



COMMONWEALTH
PARLIAMENTARY
ASSOCIATION UK 

FINAL REPORT

CPA POST-ELECTION SEMINAR

A background image showing a large, white, classical-style building with a tiled roof and several palm trees in front. A white car is parked in the foreground. The image is partially obscured by dark teal geometric shapes.

ANGUILLA
20 - 24 JULY 2020

ABOUT THE CPA

The Commonwealth Parliamentary Association (CPA) connects, develops, promotes and supports parliamentarians and their staff to identify benchmarks of good governance and the implementation of the enduring values of the Commonwealth. The CPA collaborates with parliaments and other organisations, including the intergovernmental community, to achieve its statement of purpose. It brings parliamentarians and parliamentary staff together to exchange ideas among themselves and with experts in various fields, to identify benchmarks of good practices and new policy options they can adopt or adapt in the governance of their societies.

ACKNOWLEDGEMENTS

The CPA would like to thank the Anguilla House of Assembly for the organisation and facilitation of the Post-Election Seminar, including the Speaker of the House, Hon. Barbara Webster-Bourne, the Clerk of the House, Mr Lenox Proctor, the new and returning Members of Parliament, and all the Assembly staff.

A special thank you is also expressed to the Governor of Anguilla, His Excellency Tim Foy OBE, for participating in the Seminar and assisting the CPA in their activities with the Anguilla House of Assembly.

Finally, sincere gratitude is given to all the members of the Seminar Resource Team, whose valuable contributions made the Seminar an engaging and insightful experience for all those involved.

CONTENTS

PROGRAMME OBJECTIVES AND OUTCOMES	1
PROGRAMME OVERVIEW	2
PROGRAMME SUMMARY	4
MONITORING AND EVALUATION	17
FULL PROGRAMME	18
PARTICIPANT LIST	23
DELEGATE LIST	24

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PROGRAMME OBJECTIVES AND OUTCOMES

IMPACT

In line with the Commonwealth Parliamentary Association (CPA) strategic objectives, new and returning elected Parliamentarians from the Anguilla House of Assembly will have improved knowledge and skills to undertake their parliamentary duties.

OUTCOMES

Outcome 1: New and returning parliamentarians will have an in-depth understanding of parliamentary practice and procedure and the skills to legislate, scrutinise, provide oversight, and represent their communities to the highest practices in line with CPA Benchmarks.

Outcome 2: Anguilla and other Commonwealth Parliamentarians and officials will have an understanding of the Commonwealth Parliamentary Association; including its, purpose, values and opportunities.

OUTPUTS

Output 1: The majority of Members of the Anguilla House of Assembly will have attended a Post-Election Seminar.

Output 2: A comprehensive outcome report will be produced and disseminated to the target beneficiaries.

Output 3: A set of video materials will be produced for future training of Commonwealth Parliamentarians.

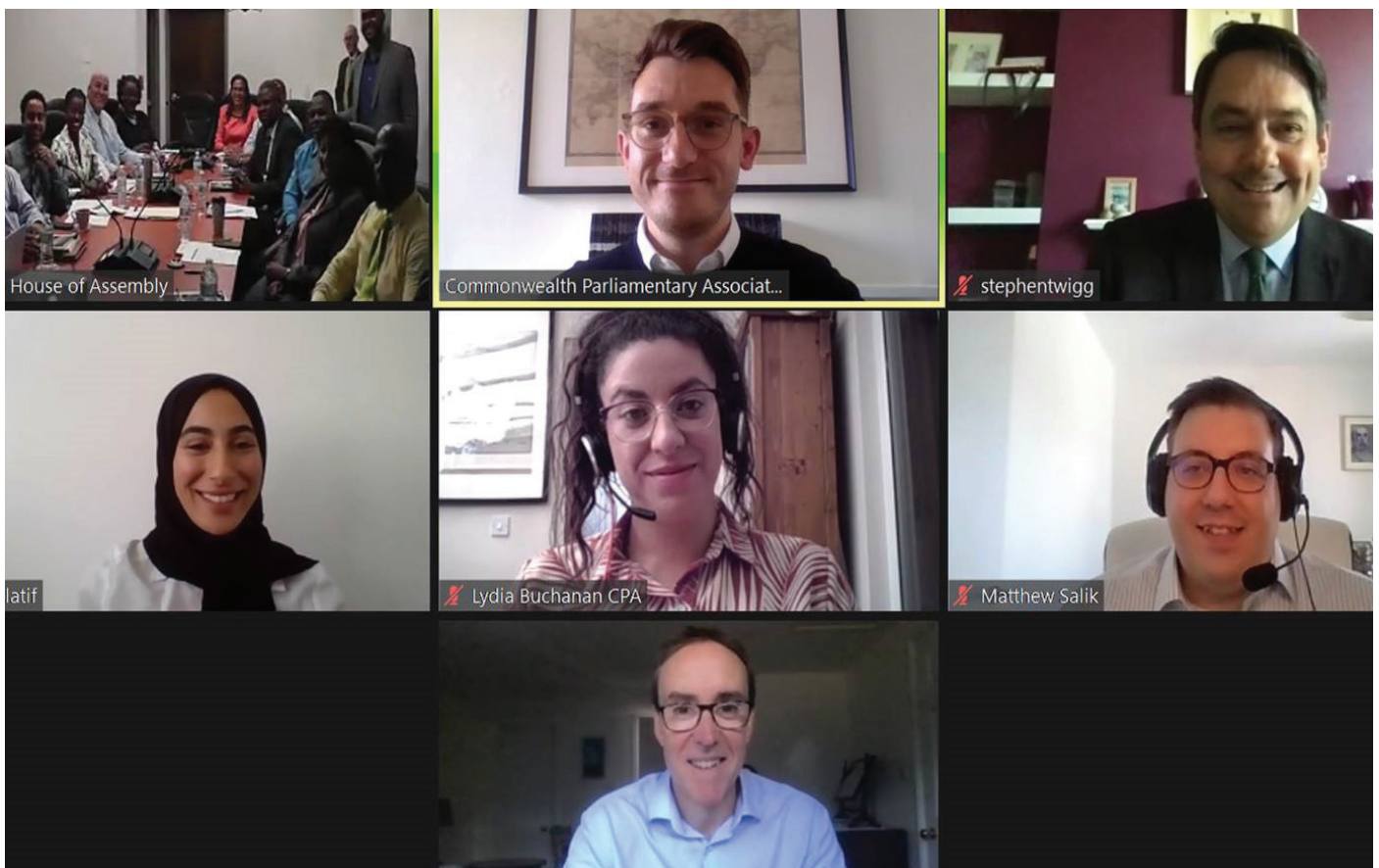
PROGRAMME OVERVIEW

From 20 – 24 July 2020, the CPA Headquarters Secretariat, in partnership with CPA UK and the Anguilla House of Assembly, delivered a 5-day training and induction programme for new and returning Members of Parliament in the Anguilla House of Assembly. The programme delivery was conducted entirely online through Zoom videoconferencing software. This represented a historic moment for both Anguilla and the CPA in being the first ever virtual delivery of a CPA Post-Election Seminar.

The programme was delivered by a resource team comprising of experienced Commonwealth parliamentarians, Presiding Officers and Clerks from the Caribbean, Americas and Atlantic (CAA), Canada, and British Islands and the Mediterranean regions.

Throughout the week, Members engaged in a range of sessions on parliamentary practice and procedure, enabling them to strengthen and develop knowledge and skills in exercising their democratic duties for the next parliamentary term.

The Seminar was opened by a number of speakers including the Governor of Anguilla, His Excellency Tim Foy OBE, Speaker of the Anguilla House of Assembly, Hon. Barbara Webster-Bourne, CPA Secretary-General, Stephen Twigg, and CPA UK Chief Executive, Jon Davies.



Anguilla Members and CPA staff open the Post-Election Seminar via Zoom

PROGRAMME BACKGROUND

The programme was delivered following the Anguilla General Election, held on 29 June 2020. The election was won by the Anguilla Progressive Movement (APM) party, led by Premier Dr Ellis Webster MHA, winning 7 seats in the Assembly. The opposition party, the Anguilla United Front (AUF), won the remaining 4 seats within the Assembly. Following the election, the Assembly elected the Hon. Barbara Webster-Bourne as Speaker.

In June 2020 the CPA BIMR Region helped deliver a virtual Election Expert Mission in Anguilla with an independent team of international experts. The mission assessed the Anguilla elections against international standards, commitments and obligations as well as domestic laws. An overview of the mission and its outcomes was provided in a session by those involved, during day 5 of the Post-Election Seminar.

The Post-Election Seminar also forms part of a broader series of activities between the CPA and the Anguilla House of Assembly, under the auspices of a Technical Assistance Programme. In February 2020, the CPA Headquarters Secretariat alongside the Anguilla House of Assembly conducted a Benchmarking Self-Assessment based on the CPA Updated Benchmarks for Democratic Legislatures.¹ After a technical review of core documents and consultations with key stakeholders in Anguilla, a report was produced that included a set of recommendations for consideration by the Assembly. The Self-Assessment informed the subsequent partnership and the agreed activities are in line with the recommendations of the Self-Assessment Report. Subsequently, a Memorandum of Understanding between both parties was signed in July 2020. The programme will focus on supporting the Assembly in four key areas: procedure, administration, education and outreach and Member induction.



Participants of the CPA Post-Election Seminar, Anguilla

¹ For more information on the Anguilla Benchmark Self-Assessment, see: http://www.cpahq.org/cpahq/Main/News/News_Items/CPA_Benchmarks_Anguilla_Feb_2020.aspx

PROGRAMME SUMMARY

OPPORTUNITIES AND CHALLENGES OF BEING A MEMBER OF PARLIAMENT

The opening session saw members of the resource team share accounts and experiences from their time as a Parliamentarian and the various opportunities and challenges they faced. Some key insights included:

- Balancing the key priorities of representing constituents in the community and representing them through their role in Parliament.
- Remaining humble and not taking their position, or events, for granted.
- Importance of mentoring for newly elected parliamentarians and utilising advice and experience of senior colleagues.
- Importance of determining priorities and their implications for career trajectory during time in office.

The Members of the Anguilla House of Assembly were also given the chance to reflect on their own opportunities and challenges for their time in office, with these being used as a basis to guide discussions during the remainder of the Seminar. Some of these included:

Opportunities

- To positively change the culture of the parliament and transform public view of parliamentarians.
- Fostering bipartisanship and exemplifying how government and opposition can work together.
- Engaging the electorate and bringing the people of Anguilla closer to the decision-making process.
- Challenges

Challenges

- Balancing varying professional and personal commitments.
- Lack of knowledge on the running of government and familiarisation with parliamentary practice and procedure.
- Meeting expectations and following through on pledges, promises and aspirations of the electorate.

PARLIAMENTS IN THE 21ST CENTURY

In this session, the core institutional aspects of a parliamentary system, with a focus on the Anguillan context, were detailed to Members. Mr Matthew Salik (CPA HQ) provided a comprehensive overview of the concept of the separation of powers, reflected in the Commonwealth Latimer House Principles, and the role of Members of the House in upholding the principles.²

In maintaining these principles, Mr Salik highlighted three key points for parliamentarians to remember:

- That no one branch of government should have dominance over the other two.
- That there should be adequate checks and balances to ensure an equilibrium.
- That the systems, rules and institutions should be constantly reviewed and reformed to preserve a balance of power.

Hon. Dennis Lister MP (Bermuda) also emphasised both the physical infrastructure and the practices and procedures of the Legislature that should align closely with the principle of the separation of powers, citing examples of how this has been sought in the Parliament of Bermuda through a recent benchmarking exercise.

