diversity in Parliaments</b></p> <p>A panel of speakers will focus on the meaning of diversity in parliament, and the work being done to address discrimination and ensure parliaments are reflective of the societies they serve.</p> <p><b>Chair:</b> Rebecca Stephens MLA, Acting Speaker, Parliament of Western Australia</p> <p><b>Speakers:</b> Charlotte Carew Pole, Director, Women2Win Hon. Minister Diana Gamage, State Minister of Tourism, Parliament of Sri Lanka Sen. Hezena Lemaletian, Parliament of Kenya</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>

# Programme

## AN OVERVIEW OF OUR PARLIAMENTS

DAY 2: TUESDAY 14 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
1600 - 1700	<p><b>Session 4: Privilege &amp; Conduct: Standards, Behaviour &amp; Etiquette</b></p> <p>How does parliament ensure that there is a balance between the respect of privilege and maintaining required standards of behaviour? Opening the conversation on privilege and behaviour in parliament, when working both physically and virtually, this session will explore the role of Parliamentary Privilege in ensuring a safeguard for parliamentarians to be able to perform their duties without inappropriate interference from outside the House.</p> <p><b>Chair:</b> Darren Jones MP, Chair of the Business, Energy and Industrial Strategy Committee, House of Commons, UK Parliament</p> <p><b>Speakers:</b> Daniel Greenberg CB, Parliamentary Commissioner for Standards, UK House of Commons Rebecca Stephens MLA, Acting Speaker, Parliament of Western Australia</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1700	<p><b>Delegates to be escorted to the Coach to return to the Hotel</b></p> <p><b>END OF DAY 2</b></p>

# Programme

## POWER, LEADERSHIP AND ACCOUNTABILITY

### DAY 3: WEDNESDAY 15 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
0815	<p><b>Departure from Marlin Apartments &amp; Marlin Aparthotel Waterloo to the UK Parliament</b></p> <p>Please arrive promptly for departure by coach 0815. Delegates not onboard will be responsible for organising their own travel to parliament.</p> <p><b>Location:</b> Marlin Apartments &amp; Marlin Aparthotel 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 39577 9948</p>
0900 - 0910	<p><b>Day 2 Recap</b></p> <p>An opportunity for delegates to share with colleagues what they have learnt from Day 2 and what they are looking forward to learning about on Day 3 of the Seminar.</p> <p><b>Facilitator:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
0910 - 1030	<p><b>Session 5: Separation of Powers - Parliament and the Executive</b></p> <p>This session will explore the nature of the relationships between Parliament, the Judiciary and the Executive. Underlining the importance of autonomy for each one of these three branches and how this translates in practice, this session will clarify the role of Parliament in holding the Executive to account.</p> <p><b>Chair:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p> <p><b>Speakers:</b> David Melding CBE, Former Member of the Welsh Parliament (Senedd)</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1030 - 1130	<p><b>Session 6: Holding the Government or Prime Minister to Account</b></p> <p>Focusing on accountability, this session will explore the role of the Head of Government in different legislatures across the Commonwealth, good practice in holding them to account and the effectiveness of existing parliamentary mechanisms to do so across the Commonwealth.</p> <p><b>Chair:</b> Chris Elmore MP, Opposition Whip, House of Commons, UK Parliament</p> <p><b>Speakers:</b> The Rt Hon. Ian Blackford MP, Former Leader of the SNP, House of Commons, UK Parliament Lloyd Owen, Clerk of the Liaison Committee, UK House of Commons</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>

# Programme

## POWER, LEADERSHIP AND ACCOUNTABILITY

DAY 3: WEDNESDAY 15 MARCH 2023

1130 - 1145	<b>15 MINUTE TEA / COFFEE BREAK</b> The Attlee Suite, Portcullis House	
1145 - 1200	<b>Delegates to be escorted to Prime Minister's Questions</b>	
1200 - 1230	<b>Prime Minister's Questions Live</b> Subject to ticket availability, delegates will either watch PMQs in person from the Commons Gallery, or live-streamed on TV.  <b>Prime Minister's Questions Broadcast to the Attlee Suite</b> Delegates will have an introduction to PMQs with interactive observations from a senior clerk, highlighting key moments and procedures in real time.  <b>Speaker:</b> Lynn Gardner, Clerk of the Interparliamentary Relations Office, Chamber and Participation Team, UK House of Commons	
1230 - 1340	<b>LUNCH</b> The Attlee Suite, Portcullis House	
1340 - 1610	<b>Session 7a: Training - Leadership and Communication Skills for parliamentarians</b>  A session led by a communication expert, tailored for parliamentarians to work on leadership and communication skills to achieve impact as public figures.  <b>Facilitator:</b> Ginny Radmall, Director, The Ivy Way ( <b>for parliamentarians</b> )  <b>Location:</b> CPA Room	<b>Session 7b: Training - Leadership and Communication Skills for parliamentary officials</b>  A session led by a communications expert, tailored for parliamentary officials to work on leadership and diplomatic skills for effectiveness in their roles.  <b>Facilitator:</b> Kate Faragher, Founder and CEO, BeSpoke Skills ( <b>for parliamentary officials</b> )  <b>Location:</b> Attlee Suite, Portcullis House
1610 - 1625	<b>15 MINUTE TEA / COFFEE BREAK</b> The Attlee Suite, Portcullis House	