Latimer House Principles on the Three Branches of Government highlight the importance of the separation of powers between the Legislature, the Executive and the Judiciary to ensure effective governance and democracy. The Latimer House Principles provide guidance on the role of the separation of powers in the Commonwealth, its effectiveness in providing democratic governance and the role of civil society.

STANDING ORDERS AND PRECEDENT

Mr Lenox Proctor, Clerk of the House (Anguilla), gave a summary of the Anguilla House of Assembly Standing Orders and highlighted how they had not undergone a serious review since their inception through a Constitutional Order in 1976. Hon. Dennis Lister added that it was essential for the Assembly to have a separate document for the Standing Orders, so as to ensure a modern and relevant parliament.

Mr Proctor stressed that the Standing Orders were under the ownership of the Members and that any changes to them would have to be driven by themselves. It was also recommended that any rulings from the Speaker, which are supplementary to the Standing Orders as stipulated in the Power and Privileges Act, should be documented and retained to further strengthen the rules and procedures of the Assembly. Such rulings were highlighted to be important in developing and expanding on more general items often found within the Standing Orders.

It was also emphasised that Standing Orders need to be a living document and amended according to changing requirements. Hon. Lister cited the impact of technological advances - particularly relevant from the changes to business brought about by the Covid-19 pandemic - within parliament and how these new realities had to be reflected in amended Standing Orders.

It was also stressed to Members that becoming familiar with the Standing Orders was the single most effective way to facilitate their full participation in parliamentary proceedings. In addition, Members were encouraged to learn and utilise the role of both the Clerk and Speaker in navigating the rules and procedures of the Assembly. Mrs Jacqui-Sampson Meiguel (Trinidad and Tobago) stated that the primary responsibility of the Clerk was in the provision of procedural advice to Members and Presiding Officers and that Members should utilise such support when conducting their business within the Chamber and committee rooms.

2 For more information on the Commonwealth Latimer House Principles, see: [http://www.cpahq.org/cpahq/Main/Latimer_House_Principles/Main/Programmes/Commonwealth_Latimer_House_Principles.aspx#:~:text=The%20Commonwealth%20Latimer%20House%20Principles%20\(officially%20titled%3A%20Commonwealth%20\(Latimer,ensure%20effective%20governance%20and%20democracy](http://www.cpahq.org/cpahq/Main/Latimer_House_Principles/Main/Programmes/Commonwealth_Latimer_House_Principles.aspx#:~:text=The%20Commonwealth%20Latimer%20House%20Principles%20(officially%20titled%3A%20Commonwealth%20(Latimer,ensure%20effective%20governance%20and%20democracy)

LATIMER HOUSE PRINCIPLES

In June 1998 a group of distinguished parliamentarians, judges, lawyers and legal academics joined together at Latimer House in Buckinghamshire, United Kingdom, at a Colloquium on Parliamentary Sovereignty and Judicial Independence within the Commonwealth.

The product of the Colloquium, The Latimer House Guidelines on Parliamentary Supremacy and Judicial Independence evolved into the Commonwealth (Latimer House) Principles on the Three Branches of Government.

The Principles highlight the importance of the separation of powers between the Legislature, the Executive and the Judiciary to ensure effective governance and democracy. The Latimer House Principles provide guidance on the role of the separation of powers in the Commonwealth, its effectiveness in providing democratic governance and the role of civil society.

The Principles were first approved by Commonwealth Law Ministers in 2002 and endorsed by the Commonwealth Heads of Government at their meeting in Abuja, Nigeria in 2003.

Section III of the Principles state:

INDEPENDENCE OF PARLIAMENTARIANS: (A) PARLIAMENTARIANS MUST BE ABLE TO CARRY OUT THEIR LEGISLATIVE AND CONSTITUTIONAL FUNCTIONS IN ACCORDANCE WITH THE CONSTITUTION, FREE FROM UNLAWFUL INTERFERENCE.

In March 2013, the first Commonwealth Charter adopted by Commonwealth Heads of Government validated the Latimer House Principles on maintaining integrity of the three branches of government (article VI).

"WE RECOGNISE THE IMPORTANCE OF MAINTAINING THE INTEGRITY OF THE ROLES OF THE LEGISLATURE, EXECUTIVE AND JUDICIARY. THESE ARE THE GUARANTORS IN THEIR RESPECTIVE SPHERES OF THE RULE OF LAW, THE PROMOTION AND PROTECTION OF FUNDAMENTAL HUMAN RIGHTS AND ADHERENCE TO GOOD GOVERNANCE."



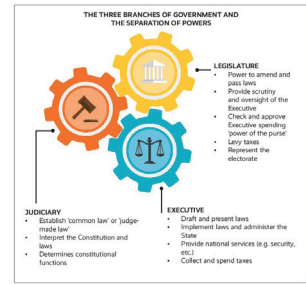
THREE BRANCHES OF GOVERNMENT

REMEMBER!!!

NO ONE BRANCH OF GOVERNMENT SHOULD HAVE DOMINANCE OVER THE OTHER TWO

THERE SHOULD BE ADEQUATE CHECKS AND BALANCES TO ENSURE AN EQUILIBRIUM

SYSTEMS, RULES AND INSTITUTIONS SHOULD BE CONSTANTLY REVIEWED AND REFORMED TO PRESERVE A BALANCE OF POWER



ROLE OF MEMBERS

TOP TEN TIPS TO UPHOLD THE PRINCIPLES:

1. ENSURE THAT PARLIAMENT HAS SUFFICIENT INSTITUTIONAL INDEPENDENCE
2. ENSURE THAT PARLIAMENT HAS THE RESOURCES TO HOLD THE EXECUTIVE TO ACCOUNT
3. SEEK TO HAVE ACTIVE AND EFFECTIVE COMMITTEES WITHIN THE ASSEMBLY
4. THE PUBLIC AND OTHERS SHOULD HAVE THE PERCEPTION OF AN INDEPENDENT PARLIAMENT
5. ENSURE THAT PARLIAMENT DOES NOT INTERFERE IN THE WORK OF THE JUDICIARY
6. ACTIVELY WORK TO LIMIT THE DOMINATION OF THE EXECUTIVE IN THE WORK OF THE LEGISLATURE
7. PARLIAMENTARIANS WITH THE GOVERNMENT RESPECT THE SOVEREIGNTY OF PARLIAMENT
8. PARLIAMENT CHECKS ANY EXECUTIVE INTERFERENCE OF THE JUDICIARY
9. IF THE GOVERNMENT HAS A POPULAR MANDATE THEY SHOULD BE ALLOWED TO FULL-FILL IT, BUT NOT AT THE EXPENSE OF OTHER BRANCHES OF GOVERNMENT
10. PARLIAMENTARIANS MUST KEEP A CONSTANT WATCH ON THE SEPARATION OF POWERS



THE CPA BENCHMARKS

CPA RECOMMENDED BENCHMARKS FOR DEMOCRATIC LEGISLATURES

Initially developed in 2006 to support Parliaments in upholding the Latimer House Principles

Updated in 2018 to incorporate the Commonwealth Charter and the Sustainable Development Goals

Since 2018, twelve Parliaments have undertaken assessments based on the Benchmarks.

WHAT ARE THEY?

The Benchmarks provide a minimum standard and a guide on how a Parliament should be constituted and how it should function. They play an important role in developing the effectiveness of parliamentary institutions across the 180 Parliaments and Legislatures of the CPA and contribute to the implementation of the Sustainable Development Goals (SDGs).

There are 132 Benchmarks that Parliaments are measured against. The Benchmarks cover topics ranging from the management of elections to legislative procedure.



WHAT DO YOU DO WELL

ANGUILLA DOES THE FOLLOWING WELL:

- DIVERSITY AND INCLUSION
- MEDIA ACCESS AND ENGAGEMENT
- PROTECTIONS FOR MEMBERS TO PERFORM THEIR FUNCTIONS
- RULES TO ENSURE OPPORTUNITIES FOR MEMBERS TO PERFORM THEIR FUNCTIONS
- POWERS TO SUMMON
- ROBUST RULES, PRACTICES AND PROCEDURES IN TERMS OF STAFFING



WHAT DO YOU DO BADLY

ANGUILLA DOES THE FOLLOWING BADLY:

- LACK OF FINANCIAL AND ADMINISTRATIVE INDEPENDENCE
- LACK OF OUTREACH AND ENGAGEMENT WITH THE PUBLIC
- POOR RESOURCE PROVISIONS FOR MEMBERS
- LACK OF SCRUTINY AND OVERSIGHT FUNCTIONS
- LACK OF TRANSPARENCY AND REPORTING
- OUT OF DATE RULES OF PROCEDURE



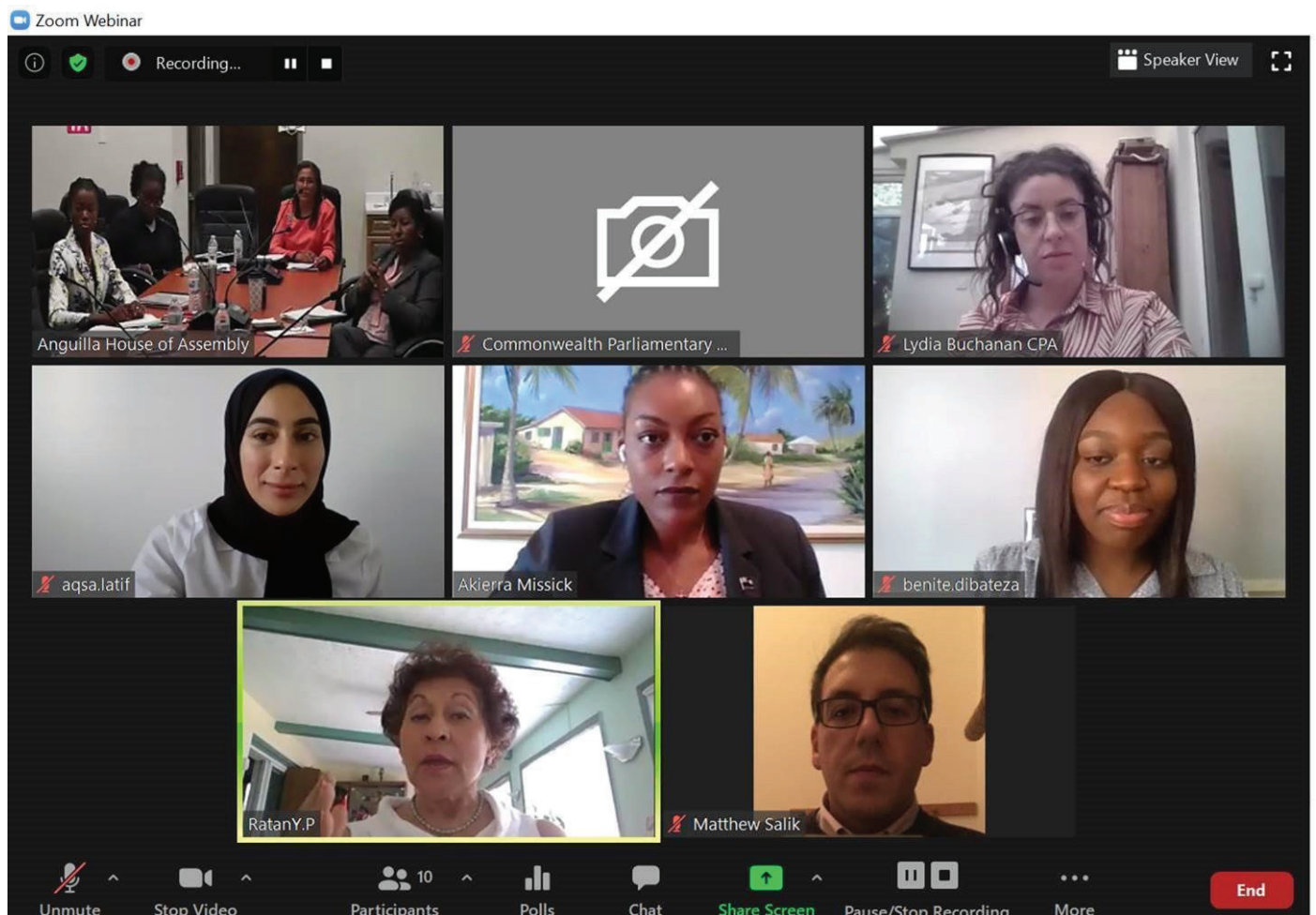
EMPOWERING FEMALE VOICES IN PARLIAMENT

This session saw a roundtable discussion between Members of the Anguilla House of Assembly and Commonwealth parliamentarians on the representation of women in parliament and to hear from personal experiences.

Discussions centred on the importance of women having the ability to assert themselves and recognise when someone is attempting to dismiss, belittle or side-line their views. Hon. Yasmin Ratansi MP (Canada), gave an example of her accounting background to emphasise that women parliamentarians should develop and play to their strengths and expertise, also recognising that too often, women can be pigeonholed into roles stereotypically associated with women, such a Education, Social Affairs and Gender.

It was also highlighted by Hon. Ratansi the importance of male champions and that women should not work on these issues in isolation from men. Success with women's rights, it was noted, was to the advantage of all constituents, not exclusively beneficial to a single gender, and so broad coalitions of support were essential.

Discussions also focused on the process and value of creating a women's caucus within Anguilla and how the Commonwealth Women Parliamentarians (CWP) network could be an important conduit for this.³ Hon. Akierra Missick MP (Turks and Caicos Islands) stressed the centrality of bipartisanship within this process and that this was one of the only forums within politics where party lines should play no role.



Day 1: Women's Caucus Session.

3 For more information on the Commonwealth Women Parliamentarians network, see:

SERVICES AND RESOURCES FOR MEMBERS

This session explored the range of services and resources available to Members, the various challenges and deficiencies the Assembly currently faces in this matter, and the role of the Clerk in assisting the work of Members. Mr Lenox Proctor began by detailing the various resources and services that are available to Members of the Assembly. This included:

- Payment of allowances to Members that are not Ministers.
- Provision of limited IT services: printing, copying and an email address.
- Hansard reports of proceedings of the house contracted through the court reporters, however, these were currently running on an approximately 1-year backlog.
- Offices for the Speaker and Leader of the Opposition - although these only extended to a physical space without any dedicated personnel or additional resources.
- Procedural advice directly from the Clerk or through advice sought from Chambers.

Mrs Sampson-Meiguel gave an overview of the position of the Clerk within the Legislature and some of their key roles which included:

- Provision of procedural support, advice and research necessary for the effective functioning of the Parliament.
- Ensuring that the Speaker is provided with timely, impartial and authoritative procedural advice and counsel and is briefed daily as to possible directions in which the House may proceed.
- Ensuring the effective current and future overall management of the Parliament and its administration.

It was highlighted through discussions that both the service provision and ability for the Clerk to perform their function to the fullest were severely hampered by the resource constraints of the Assembly. Mr Proctor referred to thematic areas identified within the Anguilla House of Assembly Strategic Plan and CPA Benchmarks Assessment as they pertain to services and resources, highlighting the limited progress made in their fulfilment. Mr Proctor further noted that because of the existing gaps in staffing many of the tasks in the operations of the Assembly become shared responsibilities, ultimately affecting the procedural and other types of support that should be afforded to Members and the Speaker.



Members engage with the virtual sessions from the Anguilla House of Assembly.

ADMINISTRATION AND FINANCING OF PARLIAMENT

Mr Lenox Proctor began the session by explaining the current administrative makeup of the Assembly, noting how the Assembly falls in with the portfolio of government departments under the Governor of Anguilla and that funding for the Assembly was sought in the same manner. Mr Proctor highlighted that this raised challenges in attaining adequate funding as requests would always be in the category of new spending because of the fact that the Assembly had been running at a very basic level for a number of years.

Mr Matthew Salik highlighted the importance of the concept of parliamentary independence in enabling the Assembly to attain the resources needed for its requirements and to achieve its objectives, including the recommendations of the CPA Benchmarks Assessment. As a potential solution, Mr Salik emphasised the need for a Parliamentary Services Commission, a common apparatus of Commonwealth legislatures, which would create a parliamentary corporate body to oversee the institution of parliament, as well as provide administrative, operational and financial independence.⁴

BEHAVIOUR, ETHICS AND STANDARDS

The session opened by emphasising that the key principles of accountability, transparency and morality should guide the work of publicly elected officials. Mrs Jacqui Sampson-Meiguel referred to pieces of legislation that provide the legal framework against corruption within Trinidad and Tobago, which included provisions to guide the behaviour of parliamentarians within public life. Mrs Sampson-Meiguel also highlighted how the CPA Benchmarks for Codes of Conduct assisted the Parliament of Trinidad and Tobago in drafting their own Codes of Conduct in order to regulate the behaviour of Members.⁵ Such a Codes of Conduct, it was argued, would apply to all office holders and set a minimum standard for conduct, with both aspirational and prescriptive provisions.

The session also looked at procedure within the Assembly and how it related to the behaviour and standards of the Members. Hon. Dennis Lister emphasised the three mechanisms of practice, Standing Orders and rulings from the Speaker which act as a framework of how business can be conducted in the Assembly. It was recognised that if Members understand and value the structure they provide within the Assembly, then appropriate decorum and behaviour can be achieved.

THE LEGISLATIVE PROCESS

A comprehensive overview was provided by speakers on the various aspects of the legislative process. This included:

- The elements of a bill: From the long title down to explanatory notes.
- The types of bills: Including public or government bills, private bills and private members' bills.
- Stages of legislation: From first reading through third reading and up to royal assent.

A major issue identified within the Anguilla House of Assembly was the practice of rushing a bill through its various stages which bypassed the opportunity for serious scrutiny. Members discussed with speakers, ways in which to strengthen this process which included re-energising and utilising committees as a forum for bill scrutiny. Mrs Jacqui Sampson-Meiguel emphasised its utility by enabling stakeholder input into consideration of the bill while also providing a more effective format – than that of the Chamber - to examine a bill in detail, clause by clause.

Methods by which to strengthen the legislative process were also discussed, particularly after Members raised issues regarding lack of public consultation to the process. Mr Matthew Salik discussed the potential utility of pre-legislative scrutiny - the process of reviewing bills before they are tabled in the Assembly – which, among others, was useful in gaining input from the public without expending any political capital by accepting changes once it had been tabled.

4 For more information on parliamentary independence and details on how to create a Parliamentary Services Commission, see the CPA Model Law for Independent Parliaments: http://www.cpahq.org/cpahq/Main/Programmes/Model_Law.aspx

5 To access the CPA Benchmarks for Codes of Conduct for Parliamentarians, see: http://www.cpahq.org/cpahq/Main/Document_Library/Codes_of_Conduct/Codes_of_Conduct_for_Parliamentarians_Handbook_Updated_2016.aspx

GIVING PARLIAMENTARIANS A VOICE

This session explored the range of tools at a parliamentarian's disposal to raise and further issues of importance within the Assembly. Members were given insights into the various mechanisms and how they can be best used from both government and opposition sides of the Assembly, as well as in a bipartisan nature:

- **Private members' bills:** These were identified as being a potentially useful way for parliamentarians to express agency in raising attention to an issue or build a coalition of support. However, Hon. Akierra Missick did also highlight their limitations, notably in their inability to tie the public purse.
- **Amendments:** This tool was recommended to be accompanied by thorough consultation and review with relevant stakeholders to ensure that the bill and/or any accompanying amendments were necessary. For Members of the Opposition, cross-party work and efforts outside of the Chamber were identified to ensure amendments are considered. Members were cautioned to be cognisant of the fact that when working to affect legislation, the outcomes would have to be lived with at a later date, when potentially in government or opposition respectively.
- **Questions:** Speaking from the perspective of government, Hon. Sharie de Castro MHA (British Virgin Islands) highlighted how questions provided an opportunity for the government to get its agenda across both to the Assembly and the constituents. Hon. Missick highlighted that it was important for the government not to use the procedures of the House to bypass or minimise the role of questions within parliamentary business but also emphasised that it was up to Members and the Rules of Procedure to ensure questions are not accompanied by contentious behaviour and their content remain focused and relevant.
- **Debates:** It was discussed how debates provided an opportunity for constituents to be able to hear and engage with the proceedings of the house and to inform the populace of what the legislative agenda looks like, and importantly, how it may impact their lives. It was also identified that debates provided an important arena by which legislation and government agendas could be effectively scrutinised and questioned but with warnings that this must be done responsibly and within the rules and procedures of the Assembly.

The challenges of being an ex-Officio Member in the Assembly were discussed, including from the often competing roles - in the Executive Council and in the Assembly - and from the political nature of proceedings within the Assembly with which one is expected to navigate. Despite this, Mr Stanley Reid (Anguilla) went on to detail further methods by which an ex-Officio Member within the Assembly could have a voice. This included petitions – a mechanism by which members of the public can bring an issue to the attention of the House of the Assembly – and personal explanations, which can be given in relation to a matter that occur outside the proceedings of the Assembly.

KNOWLEDGE IS POWER

This session explored the various resources parliamentarians can draw on while doing research on political issues and the role of other stakeholders such as civil society organisations and academics, in providing relevant information and data.

With limited in-house resources within the Assembly, the importance of conducting personal research in issues and consulting with a range of stakeholders in this process was emphasised, both online and in-country. The CPA was cited in this regard, through its ability to provide timely research and perspectives on issues at a pan-Commonwealth level, both within its existing library and through Member and Branch driven research requests. Hon. Dennis Lister also raised the importance of networking, utilising stakeholders within the community to gather relevant insights and information on a certain issue, as well from fellow Parliamentarians within and outside Anguilla.

MINISTER'S SESSION

This breakaway session looked at how a Ministers can effectively balance important government business with their other roles, including parliamentary responsibilities. Acknowledgement of the unique position of a Minister, in not having a job description and the office holder often having no prior relevant experience, was identified in bringing various challenges and opportunities. During discussions, a number of things were identified for a Minister to best carry out their duties most effectively. This included:

- Taking time to learn the role: conducting independent research and consulting widely with stakeholders to form an understanding of what the position entails, what is expected of you and the parameters within which you are expected to operate in.
- Making the most of support networks, including peers, friends and family.
- Becoming fully aware of the details of the role before embarking on wholesale and expansive changes, or reform. To this end, tempering expectations and egos was identified as being important.
- Utilising the staff and resources within the Ministry as much as possible so as not to become too entrenched within the ministerial position and neglecting parliamentary responsibilities.

SPEAKER'S SESSION

The second breakaway session centred on discussions between the Anguilla House of Assembly Speaker and Deputy Speaker and other current and former Speakers from the CAA Region. The session focused on two core features of the role of the Speaker in the Assembly: maintaining order in the Chamber and utilising Standing Orders, and being a voice of the Assembly outside parliament.

In relation to navigating the proceedings of the House, Hon. Dennis Lister emphasised the importance of the Speaker in exercising and asserting their control over the Assembly, particularly as it relates to Assembly proceedings, procedural aspects, and importantly, the decorum and behaviour of Members. To this end, a careful balance between respecting the prerogatives of the Members while also ensuring appropriate boundaries are created in terms of what is and is not acceptable, both procedurally and ethically, was emphasised. Speaker Emerita, Hon. Alix Boyd Knights (Dominica), noted the importance of having a deep understanding of the Standing Orders, and that through their significant powers, they afford the Speaker the ability to act with authority and impartiality within the Assembly.