# Programme

## POWER, LEADERSHIP AND ACCOUNTABILITY

DAY 3: WEDNESDAY 15 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
1625 - 1740	<p><b>Session 8: Parliament and the Digital Space</b></p> <p>What can parliaments do to ensure effective scrutiny of online bullying and harassment legislation? In an era where social media is increasingly present within the political and public spheres, what responsibility do members have to promote freedom of speech online whilst still protecting the fundamentals of democracy?</p> <p>This session uses examples of how parliamentarians and committees best use social media to increase their presence, manage misinformation and encourage greater public engagement. It also explores how committee clerks ensure safeguarding when addressing sensitive communication from the public. Delegates will have the opportunity to share their own experiences of social media use, its challenges, including the spread of fake news and what innovative ways are being used to capture the public's concerns.</p> <p><b>Chair:</b> Rt Hon. Dame Maria Miller DBE MP, Member, UK House of Commons</p> <p><b>Speakers:</b></p> <p>Damian Collins MP, Member, UK House of Commons</p> <p>Florence Eshalomi MP, Shadow Parliamentary Secretary to the Cabinet Office of Government, UK House of Commons</p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p>
1740 - 1750	<p><b>Feedback:</b> Feedback facilitated by Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK</p>
1750 - 1800	<p><b>Delegates to be escorted to the Evening Reception</b> <b>A group photo will be taken at Westminster Hall</b></p>
1800 - 1930	<p><b>Evening Reception</b> Delegates are invited to attend an Evening Reception</p> <p><b>Location:</b> CPA and IPU Rooms, Westminster Hall</p>
1930	<p><b>Delegates to be escorted to the Coach to return to the Hotel</b> <b>END OF DAY 3</b></p>

# Programme

## LEGISLATION AND SCRUTINY

DAY 4: THURSDAY 16 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY		
0815	<p><b>Departure from Marlin Apartments &amp; Marlin Aparthotel Waterloo to the UK Parliament</b></p> <p>Please arrive promptly for departure by coach 0815. Delegates not onboard will be responsible for organising their own travel to parliament.</p> <p><b>Location:</b> Marlin Apartments &amp; Marlin Aparthotel 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 39577 9948</p>		
0900 - 0910	<p><b>Day 3 Recap</b></p> <p>An opportunity for delegates to share with colleagues what they have learnt from Day 3 and what they are looking forward to learning about on Day 4 of the Seminar.</p> <p><b>Facilitator, Attlee Suite:</b> Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p> <p><b>Facilitator, CPA Room:</b> Olivia Moore, Project Officer, CPA UK</p>		
0910 - 1040	<table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Session 9a: Conducting an Inquiry - Best Practice for Members</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>Parliamentarians will discuss the inquiry process, explore how a committee hearing works and share good practice for teamwork and effective questioning of witnesses during committee hearings.</p> <p><b>Chair:</b> Amy Knox, Project Officer, CPA UK</p> <p><b>Speakers:</b> Hon. Veronica Dorsette-Hector, Member, Legislative Assembly and Parliamentary Secretary, Montserrat</p> <p>Hon. Melesiana Phiri, Member of the Public Accounts Committee, National Assembly of Zambia</p> </td> <td style="vertical-align: top;"> <p><b>Session 9b: Conducting an Inquiry - Best Practice for Parliamentary Officials</b></p> <p><b>Location:</b> CPA Room, Westminster Hall</p> <p>This session will review the inquiry process, explore challenges and opportunities that arise in supporting committee hearings in their legislatures, and share good practice for effective inquiry and witness management.</p> <p><b>Speakers:</b> Lloyd Owen, Clerk of the Liaison Committee, House of Commons</p> <p>Eleanor Fergusun, Committee Specialist for The Levelling Up, Housing and Communities Committee, Select Committee Team, House of Commons</p> <p>Jonathan Hingston, Specialist on the Foreign Affairs Committee, House of Commons</p> </td> </tr> </table>	<p><b>Session 9a: Conducting an Inquiry - Best Practice for Members</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>Parliamentarians will discuss the inquiry process, explore how a committee hearing works and share good practice for teamwork and effective questioning of witnesses during committee hearings.</p> <p><b>Chair:</b> Amy Knox, Project Officer, CPA UK</p> <p><b>Speakers:</b> Hon. Veronica Dorsette-Hector, Member, Legislative Assembly and Parliamentary Secretary, Montserrat</p> <p>Hon. Melesiana Phiri, Member of the Public Accounts Committee, National Assembly of Zambia</p>	<p><b>Session 9b: Conducting an Inquiry - Best Practice for Parliamentary Officials</b></p> <p><b>Location:</b> CPA Room, Westminster Hall</p> <p>This session will review the inquiry process, explore challenges and opportunities that arise in supporting committee hearings in their legislatures, and share good practice for effective inquiry and witness management.</p> <p><b>Speakers:</b> Lloyd Owen, Clerk of the Liaison Committee, House of Commons</p> <p>Eleanor Fergusun, Committee Specialist for The Levelling Up, Housing and Communities Committee, Select Committee Team, House of Commons</p> <p>Jonathan Hingston, Specialist on the Foreign Affairs Committee, House of Commons</p>
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# Programme