The Speaker was identified as being key in the process of educating the citizenry on the role and function of the parliament and it was discussed how this function had been exploited to varying degrees across legislatures in the region. Hon. Alix Boyd Knights, highlighted the important outreach work with youth, citing the work of the Dominica Legislature's involvement in the Youth Parliament and its utility in educating people on the role and value of parliament. In relation to the ongoing and future reform activities of the Anguilla House of Assembly, it was also stressed how the Speaker can be proactive in leading such processes with Hon. Alix Boyd Knights referencing the ability of the Speaker to lead in the amendment and reform of the Standing Orders, as an example.

REPRESENTATION OUTREACH AND EDUCATION

This session focused on the core representational role of a parliamentarian, exploring how Members can work effectively with constituents and their role in outreach and educational activities. Hon. Yasmin Ratansi spoke with reference to constituency work in Canada and detailed the range of activities that a Member carries out in their work in the community. This included, among others: publishing a calendar of activities; conducting in-person and virtual town hall meetings; distributing infographics; updating personal and parliamentary social media accounts and websites; sending newsletters, and; conducting meet and greets with members of the public.

Speaking on the context of Anguilla constituency relations, Hon. Jose Vanterpool MHA (Anguilla) raised two important factors that guide a Members work: to what degree is a Parliamentarian a delegate or a trustee of their constituents, and, how political parties affect the relationship between constituents and elected Members.

It was highlighted that although the current composition of the House reflected youth, more needed to be done to engage this demographic. Reference was made to maximising innovation such as social media channels and other non-traditional forms of engagement that would have a better chance of reaching and engaging the target audience. In relation to the relevant Benchmarking Assessment recommendation,⁶ Members also discussed a potential outreach and educational pack on the Anguilla House of Assembly. Members considered what content the pack should include – such as the core components and functions of the Assembly - the various methods and mediums of dissemination of the pack, and other ways by which to advance and promote the work of the Assembly.

COMMUNICATIONS WORKSHOP

In this session, different types of questioning techniques were explored, as well as techniques to make speeches and questions more powerful and effective. Mr Matthew Salik highlighted that the difference between communicating and conducting speeches during the election campaign was substantially different from communicating within the Assembly. The workshop, therefore, consolidated a range of tips, and expert advice which among others, guided Members on how to speak effectively in a parliamentary setting, communicating to influence, to ask powerful questions and to get the answers you want.

Some of the key takeaways from the workshop included:

- **Influencing:** Exploring established and essential principles of influencing (reciprocity, scarcity, authority, consistency, liking and consensus) to include when communicating and attempting to convince people to do something they may be resistant to.
- **Preparing and delivering your message:** The various aspects to consider before constructing your message, including; who is being addressed, what is trying to be achieved and how to plan ahead. When delivering a message, the importance of body language, voice and mental preparation were identified.
- **Speeches:** Methods and approaches to structuring and delivering a speech within the Assembly, such as recognising the importance of the beginning and end; stylistic cues from power verbs to repetition, and; adding substance through emotion, humour and novelty.
- **Questioning and answers:** Understanding the various methods involved in constructing an effective question and remembering to consider what is trying to be achieved and determining the types of approaches used. The workshop also explored methods to identify different types of answers and how to navigate through them. These included, bridging, avoidance, flagging and hooking.

6 CPA Benchmark for Democratic Legislatures Final Report, Anguilla, Recommendation 18: *A range of outreach activities, including integrating civic education into the school curriculum could be explored that works to increase public engagement with the House but that importantly, instils the fundamental importance of the institution of parliament to democracy in Anguilla. Other innovative approaches could be considered such as giving the public an opportunity to submit questions through the Speaker for Ministers to answer at question time.*

ANGUILLA POST-ELECTION SEMINAR
 MONDAY 20 JULY - FRIDAY 24 JULY 2020
 Virtual Meeting



0915 - 1015 VIRTUAL SESSION 10:
 COMMUNICATION WORKSHOP:
 SPEECHES & QUESTIONS

FACILITATORS:
 Matthew Salik, Head of Parliamentary Development, CPA



AIMS OF THE SESSION

AT THE END OF THIS SESSION YOU WILL...

- **COMMUNICATE CONFIDENTLY**
- **SPEAK EFFECTIVELY IN A PARLIAMENTARY SETTING**
- **COMMUNICATE FOR IMPACT**
- **COMMUNICATE TO INFLUENCE**
- **ASK POWERFUL QUESTIONS**
- **GET THE ANSWERS YOU WANT**

SESSION OVERVIEW

KEY COMMUNICATION SKILLS

- PRINCIPLES OF INFLUENCING
- PREPARING YOUR MESSAGE
- DELIVERING YOUR MESSAGE

SPEECHES FOR IMPACT

- SPEAKING IN THE HOUSE
- STRUCTURE YOUR SPEECH

QUESTIONS FOR IMPACT

- IMPORTANCE OF QUESTIONS
- QUESTIONING THE C.O.R.R.U.P.T.E.S.T.
- HOW TO GET YOUR ANSWER

INFLUENCING

It is essential when communicating, in whatever form that you are able to convince people to do something that they may not be interested in or be resistant to.

PROF. ROBERT CIALDINI'S SIX RULES FOR INFLUENCING

- 1. RECIPROCITY**
 PEOPLE ARE OBLIGED TO GIVE BACK TO OTHERS THE FORM OF A BEHAVIOUR, GIFT, THAT THEY HAVE RECEIVED FIRST.
- 2. SCARCITY**
 PEOPLE WANT MORE OF THOSE THINGS THEY CAN HAVE LESS OF.
- 3. AUTHORITY**
 PEOPLE FOLLOW THE LEAD OF CREDIBLE, KNOWLEDGEABLE EXPERTS.
- 4. CONSISTENCY**
 PEOPLE LIKE TO BE CONSISTENT WITH THE THINGS THEY HAVE PREVIOUSLY SAID OR DONE.
- 5. LIKING**
 PEOPLE PREFER TO SAY YES TO THOSE THAT THEY LIKE.
- 6. CONSENSUS**
 PEOPLE WILL LOOK TO THE ACTIONS AND BEHAVIOURS OF OTHERS TO DETERMINE THEIR OWN.

PREPARING YOUR MESSAGE

WHO ARE YOU ADDRESSING?

- THE SPEAKER
- MINISTERS
- OTHER PARLIAMENTARIANS
- THE MEDIA
- THE PUBLIC
- OTHER STAKEHOLDERS

WHAT DO YOU WANT TO ACHIEVE?

- A POLICY CHANGE
- DEFEND A POLICY
- PRAISE THE GOVERNMENT
- SCRUTINISE THE GOVERNMENT'S POLICY
- EDUCATE THE PUBLIC & RAISE AWARENESS
- RAISE AN ISSUE ON BEHALF OF YOUR COMMUNITY
- GO ON RECORD
- HIGHLIGHT YOUR POSITION
- GET ATTENTION!!!
- OBSTRUCT THE PROCESS

PLAN AHEAD

- REVIEW THE ORDER PAPER AND GIVE NOTICE
- THE BEST SETTING AND FORMAT
 1. A DEBATE
 2. A QUESTION
 3. THROUGH A PETITION
 4. IN PRIVATE
 5. OUTSIDE PARLIAMENT
 6. MEDIA INTERVIEW
 7. TOWN HALL MEETING
- RESEARCH YOUR POSITION
- WATCH OTHER SPEECHES
- THINK ABOUT THE AUDIENCE
- STRUCTURE YOUR MESSAGE
- COORDINATE WITH OTHERS
- PRACTICE YOUR PRESENTATION SKILLS
- DO SOME TRAINING
- GET ADVICE FROM OTHERS

DELIVERING YOUR MESSAGE

BODY LANGUAGE

- POSTURE
- STANDING - 'THE POWER STANCE'
- HANDS, GESTICULATING AND THE 'THUMBS OF POWER'
- EYE CONTACT

THE VOICE

- PROJECTION - REACH YOUR AUDIENCE
- VOCAL TONE - KEEP IT LOW
- PACE OF SPEECH AND BREATHING
- UMMS AND AHHS

MENTAL PREPARATION

- SUPPORT GROUP - 'DOUGHNUTTING'
- BELIEVE IN YOURSELF
- MOST PEOPLE WANT YOU TO SUCCEED
- OVERCOME WORRY
- REMAIN FOCUSED IN THE MOMENT

REMEMBER TO LISTEN!

PowerPoint slides from the Communications Workshop during the Post-Election Seminar

SPEAKING IN THE HOUSE

SUMMARY OF KEY POINTS - RULES OF PROCEDURE WHEN SPEAKING

- STAND WHEN SPEAKING
- ADDRESS COMMENTS THROUGH THE CHAIR
- CANNOT READ A SPEECH - USE NOTES FOR REFERENCE ONLY
- SPEAK ONLY ON SUBJECT UNDER DISCUSSION
- SUB JU-DICE RULE
- "IMPUTE IMPROPER MOTIVES TO ANY OTHER MEMBER"
- REFER TO THE QUEEN OR UTTER ANY TREASONABLE OR SEDITIOUS WORDS
- NO FILIBUSTERING
- REFER OR ALLUDE TO MEMBERS BY THEIR OFFICIAL TITLE OR RELATED DISTRICT (THE MINISTER FOR... OR MEMBER FOR DISTRICT FIVE)
- CONDUCT OF THE SPEAKER OR MEMBERS CAN ONLY BE RAISED ON A SUBSTANTIVE MOTION
- ONLY INTERRUPT ANOTHER SPEAKER THROUGH A POINT OF ORDER
- AVOID 'IRRELEVANT' OR 'TEDIOUS' REPETITION OF POINTS ALREADY MADE

STRUCTURE YOUR SPEECH

PLAN, PLAN & PLAN AHEAD

- A BEGINNING, MIDDLE AND END
- HIGHLIGHT AND EMPHASISE KEY POINTS
- 70-20-100 RULE
- KEEP IT SHORT AND SWEET

THE STYLE

- POWER OPENING AND HOOK - GET THEIR ATTENTION -
- POWER OF THREES - "I came, I saw, I conquered" or "Snap, Crackle and Pop!"
- POWER VERBS - "Improve, Increase, Develop, Integrate"
- REPETITION, REPETITION, REPETITION - "Government of the People, for the People, by the People"
- PARALLELS & OPPOSITION - "No Pain, No Gain" or "Over Promise and Under Deliver"
- CONTRAST AND ANTI-THESIS - "Ask not what your country can do for you, ask what you can do for your country"
- ALLITERATION - "Increase investment to increase impact"

THE SUBSTANCE

- BE CREDIBLE - "I stand here before you, not as a prophet, but as a humble servant of you, the people"
- BE NOVEL - "We have a new and innovative policy to tackle this issue"
- BE ASPIRATIONAL - "First Up, Ready to Go!"
- VISUALISE - "I have a Dream..."
- SHOW EMOTION & EMPATHY & EVEN HUMOUR - "I share your pain..."

IMPORTANCE OF QUESTIONS

Erskine May states that *the purpose of a question is 'to obtain information' or to 'press for action'. The people who have the information - and the ability to act on it are government ministers and it they who have to answer questions. Ministers can only answer questions to which they are responsible for.*

SCRUTINY, ACCOUNTABILITY AND OVERSIGHT

ONE OF THE MOST IMPORTANT DUTIES OF MEMBERS OF PARLIAMENT IS TO HOLD THE GOVERNMENT TO ACCOUNT. THE PUBLIC EXPECT THE GOVERNMENT TO BE QUESTIONED, CHALLENGED AND HELD TO ACCOUNT. IT IS THEREFORE THE RESPONSIBILITY OF ALL MEMBERS TO USE THEIR POWER TO SUMMON MINISTERS TO PARLIAMENT AND QUESTION THEM. FAILURE TO DO SO WEAKENS THE PERCEPTION OF THE IMPORTANCE OF PARLIAMENT AS A POWERFUL AND RELEVANT INSTITUTION.

THE PLANTED QUESTION

QUESTION TIME IS NOT ONLY FOR THE OPPOSITION. MEMBERS OF THE GOVERNING PARTY SHOULD ALSO ASK QUESTIONS. THEY REPRESENT CONSTITUENTS WHO WILL WANT THEIR VIEWS RAISED IN PARLIAMENT. SUCH MEMBERS CAN ALSO USE THIS OPPORTUNITY TO PRAISE THE GOVERNMENT AND RAISE KEY URGENT ISSUES.

QUESTIONING THE C.O.R.R.U.P.T.E.S.T.

WHETHER YOU ARE A COMMITTEE MEMBER QUESTIONING A WITNESS OR IN THE CHAMBER QUESTIONING A MINISTER, IT IS IMPORTANT TO ASK GOOD QUESTIONS.

- **CLOSED** - IS THE QUESTION A CLOSED ONE - YES OR NO?
- **OPEN** - IS THE QUESTION OPEN?
- **RELEVANT** - IS THE TARGETED AT THE RIGHT RESPONDENT? IS IT RELEVANT TO THE ISSUE?
- **RHETORICAL** - ARE YOU ACTUALLY ASKING A QUESTION OR MAKING A STATEMENT?
- **UNIQUE** - HAS THE QUESTION BEEN ASKED BEFORE? IS IT A FOLLOW-UP?
- **PROCEDURAL** - IS THE QUESTION IN ORDER, IS IT PROCEDURALLY CORRECT?
- **TIME-BOUND** - IS THE QUESTION REQUIRING AN ANSWER NOW OR CAN IT WAIT?
- **EXACTING** - IS THE QUESTION CLEAR, ACCURATE?
- **SPECIFIC** - IS THE QUESTION SPECIFIC IN ITS STRUCTURE?
- **TONE** - HOW ARE YOU ASKING THE QUESTION

REMEMBER TO THINK ABOUT WHAT IT IS YOU ARE TRYING TO GET FROM THE ANSWER.

QUESTIONING IN THE HOUSE

EXTRACT - RULES OF PROCEDURE WHEN QUESTIONING

A QUESTION MUST NOT:

- CONTAIN ARGUMENTS, INFERENCES, OPINIONS, IMPUTATIONS, EPITHETS, IRONICAL EXPRESSIONS OR HYPOTHETICAL CASES.
- INCLUDE THE NAMES OF PERSONS, OR STATEMENTS, NOT STRICTLY NECESSARY TO RENDER THE QUESTION INTELLIGIBLE, NOR CONTAIN CHARGES WHICH THE MEMBER WHO ASKS THE QUESTION IS NOT PREPARED TO SUBSTANTIATE.
- BE ASKED FOR THE PURPOSE OF OBTAINING AN EXPRESSION OF OPINION, THE SOLUTION OF AN ABSTRACT LEGAL CASE, OR THE ANSWER TO A HYPOTHETICAL PROPOSITION.
- REFER TO ANY DEBATE THAT HAS OCCURRED OR ANSWER THAT HAS BEEN GIVEN IN THE CURRENT SESSION, NOR SHOULD A QUESTION FULLY ANSWERED BE ASKED AGAIN DURING THE SAME SESSION.
- BE ASKED ABOUT PROCEEDINGS IN COMMITTEE WHICH HAVE NOT BEEN PLACED BEFORE THE ASSEMBLY BY A REPORT OF THE COMMITTEE.
- BE ASKED AS TO THE CHARACTER OR CONDUCT OF ANY PERSON EXCEPT IN HIS OFFICIAL OR PUBLIC CAPACITY.
- REFLECT ON THE CHARACTER OR CONDUCT OF ANY PERSON WHOSE CONDUCT CAN ONLY BE CHALLENGED ON A SUBSTANTIVE MOTION
- MAKE OR IMPLY A CHARGE OF A PERSONAL CHARACTER.

THE SPEAKER SHALL BE THE SOLE JUDGE OF THE PROPRIETY OR ADMISSIBILITY OF A QUESTION AND HE MAY DISALLOW ANY QUESTION WHICH IN HIS OPINION IS AN ABUSE OF THE RIGHT TO ASK QUESTIONS.

HOW TO GET YOUR ANSWER

WATCH AND LISTEN OUT FOR BAD ANSWERS

- **AVOIDANCE** - THE RESPONDER WILL NOT ANSWER THE QUESTION OR AVOID GIVING AN EXACT ANSWER TO THE QUESTION
YOUR ACTION:
USE A FOLLOW-UP QUESTION TO TRY TO GET THE ANSWER AGAIN AND REFORMAT THE QUESTION IF IT DOESN'T SEEM AS IF IT WAS UNDERSTOOD.
- **BRIDGING** - THE RESPONDER WILL PARTIALLY ANSWER THE QUESTION THEN DEViate ONTO THE POINT THEY MIGHT WISH TO MAKE - E.G. STOCK RESPONSES AND OFFICIAL LINES
YOUR ACTION:
THANK THEM FOR THE ANSWER AND THEN USE A FOLLOW-UP QUESTION TO TRY TO GET THE ANSWER AGAIN
- **FLAGGING** - THE RESPONDER WILL PICK ONLY PART OF YOUR QUESTION AND DEViate FROM IT. E.G. "THAT'S A GOOD QUESTION, BUT WHAT I THINK IS ACTUALLY IMPORTANT IS..."
YOUR ACTION:
FOLLOW-UP THE QUESTION WITHOUT ALLOWING THE RESPONDER TO GO OFF TOPIC.
- **HOOKING** - THE RESPONDER WILL TRY TO CONFUSE THE QUESTIONER BY PARTIALLY ANSWERING AND THEN DEViating ON TO A TOPIC THE QUESTIONER MIGHT BE MORE INTERESTED IN. E.G. "WHAT I THINK YOUR CONSTITUENTS WILL REALLY WANT TO KNOW IS..."
YOUR ACTION:
USE A FOLLOW-UP QUESTION WITHOUT GETTING TRICKED INTO CHANGING THE TOPIC.

THE ROLE OF SELECT COMMITTEES

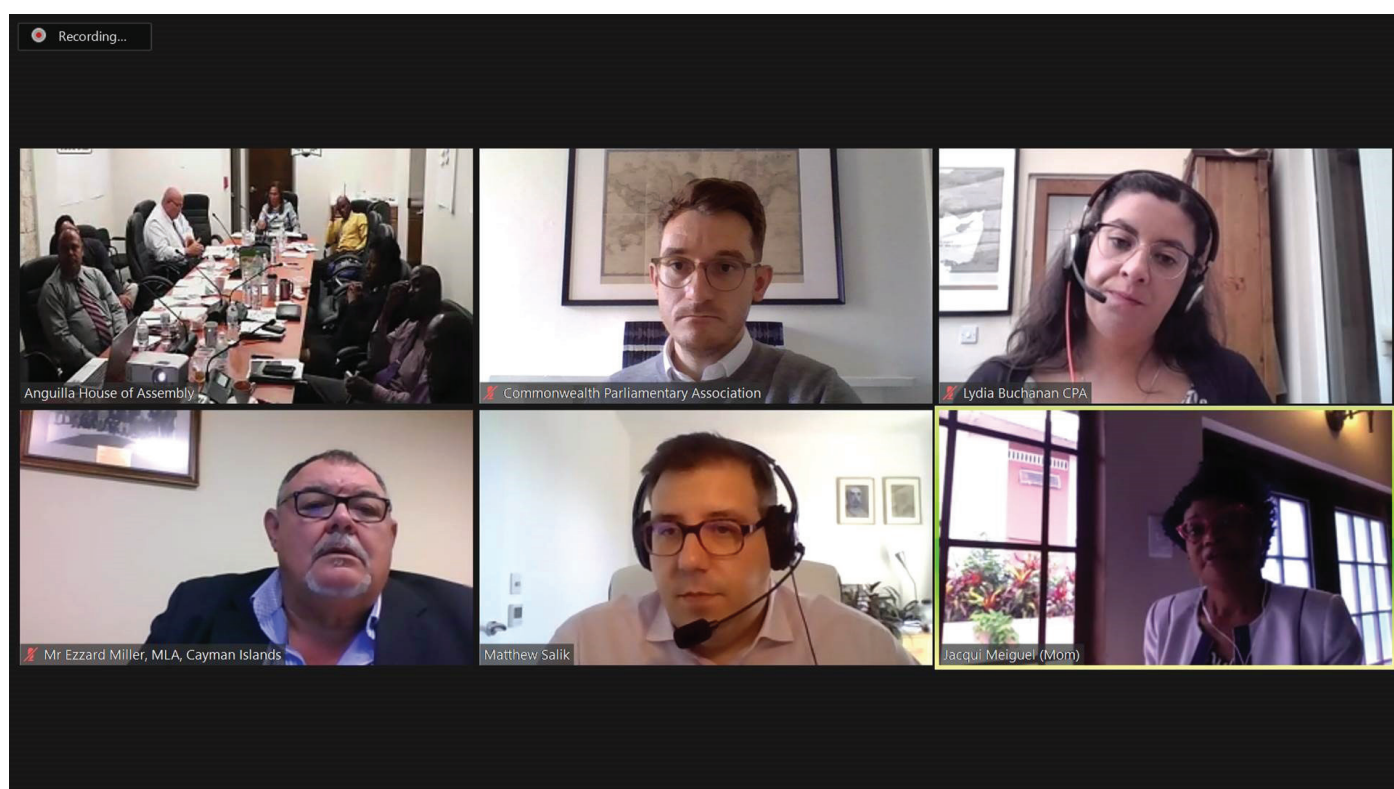
This session gave an overview of the core functions of parliamentary select committees, with a focus on the opportunities and challenges that come with operating a committee system within a small jurisdiction. Mr David Melding MS (Wales) identified three core functions of a select committee: scrutinising, reviewing and reporting.

Discussions identified small jurisdictions, such as Anguilla, providing more opportunity to involve the public into the parliamentary and democratic process. In committees, it was identified that this could be achieved through enabling the public to provide oral and written evidence to inquiries as witnesses. The issue of capacity was identified as being the main challenge for the Assembly in operating a committee system. Members were recommended to identify and prioritise the key public policy areas, in addition to exploring innovative ways to fill the membership of committees such as the inclusion of non-voting lay members. As a suggestion for Members to consider, Mr Melding recommended the creation of two select committees on: Economic Affairs, exploring the portfolios of finance, tourism, infrastructure, economic development and trade and commerce, and Public Services and Home Affairs, looking at social development, education, health and home affairs.

THE ROLE OF THE PUBLIC ACCOUNTS COMMITTEE

This session looked in-depth into the role and function of the Public Accounts Committee (PAC), how to plan its business, and how to conduct a specific inquiry. Perspectives were first provided from the UK House of Commons PAC, including how it differentiates from other select committees from its focus on questioning civil servants as opposed to government ministers, to how it plans its work programme through working with, and analysing the work of, national audit institutions. It was highlighted that in all its efforts the concept of 'value for money', in relation to how government money is spent, remained central.