## LEGISLATION AND SCRUTINY

DAY 4: THURSDAY 16 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
1040 - 1100	<p><b>Session 10a: Briefing for Committee Exercise - Group 1</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>Delegates will be asked to join their chosen group for the briefing. During this briefing session, the purpose, content and structure of the exercise will be explained by the facilitators.</p> <p><b>Facilitators:</b> Harriet Deane, Clerk of the National Security Strategy Joint Committee, UK House of Commons</p> <p>Javier Patterson, Project Assistant, CPA UK</p> <p>Axell Kaubo, Programme Manager and Security Thematic Lead, CPA UK</p>
	<p><b>Session 10b: Briefing for Committee Exercise - Group 2</b></p> <p><b>Location:</b> CPA Room</p> <p>Delegates will be asked to join their chosen group for the briefing. During this briefing session, the purpose, content and structure of the exercise will be explained by the facilitators.</p> <p><b>Facilitators:</b> Adeline Dumoulin, Deputy Head, Multilateral Project Team, CPA UK</p> <p>Olivia Moore, Project Officer, CPA UK</p> <p>Alice Lilly, Senior Researcher, Institute for Government</p>
1100 - 1115	<p><b>15 MINUTE TEA / COFFEE BREAK</b> The Attlee Suite / CPA Room</p>
1115 - 1130	<p><b>Delegates to be escorted to the Committee Rooms for the Hearing Exercises</b></p>
1130 - 1300	<p><b>Session 11: Committee Hearing Exercises</b></p> <p>This session will be a practical exercise, where delegates will form a committee, and question witnesses on a specific topic. This will be a chance for participants to put into practice the knowledge, skills and questioning techniques developed prior to this. It will be 'freeze-frame' facilitated, giving participants an opportunity to pause and think about how certain aspects could have been done differently, or how things usually would be conducted during a committee hearing in their own legislatures.</p> <p><b>Exercise 1:</b> Committee Hearing on Human Trafficking and Contemporary Forms of Exploitation in the context of Sport.</p> <p><b>Location:</b> Thatcher Room, Portcullis House</p> <p><b>Facilitator:</b> Alice Lilly, Senior Researcher, Institute for Government</p> <p><b>Witnesses:</b> Lerina Bright, CEO, Mission 89</p> <p>Dr Serhat Yilmaz, Lecturer in Sport Law in the School of Sport, Exercise and Health Sciences, Loughborough University</p> <p><b>Exercise 2:</b> Committee Hearing on The Role of Social Media in Conflict</p> <p><b>Location:</b> Committee Room G, House of Lords</p> <p><b>Facilitator:</b> Harriet Deane, Clerk of the National Security Strategy Joint Committee, UK House of Commons</p>