Speaking from the perspective of the Anguilla PAC, former Chair of the PAC, Ms Pam Webster (Anguilla), charted its journey, particularly how it overcame challenges surrounding membership, public awareness and cross-party cohesion in the previous legislature. Towards efforts to strengthen the PAC in the new Assembly, Ms Webster highlighted that, although the PAC examines matters retrospectively, it still played a central role in parliamentary efforts on Anguilla's pressing public policy issues, both current and future, and that it was imperative adequate resourcing and attention is afforded to it.



Parliamentarians and Clerks from the CAA Region engage virtually with Members during the Seminar.

ELECTION EXPERT MISSION: ANGUILLA GENERAL ELECTION 2020

The Commonwealth Parliamentary Association British Islands and Mediterranean Region (CPA BIMR) conducted a virtual Election Expert Mission to the Anguilla General Elections in June 2020. Due to the Covid-19 pandemic, research was carried out online, and interviews with a wide range of stakeholders were conducted utilising digital meeting platforms.

During the Seminar, Members heard from those directly involved in the the Mission, including facilitators from CPA BIMR and members from the expert team. Anne Marlborough, Legal Expert & Team Leader (Ireland), detailed to Members the main contours of an Election Observation Mission referencing the importance of both international standards and domestic legal frameworks as guiding principles. Ms Fleur ten Hacken, Election Coordinator (CPA BIMR), gave a detailed overview of the virtual delivery format of the Mission in Anguilla, citing some of the main challenges – notably the inability for international travel – how these were overcome through innovative adaptation of election observation methodology and some of the key stakeholders involved.

Finally, reference was made to the Election Expert Mission Final Report which offers 12 recommendations to enhance the conduct of elections in Anguilla and to bring it fully into line with international obligations and standards for democratic elections.⁷ Some of these outcomes, it was clarified, also build on the recommendations from the 2015 CPA BIMR Election Observation Mission report that were yet to be addressed.

⁷ To see the Election Expert Mission Final Report, see: <https://www.uk-cpa.org/media/3705/final-report-cpa-bimr-eem-to-anguilla.pdf>

MONITORING & EVALUATION RESULTS

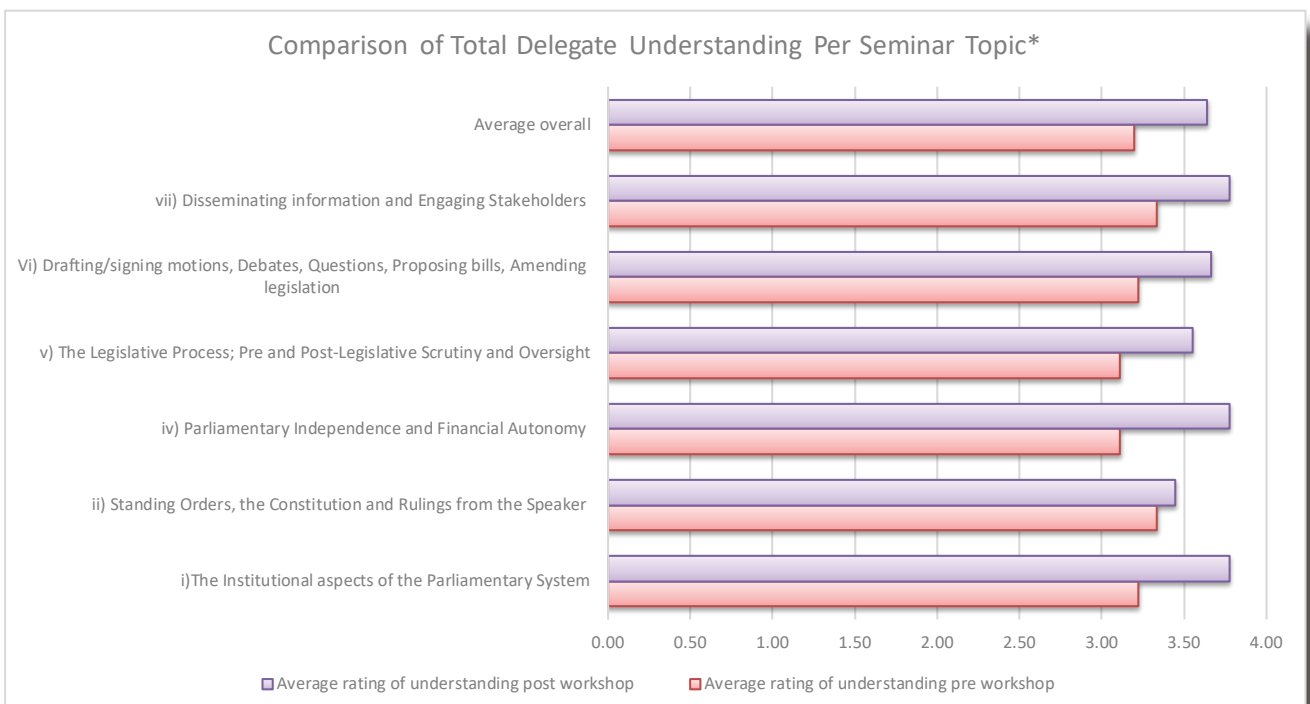
The feedback provided by Members on the programme was positive. Despite the various constraints in the virtual format of the Seminar, Members overall found the sessions to be interactive, engaging and informative. Members also praised the quality of the various resource persons who delivered the sessions.

During the week Members were provided the opportunity to give ongoing feedback on the sessions and recount any expectations and insights. Members were also invited to complete pre- and post-assessment forms and their results can be found in the graph below. Members were questioned on their levels of knowledge related to pertinent issue areas on parliamentary practice and procedure. Overall, levels of knowledge increased in every selected area. The highest levels of increase were in parliamentary independence and financial autonomy and the institutional aspects of the parliamentary system.

Members were also invited to make pledges for the next 12 months relating to certain objectives and ambitions that were informed by the Seminar. Some of these pledges included:

- Updating the Standing Orders as it relates to technology
- Establishing a research network
- Learn the full workings and protocols of the House of Assembly
- Prioritising role of parliamentarian above all other political ones
- Encourage more public engagement and build public trust
- Provide more finance for the administration and operations of the House of Assembly
- Keep public more informed on the activities of the Government and Assembly
- Strengthen relationship with the Clerk of the House and Assembly staff

The pledges by Members will also inform the 6-month follow-up as part of the CPA Secretariat’s Monitoring and Evaluation process with the Anguilla House of Assembly.



FULL PROGRAMME

DAY 1 - 20 JULY 2020

Virtual Sessions

TIME	SESSION
0900 - 0930	OPENING OF THE VIRTUAL POST-ELECTION SEMINAR <p>Participants will be introduced to the format of the virtual post-election seminar and asked to fill in a survey to record their expectations and learning processes. Opening remarks will also be made from the following:</p> <p>Mr Stephen Twigg, <i>CPA Secretary-General Elect</i> Mr Jon Davies, <i>Chief Executive, CPA UK and CPA BIMR Regional Secretary</i> H.E Tim Foy OBE, <i>The Governor of Anguilla</i> Hon. Barbara Webster-Bourne <i>Speaker of the Anguilla House of Assembly</i></p>
0930 - 1015	VIRTUAL SESSION 1: THE OPPORTUNITIES AND CHALLENGES OF BEING A NEWLY ELECTED MP <p>In this session, participants will identify opportunities and challenges of being a newly elected Member of Parliament. The outcomes will form the basis for the wider programme.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Yasmin Ratansi MP, <i>Member of Parliament, House of Commons, Canada</i></p>
1015 - 1030	<i>Tea and Coffee</i>
1030 - 1115	VIRTUAL SESSION 2: PARLIAMENTS IN THE 21ST CENTURY <p>This session will cover institutional aspects of the parliamentary system, including the concept of the separation of powers, enshrined in the Commonwealth Latimer House Principles. Discussions will also contextualise the outcomes and recommendations from the recent Anguilla House of Assembly CPA Benchmarking Assessment.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Yasmin Ratansi MP, <i>Member of Parliament, House of Commons, Canada</i> Mr Matthew Salik, <i>Head of Parliamentary Development, CPA</i></p>
1115 - 1200	VIRTUAL SESSION 3: RULES AND POWERS – STANDING ORDERS AND PRECEDENT <p>This session will explore the Standing Orders of the Anguilla House of Assembly in relation to the Constitution and rulings from the Speaker. This will give an insight to the powers and privileges the Members have and how they can work within those rules to succeed in their roles.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Yasmin Ratansi MP, <i>Member of Parliament, House of Commons, Canada</i> Ms Jacqui Sampson Meiguel, <i>Clerk of the House of Representatives, Trinidad & Tobago</i> Mr Lenox Proctor, <i>Clerk of the House, Anguilla</i></p>
1200 - 1245	WOMEN'S CAUCUS ONLY: EMPOWERING FEMALE VOICES IN PARLIAMENT <p>This informal discussion will provide an opportunity for female MPs to discuss women's representation and to share experiences on working in Parliament.</p> <p>Hon. Yasmin Ratansi MP, <i>Member of Parliament, House of Commons, Canada</i> Hon. Akierra Missick MP, <i>Member of Parliament, Turks & Caicos Islands</i></p>

DAY 2 - 21 JULY 2020

Virtual Sessions

TIME

SESSION

0900 - 0915 GUIDED REFLECTION OF DAY 1

An opportunity for discussion on learning and outcomes from the previous day.

0915 - 1000 VIRTUAL SESSION 4: SERVICES AND RESOURCES FOR MEMBERS

This session will be an opportunity for Members to learn more about the services and facilities available to them within the Anguilla House of Assembly. Members will also have opportunity to discuss some of the resource challenges the House faces and to understand the services and resources parliamentarians would need in order to better carry out their roles. The session will also discuss the role of a Clerk and why their role is so important for an effective parliament. It will also delve into what makes for an effective working relationship between Members and clerks to ensure Members are best supported in their role.

Hon. D. Ezzard Miller JP, MP, *Member of Parliament, Cayman Islands*

Ms Jacqui Sampson Meiguel, *Clerk of the House of Representatives, Trinidad & Tobago*

Mr Lenox Proctor, *Clerk of the House, Anguilla*

1000 - 1045 VIRTUAL SESSION 5: ADMINISTRATION AND FINANCING OF PARLIAMENT

The session will emphasise the importance of parliamentary independence through the concept of financial autonomy for legislatures and examining the appropriate relationship between the Executive and Parliament.

Ms Jacqui Sampson Meiguel, *Clerk of the House of Representatives, Trinidad & Tobago*

Mr Lenox Proctor, *Clerk of the House, Anguilla*

Mr Matthew Salik, *Head of Parliamentary Development, CPA*

1045 - 1100 *Tea and Coffee*

1100 - 1145 VIRTUAL SESSION 6: BEHAVIOUR, ETHICS AND STANDARDS

How to set a good example in communicating with colleagues in the Chamber whilst having robust debates? When do you have to declare interests, and how do you avoid having a conflict of interest? What are examples of good and bad practice?

Hon. Dennis P. Lister, JP, MP, *Speaker of the House, Bermuda*

Ms Jacqui Sampson Meiguel, *Clerk of the House of Representatives, Trinidad & Tobago*

1145 - 1230 VIRTUAL SESSION 7: THE LEGISLATIVE PROCESS

This session will examine one of the three key roles of parliaments - the legislative process. There will be a detailed look at the various stages of legislation, types of bills (including Private Members Bills), the importance of pre and post-legislative scrutiny and oversight of delegated legislation. In addition, the session will offer views on why all parliamentarians should play a role in the process to create the best laws for the people of Anguilla.