# Programme

## LEGISLATION AND SCRUTINY

DAY 4: THURSDAY 16 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY	
1300 - 1315	Delegates to be escorted to lunch	
1315 - 1430	<p><b>LUNCH BREAK: Parliamentarians' Networking Lunch</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>Delegates will be joined by UK parliamentarians and members of CPA UK's Executive Committee for an informal networking lunch.</p>	<p><b>LUNCH BREAK: Parliamentary Officials' Networking Lunch</b></p> <p><b>Location:</b> CPA Room</p> <p>Delegates will be joined by UK clerks and parliamentary officials for an informal networking lunch.</p>
1430 - 1530	<p><b>Session 12a: Using Parliamentary Resources Effectively - Members</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>What resources can parliamentarians draw on while doing research on political issues? How can stakeholders, such as civil society organisations and academics, be instrumental in providing reliable information and research?</p> <p><b>Chair:</b> Javier Patterson, Project Assistant, CPA UK</p> <p><b>Speakers:</b> Hon. Shellya Rogers-Webster, Member of House Administration Committee, Anguilla House of Assembly</p> <p>Peredur Owen Griffiths MS, Chair of Finance Committee, Welsh Parliament</p> <p>Penny McMahon, Archivist, UK Parliament</p>	<p><b>Session 12b: Using Parliamentary Resources Effectively - Parliamentary Officials</b></p> <p><b>Location:</b> CPA Room</p> <p>What resources can parliamentary officials draw on while doing research to inform and support the work of parliamentarians in their legislatures?</p> <p><b>Chair:</b> Olivia Moore, Project Officer, CPA UK</p> <p><b>Speakers:</b> Eve Samson, Clerk of Journals, House of Commons</p> <p>Bradley Albrow, Clerk in the Public Bill Office and the Secretary to the Speaker's Committees, House of Commons</p> <p>Medha Bhasin, Second Clerk for the Foreign Affairs Committee</p>
1530 - 1545	<p><b>15 MINUTE TEA / COFFEE BREAK</b></p> <p>The Attlee Suite / CPA Room</p>	

# Programme

## LEGISLATION AND SCRUTINY

DAY 4: THURSDAY 16 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY
1545 - 1645	<p><b>Session 13a: Engaging with the Public and Policymakers from a Committee Perspective - Members</b></p> <p><b>Location:</b> The Attlee Suite, Portcullis House</p> <p>To reach less engaged stakeholders, the UK Parliament and its committees have developed a range of outreach and engagement strategies, using various means of communication. This session will encourage delegates to consider how previous and new strategies could expand the reach of their engagement with constituents and the wider public, using examples from across the Commonwealth.</p> <p><b>Chair:</b> Javier Patterson, Project Assistant, CPA UK</p> <p><b>Speakers:</b> Hon. Catherine Zainab Tarawally, Chair of the Gender Committee, Parliament of Sierra Leone  Hon. Mikael Phillips, Chair of the PAAC Committee, Parliament of Jamaica</p>
	<p><b>Session 13b: Engaging with the Public and Policymakers from a Committee Perspective - Parliamentary Officials</b></p> <p><b>Location: CPA Room</b></p> <p>Parliamentary officials often need to engage with the public on behalf of their parliament or parliamentary committees. This session will help delegates consider how different strategies could expand the reach of committees and broader parliamentary engagement with the wider public, using examples from across the Commonwealth.</p> <p><b>Chair:</b> Selsabil Amine, Communications Officer, CPA UK</p> <p><b>Speakers:</b> Stephen McGinness, Committee Clerk, House of Commons  Laura Caccia, Second Clerk on the Education Committee, House of Commons  Mark Earl, Safeguarding and Witness Support Lead, House of Commons</p>
1645 - 1700	<p><b>Feedback</b> Feedback facilitated by Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK</p>
1700	<p><b>Delegates to be escorted to the Coach to return to the Hotel</b></p> <p style="text-align: center;"><b>END OF DAY 4</b></p>