Hon. D. Ezzard Miller JP, MP, *Member of Parliament, Cayman Islands*

Ms Jacqui Sampson Meiguel, *Clerk of the House of Representatives, Trinidad & Tobago*

Mr Matthew Salik, *Head of Parliamentary Development, CPA*

1230 End of Day 2

DAY 3 - 22 JULY 2020

Virtual Sessions

TIME	SESSION				
0900 - 0915	<p>GUIDED REFLECTION OF DAY 2</p> <p>An opportunity for discussion on learning and outcomes from the previous day.</p>				
0915 - 1015	<p>VIRTUAL SESSION 8: GIVING PARLIAMENTARIANS A VOICE: AMENDMENTS, DEBATES, PARLIAMENTARY QUESTIONS, MOTIONS AND PRIVATE MEMBERS BILLS</p> <p>Parliamentarians have a wide range of tools at their disposal to raise issues of importance. This session will explore the practice and effectiveness of different tools, including contributing to debates, drafting and signing motions, written and oral questions, proposing Bills and amendments to legislation and raising issues at the constituency level.</p> <p>Hon. Akierra Missick MP, <i>Member of Parliament, Turks & Caicos Islands</i> Hon. Sharie B. de Castro MHA, <i>Junior Minister for Tourism, British Virgin Islands</i> Mr Stanley Reid, <i>Former Deputy Governor, Anguilla</i></p>				
1015 - 1100	<p>VIRTUAL SESSION 9: KNOWLEDGE IS POWER</p> <p>This session will explore what resources parliamentarians can draw on while doing research on political issues. It will discuss how stakeholders such as civil society organisations and academics can be instrumental in providing relevant information and research.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Akierra Missick MP, <i>Member of Parliament, Turks & Caicos Islands</i> Ms Jacqui Sampson Meiguel, <i>Clerk of the House of Representatives, Trinidad & Tobago</i></p>				
1100 - 1115	<i>Tea and Coffee</i>				
1115 - 1215	<table border="1"> <thead> <tr> <th>SPLIT SESSION A SPEAKER'S SESSION: THE ROLE AND AUTHORITY OF THE SPEAKER</th> <th>SPLIT SESSION B MINISTER'S SESSION: BALANCING GOVERNMENT AND PARLIAMENTARY ROLES</th> </tr> </thead> <tbody> <tr> <td> <p>This breakaway session for the Speaker and Deputy Speaker of the Anguilla House of Assembly will focus on the multifaceted role and function of the Presiding Officer, both within and outside the Chamber. The session will strengthen skills on keeping order within the Chamber and how to best utilise the Standing Orders.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Alix Boyd Knights, <i>Speaker Emeritus, Dominica</i> Mr Terry Harrigan, <i>Former Speaker of the House, Anguilla</i></p> </td> <td> <p>A government minister is there by virtue of being a parliamentarian first and foremost. This breakaway session will look at how a minister can effectively balance important government business with their parliamentary responsibilities, understanding that the latter is not just an extension of the former and that a commitment to the institution of parliament and responsibility to constituents remains essential.</p> <p>Hon. Akierra Missick MP, <i>Member of Parliament, Turks & Caicos Islands</i> Hon. Sharie B. de Castro MHA, <i>Junior Minister for Tourism, British Virgin Islands</i></p> </td> </tr> </tbody> </table>	SPLIT SESSION A SPEAKER'S SESSION: THE ROLE AND AUTHORITY OF THE SPEAKER	SPLIT SESSION B MINISTER'S SESSION: BALANCING GOVERNMENT AND PARLIAMENTARY ROLES	<p>This breakaway session for the Speaker and Deputy Speaker of the Anguilla House of Assembly will focus on the multifaceted role and function of the Presiding Officer, both within and outside the Chamber. The session will strengthen skills on keeping order within the Chamber and how to best utilise the Standing Orders.</p> <p>Hon. Dennis P. Lister, JP, MP, <i>Speaker of the House, Bermuda</i> Hon. Alix Boyd Knights, <i>Speaker Emeritus, Dominica</i> Mr Terry Harrigan, <i>Former Speaker of the House, Anguilla</i></p>	<p>A government minister is there by virtue of being a parliamentarian first and foremost. This breakaway session will look at how a minister can effectively balance important government business with their parliamentary responsibilities, understanding that the latter is not just an extension of the former and that a commitment to the institution of parliament and responsibility to constituents remains essential.</p> <p>Hon. Akierra Missick MP, <i>Member of Parliament, Turks & Caicos Islands</i> Hon. Sharie B. de Castro MHA, <i>Junior Minister for Tourism, British Virgin Islands</i></p>
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1215	End of Day 3				

DAY 4 - 23 JULY 2020

Virtual Sessions

TIME	SESSION
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0900 - 0915	GUIDED REFLECTION OF DAY 3
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An opportunity for discussion on learning and outcomes from the previous day.

0915 - 1015	VIRTUAL SESSION 10: REPRESENTATION, OUTREACH, & EDUCATION
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This session will focus on the important role a parliamentarian has in representing their constituents and how to harmonise the various elements covered in previous sessions with important constituency work. The session will also give participants an insight into how to engage with wider stakeholders to get input into the way the Assembly works whilst utilising the public, organisations and specifically the media to encourage information dissemination.

Hon. Dennis P. Lister, JP, MP, *Speaker of the House, Bermuda*
Hon. Yasmin Ratansi MP, *Member of Parliament, House of Commons, Canada*
Hon. Sharie B. de Castro MHA, *Junior Minister for Tourism, British Virgin Islands*
Hon. Jose Vanterpool, *Member of the House, Anguilla*

1015 - 1030	<i>Tea and Coffee</i>
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1030 - 1200	VIRTUAL SESSION 11: COMMUNICATION WORKSHOP: SPEECHES & QUESTIONS
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The ability to communicate effectively is an essential skill for parliamentarians. Effective spoken communication requires being able to express your ideas and views clearly, confidently and concisely in speech, tailoring your content and style to the audience. Asking the right question is at the heart of effective communication and information exchange. By consciously using the appropriate kind of question, you can gain the information, response or outcome that you want even more effectively. In this session, different types of questioning techniques will be explored. This practical workshop will cover techniques to make speeches and questions more powerful and effective.

Mr Matthew Salik, *Head of Parliamentary Development, CPA*

1200	End of Day 4
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DAY 5 - 24 JULY 2020

Virtual Sessions

TIME	SESSION
0900 - 0910	GUIDED REFLECTION OF DAY 4 An opportunity for discussion on learning and outcomes from the previous day.
0910 - 0935	VIRTUAL ELECTION ASSESSMENT: ANGUILLA ELECTIONS 2020 Representatives from CPA BIMR and international experts will present outcomes from the recent Virtual Election Expert Mission during the Anguilla General Election 2020. <i>Anne Marlborough, Legal Expert, CPA BIMR Election Expert Mission to Anguilla</i> <i>Fleur Ten Hacken, Programme Manager, CPA UK</i>
0935 - 1020	VIRTUAL SESSION 12: THE ROLE OF SELECT COMMITTEES This session will look at the role and importance of Select Committees in effective scrutiny of government. It will explore the powers of committees, the planning of committee business, the formulation of reports, overcoming disagreements to present a united front, and how to effectively leverage committee reports to encourage an executive response. <i>Hon. Yasmin Ratansi MP, Member of Parliament, House of Commons, Canada</i> <i>Mr David Melding MS, Member of the Senedd Cymru, Wales</i>
1020 - 1105	VIRTUAL SESSION 13: THE ROLE OF THE PUBLIC ACCOUNTS COMMITTEE This session will look in depth into the role and function of the Public Accounts Committee, how to plan its business, and how to conduct a specific inquiry. <i>Ms Palmavon Webster, Former Chair, Public Accounts Committee, Anguilla</i> <i>Mr Gagan Mohindra MP, Chair, House of Commons, UK</i> <i>Mr Nick Smith MP, House of Commons, UK</i> <i>Dr Anna Dickson, Reseach and Information Unit, UK Parliament</i>
1105 - 1120	<i>Tea and Coffee</i>
1120 - 1150	VIRTUAL SESSION 14: WRITING REPORTS AND ACHIEVING IMPACT This session will look at how reports should be written, what they should and should not contain, how to formulate recommendations. This session will also examine approaches toward monitoring and evaluation to track progress and achieve worthwhile change. <i>Dr Anna Dickson, Reseach and Information Unit, UK Parliament</i>
1150 - 1220	FEEDBACK & FOLLOW-UP ACTIONS Participants will be given the opportunity to share what lessons were learned and what knowledge and skills they will be able to use going forward. This will also be an opportunity for them to give feedback to the planning team. The Seminar will be closed with closing remarks from the CPA Secretary-General Elect, Stephen Twigg.
1220	End of Programme

PARTICIPANT LIST

HON. DR. ELLIS LORENZO WEBSTER
PREMIER OF ANGUILLA

HON. CARDIGAN CONNOR
MEMBER OF PARLIAMENT

HON. CORA RICHARDSON-HODGE
MEMBER OF PARLIAMENT

HON. DEE-ANN KENTISH-ROGERS
MEMBER OF PARLIAMENT

HON. EVANS MCNIEL ROGERS
MEMBER OF PARLIAMENT

HON. HAYDN HUGHES
MEMBER OF PARLIAMENT

HON. JOSE VANTERPOOL
MEMBER OF PARLIAMENT

HON. KYLE HODGE
MEMBER OF PARLIAMENT

HON. KENNETH HODGE
MEMBER OF PARLIAMENT

HON. MERRICK RICHARDSON
MEMBER OF PARLIAMENT

HON. QUINCIA GUMBS-MARIE
MEMBER OF PARLIAMENT

MR. PERIN A. BRADLEY
DEPUTY GOVERNOR

MR. DWIGHT D. HORSFORD
ATTORNEY GENERAL

HON. BARBARA WEBSTER-BOURNE
SPEAKER

DELEGATE LIST

PANELLIST BIOGRAPHIES - IN ORDER OF APPEARANCE

HIS EXCELLENCY TIM FOY OBE **GOVERNOR OF ANGUILLA**

The Governor is the representative of Her Majesty The Queen in a British Overseas Territory. The Governor acts as the de facto head of state and is usually responsible for appointing the head of government, and senior political positions in the territory. The Governor is also responsible for liaising with the UK Government, and carrying out any ceremonial duties. Tim has been Governor since August 2017.

Before taking up his role as Governor, Tim held a number of positions with the UK Home Office including Director Counter Extremism, Director, Strategy and Private Office, Deputy Director, National Security, Office for Security and Counter Terrorism. Prior to this he held roles in the Cabinet Office and the Department for International Development, including: Deputy Director, National Security Secretariat; Deputy Head of the Department for International Development (DFID) Afghanistan; Deputy Head, Provincial Helmand Reconstruction Team, Afghanistan; Deputy Head of Stabilisation Unit; Head of DFID, Iraq; Head, Agricultural Policy Department; Deputy Head, Environment Policy Department; Natural Resources Adviser, DFID South Africa and Lesotho. Tim also has experience working across the Commonwealth in Uganda and Vanuatu.



MR STEPHEN TWIGG **SECRETARY-GENERAL ELECT, COMMONWEALTH PARLIAMENTARY ASSOCIATION**

Stephen Twigg was appointed as the 8th Secretary-General Elect of the Commonwealth Parliamentary Association (CPA) and will take up this position from 1 August 2020.

The CPA Secretary-General Elect, Stephen Twigg is a former UK Parliamentarian, who was elected to the Parliament of the United Kingdom as a Member of Parliament from 1997 to 2005 (Enfield Southgate) and from 2010 to 2019 (Liverpool West Derby). During his parliamentary career, he held several senior positions including Chairperson of the International Development Select Committee, Minister for Schools and a range of Shadow Front Bench roles.