# Programme

## THE WORK OF PARLIAMENTARIANS & OFFICIALS IN PRACTICE

DAY 5: FRIDAY 17 MARCH 2023

TIME	DESCRIPTION OF ACTIVITY		
0800	<p><b>Constituency Visits for Parliamentarians only</b></p> <p>Please arrive promptly for departure from Marlin Apartments &amp; Marlin Aparthotel Waterloo to constituency visits - by taxi or London underground.</p> <p>Location: Marlin Apartments &amp; Marlin Aparthotel 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 39577 9948</p>		
0830	<p><b>Visits and Sessions for Parliamentary Officials/ Clerks only</b></p> <p>Please arrive promptly for departure from Marlin Apartments &amp; Marlin Aparthotel Waterloo to the UK Parliament by coach.</p> <p>Location: Marlin Apartments &amp; Marlin Aparthotel 111 Westminster Bridge Road, Waterloo, SE1 7HR Telephone: +44 (0) 20 39577 9948</p>		
0900 - 1300	<table border="0"> <tr> <td style="vertical-align: top;"> <p><b>Constituency Visit (Members)</b></p> <p>In small groups, parliamentarians will visit one of the following constituencies and meet with the relevant UK Member of Parliament:</p> <p><b><u>Streatham</u></b> Bell Ribeiro-Addy MP</p> <p><b><u>Vauxhall</u></b> Florence Eshalomi MP</p> <p><b><u>Westminster</u></b> Nickie Aiken MP</p> <p><b><u>East Ham</u></b> Rt Hon. Sir Stephen Timms MP</p> </td> <td style="vertical-align: top;"> <p><b>Sessions for Parliamentary Officials</b></p> <p><b>0930 - 1000</b> <b>Session 14:</b> <b>Visit to the Parliamentary Education Centre</b></p> <p><b>1000 - 1025</b> 15 MINUTE TEA / COFFEE BREAK</p> <p><b>1030 - 1130</b> <b>Session 15:</b> <b>Visit to the House of Commons Library</b> <b>Speaker:</b> Greg Howard, Library Loans Manager, Members' Library Services team, UK House of Commons</p> <p><b>1150 - 1300</b> <b>Session 16:</b> <b>Respectful Working Relationships between Parliamentary Officials and Members</b> <b>Chair:</b> Amy Knox, Project Officer, CPA UK</p> <p><b>Speakers:</b> Josephine Willows, Independent complaints and grievance scheme, Director, UK Parliament  Holly Dustin, Cultural Transformation Lead, House of Commons</p> </td> </tr> </table>	<p><b>Constituency Visit (Members)</b></p> <p>In small groups, parliamentarians will visit one of the following constituencies and meet with the relevant UK Member of Parliament:</p> <p><b><u>Streatham</u></b> Bell Ribeiro-Addy MP</p> <p><b><u>Vauxhall</u></b> Florence Eshalomi MP</p> <p><b><u>Westminster</u></b> Nickie Aiken MP</p> <p><b><u>East Ham</u></b> Rt Hon. Sir Stephen Timms MP</p>	<p><b>Sessions for Parliamentary Officials</b></p> <p><b>0930 - 1000</b> <b>Session 14:</b> <b>Visit to the Parliamentary Education Centre</b></p> <p><b>1000 - 1025</b> 15 MINUTE TEA / COFFEE BREAK</p> <p><b>1030 - 1130</b> <b>Session 15:</b> <b>Visit to the House of Commons Library</b> <b>Speaker:</b> Greg Howard, Library Loans Manager, Members' Library Services team, UK House of Commons</p> <p><b>1150 - 1300</b> <b>Session 16:</b> <b>Respectful Working Relationships between Parliamentary Officials and Members</b> <b>Chair:</b> Amy Knox, Project Officer, CPA UK</p> <p><b>Speakers:</b> Josephine Willows, Independent complaints and grievance scheme, Director, UK Parliament  Holly Dustin, Cultural Transformation Lead, House of Commons</p>
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1300 - 1320	<p><b>Feedback</b> Feedback facilitated by Matthew Hamilton, Monitoring and Evaluation Manager, CPA UK</p>		
1320 - 1430	<p style="text-align: center;"><b>LUNCH &amp; OFFICIAL CLOSING</b> The Attlee Suite, Portcullis House</p>		
1430	<p>Delegates to be escorted to the Coach to return to the Hotel</p> <p style="text-align: center;"><b>END OF THE SEMINAR</b></p>		

# About CPA UK

## CPA UK supports and strengthens parliamentary democracy throughout the Commonwealth

CPA UK focuses on priority themes which support and strengthen parliamentary democracy throughout the Commonwealth. These priority themes are: women in parliament; tackling modern slavery; security; public accounts committees; and international trade.

CPA UK brings together UK and Commonwealth parliamentarians and officials to share knowledge and experience through peer to peer learning. It aims to improve parliamentary oversight, scrutiny and representation and is located in, and funded by, the UK Parliament.



## Building stronger parliaments and advancing democracy

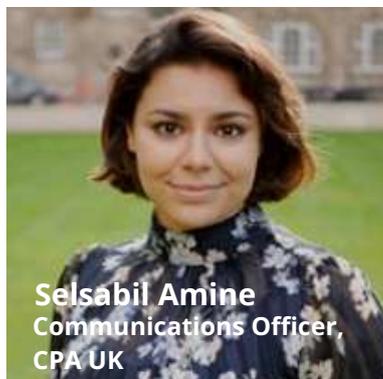
CPA UK's core work is to build relationships with parliaments across the Commonwealth. This is achieved through a programme of parliamentary strengthening and capacity building activities.

CPA UK undertakes work at the request of other parliaments around the Commonwealth, and our tailored programmes include both individual country activities, and large scale projects and activities that bring together Commonwealth parliamentarians and parliamentary officials.



# Meet the team

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**CPA UK**

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