Prior to his parliamentary career, Stephen Twigg attended Balliol College, Oxford University, where he studied Philosophy, Politics and Economics. He became the youngest President of the National Union of Students in 1990-92 and was then elected as a Local Councillor in the London Borough of Islington. Since the 2019 General Election, Stephen Twigg has been working to set up the International Parliamentary Network for Education and has been actively involved in parliamentary strengthening with both Global Partners Governance and the Westminster Foundation for Democracy (WFD).



MR JON DAVIES
CHIEF EXECUTIVE, CPA UK

Jon has been Chief Executive of the Commonwealth Parliamentary Association UK (CPA UK) since September 2017. He joined the UK Civil Service in 1990 as Desk Officer in the East African Department in the Foreign and Commonwealth Office (FCO). After working in the Cabinet Office Assessment Staff from 1991 to 1993 he became head of the FCO's Iraq Section. He then worked in Madrid and the Tsunami Unit in the Consular Directorate, before spending 2005-2007 as Deputy Director of Communications. From 2007- 2010 Jon was Deputy Head of Mission, British Embassy, Cairo. In 2010 he returned to London as Iran Co-ordinator, and from 2011-2013 he was also Director, Middle East and North Africa. Jon then became the first Director of the new FCO Diplomatic Academy, from 2014 to July 2017. John has attended multiple CPA UK and CPA BIMR events since starting in 2017, plus CPC 2017 in Dhaka and CPA Executive Committee meetings in Mauritius, London and Ottawa.



HON. YASMIN RATANSI MP
CANADA
CHAIR, STANDING COMMITTEE ON ENVIRONMENT AND SUSTAINABLE DEVELOPMENT AND CHAIR, CANADA BRANCH OF THE CPA

Ms. Ratansi is the Member of Parliament for the riding of Don Valley East. She was first elected to parliament in 2004 and served until 2011. She was re-elected in 2015 and again in 2019.

From 2004-2011, she was the Liberal Caucus Deputy Whip, Vice Chair of Procedure and House Affairs Committee, Chair of the Standing Committee on Government Operations, Chair of the Standing Committee on Status of Women and Vice Chair of Public Accounts. She has authored numerous committee reports, including, Economic Security for Women, Human Trafficking, Gender Budgeting, Accountability and Transparency in Government.

In the last session of Parliament, Ms. Ratansi is the Vice Chair of the Standing Committee on Government Operations, which oversees expenses of all federal government departments and several Crown Corporations, including Canada Post. She is the Chair of the Canada Branch Commonwealth Parliamentary Association, which bridges the divide between various Commonwealth parliaments and shares best Westminster practices.

Ms. Ratansi is a well sought after speaker in the areas of Gender Lens Budgeting, Governance and Accountability. She has helped parliamentarians in the developing world in implementing gender budgeting tools, and in strengthening their governances and transparency measures.

As an activist parliamentarian, she encourages young people to be actively engaged in social justice and civic issues. She works with multi-faith groups in promoting peace, harmony and respect for each other.

Ms. Ratansi is a Fellow of the Chartered Professional Accountants (FCPA), a Certified Management Consultant (CMC) and a recipient of numerous business and professional awards. She is the Vice Chair of the Global Organization of Parliamentarians Against Corruption (GOPAC).



THE HON. DENNIS P. LISTER, JP, MP
BERMUDA
SPEAKER OF THE HOUSE OF ASSEMBLY



The Hon. Dennis P. Lister, JP, MP, was born and raised in Bermuda. Currently he is the longest serving Member of Parliament. He was first elected to Parliament in a general election on 9th February 1989 as one of the two Members elected for the constituency Sandys North under the then system of dual seat constituencies. He was re-elected for that constituency in 1993 and 1998. The general election of 2003 was the first under the single seat system, Mr. Lister won that election as the representative for constituency Sandys North Central and was re-elected in 2007, 2012 and 2017. In 1991 Mr. Lister was one of the delegates representing Bermuda at the Commonwealth Parliamentary Association (CPA) CAA Regional Conference held in Trinidad and Tobago. In 1992 he was one of two Progressive Labour Party representatives singled out by the British Commonwealth in London to visit Britain for an intensive study of the internal workings of the Westminster system of Government. In 2002 he represented the Government at the British Labour Party's annual conference in Blackpool, England. In 2012 he was a delegate at the annual CPA plenary conference held in Sri Lanka. In 2018 Speaker Lister attended the 24th CAA Regional Conference of Speakers and Presiding Officers of the Commonwealth (CSPOC) in the Seychelles and also the 43rd CPA CAA Regional Conference in Cayman Islands. From 1989 to 1998 Mr. Lister sat as a Member of the Opposition. He first served as the Shadow Minister for Youth, Sport and Recreation and later as the Shadow Minister for Transportation. From 1998 to 2012 he sat as a Member of the first Progressive Labour Party Government and served as Minister for Youth, Sport and Recreation; Minister for the Environment and the Minister for Works and Engineering. From 2012 to 2017 he again sat as a Member of the Opposition and served as the House Leader. In 2017 when the Progressive Labour Party regained Government, Mr. Lister was unanimously elected Speaker. The 2017 election was historic for Mr. Lister as his son was also elected. This is the first time that a father and son have simultaneously served as Members of Parliament.

As a Minister, Mr. Lister has represented Bermuda at various overseas conferences. However he highlights the 2002 World Sustainable Development Conference in Johannesburg, South Africa as life changing. The discussions reflected upon the impact that every country, collectively and individually have on the sustainability of the world and challenged us all to take responsibility for our harmful environmental practices. Mr. Lister was educated in Bermuda and America, and has a Degree in Business Administration. In 1983 he returned home and began his life as an entrepreneur. He and his family opened a grocery store in the Sandys community which he operated for over a decade. In the mid 1990's his entrepreneurial spirit led him in a new direction and he purchased an Insurance Agency from his uncle in 1996. The Agency has afforded Mr. Lister to expand into various business opportunities over the years including real estate. However as a result of his keen interest in the environment and sustainable development, he has participated in and or created a variety of "Green Technology Projects". He has presented on Green Energy topics in Bermuda, The Caribbean and the USA, including taking one of the first electric cars to a conference in the Caribbean. In 2015 he was a partner in supplying a fleet of BMW i3 electric cars for the America's Cup Race that was hosted in Bermuda. Mr. Lister believes that embracing a "Green Energy" system today will help our sustainable accountability for the future. In 2016 he invited the green energy company Twenty First Century Utility to Bermuda to assess the feasibility of developing a green utility that would benefit the people of Bermuda. Mr. Lister and his wife Miranda have been married for thirty-eight years.

MR MATTHEW SALIK
HEAD OF PARLIAMENTARY DEVELOPMENT, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Matthew has over ten year's experience working in the field of parliamentary strengthening and delivering projects in over 30 Commonwealth jurisdictions. Most recently he led on the CPA's Benchmarking Assessment in Anguilla in February 2020. He has been Head of Parliamentary Development at the CPA Headquarters Secretariat since July 2019. Prior to his appointment he was Deputy Head of International Partnerships at the CPA UK, which included the role of Senior Election Coordinator and Election Analyst, overseeing the first Election Observation Mission to Anguilla and the subsequent Post-Election Seminar. Whilst at CPA UK, Matthew also held the roles of Deputy Head of Multilateral Projects; Americas, Caribbean and Europe (ACE) Programme Manager; Private Secretary to the CPA International Chairperson and CPC 2011 Project - Office Manager. Before joining CPA UK, Matthew worked for five years in the UK Parliament as Communications Administrator for the Clerk of the House, and Senior Officer Clerk in the Vote Office in the House of Commons.

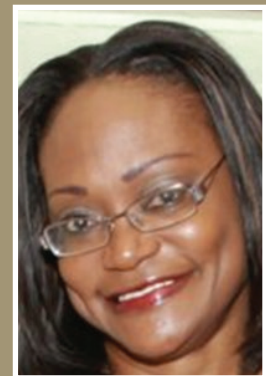


Matthew holds a MSc International Security and Global Governance from Birkbeck, University of London and a BA (Hons.) History from the University of Westminster. Matthew holds a number of project management qualifications including PRINCE2 Practitioner and Project Management for Development (PMD Pro) certification, he is also a Continuous Improvement Practitioner.

Matthew has authored and edited a number of parliament-related publications including e-Handbooks on Cybersecurity and Cybercrime and Sustainability, Energy and Development, as well as specialist guides on communication skills for parliamentarians. In May 2020, he published on behalf of the CPA, its Model Law for Independent Parliaments.

MS JACQUI SAMPSON MEIGUEL
TRINIDAD & TOBAGO
CLERK TO THE HOUSE OF REPRESENTATIVES, TRINIDAD AND TOBAGO

Jacqui Sampson Meiguel, Attorney at Law, has been the Clerk of the House and administrative Head of the Office of the Parliament in Trinidad and Tobago since 1995. She was the first woman to be substantively appointed to this office in Trinidad and Tobago and upon her appointment became the youngest person in the Commonwealth to hold this office in what was clearly still a male-dominated profession, at the time. Prior to that she had a distinguished career in parliamentary service both locally and regionally and worked as an Auditor with Ernst and Young before beginning her parliamentary career in 1986.



She has served as a facilitator/trainer on a number of Commonwealth study groups, workshops and seminars, regionally and internationally. Jacqui has also served the region for a period of 6 years ending in 2012 as the Secretary of the Commonwealth body representing the Parliaments of the Caribbean, the Americas and the Atlantic Region.

A past student of Naparima Girls' High School, in San Fernando, the Industrial Capital of Trinidad and Tobago, Jacqui holds a B.Sc. in Public Administration and Law from the U.W.I., Cave Hill, an M.Sc. in Government from the U.W.I., St. Augustine and an LLB. from the University of London (External). She is also a graduate of the Hugh Wooding Law School.

She has authored several articles on parliamentary democracy and co-authored a publication on gender sensitizing Commonwealth Parliaments, which has been published by the Commonwealth Parliamentary Association.

As Clerk of the House, Jacqui leads a dynamic public sector organization comprising over 300 persons of varying professions. She thoroughly enjoys this job, which she considers is akin to working in a University of unique characteristics and learning. She is very well respected as the principal advisor to the Houses of Parliament on the Law of Parliament and on its practices and procedures. Her other leadership roles include the provision of high-level strategic management of the Office of the Parliament of the Republic of Trinidad and Tobago. In this regard, she liaises with top management and other stakeholders in the Executive and Judicial Branches of State.

MR LENOX J. PROCTOR
ANGUILLA
CLERK OF THE HOUSE OF ASSEMBLY

Joash has served as Clerk to the House of Assembly from 2015 to present. Previously he would have served as the Director of the Department of Youth and Culture within the Anguilla Public Service for several years. Joash has an interest in governance, history, travel and culture.



HON. AKIERRA MISSICK MP
TURKS & CAICOS ISLANDS
CHAIR OF THE PUBLIC ACCOUNTS COMMITTEE

Hon. Akierra M. D. Missick, is the Elected Member for Leeward and Long Bay, Providenciales after successfully contesting that district seat once again in the 2016 General Elections, and served as the Deputy Premier of the Turks and Caicos Islands and Minister of Education, Youth Affairs, Sport and Library Services in the Government of the Turks & Caicos Islands from 2012-2016.

Honourable Missick is a Barrister in England and Wales, having obtained a LL.B (Honours) from the University of Nottingham and is a member of the Honourable Society of Lincoln's Inn. She is called to the Turks and Caicos Islands Bar and practices as an Attorney with Misick & Stanbrook with a focus on Civil Law, Family Law, Employment, Labour and Dispute Resolution. Honourable Missick has had the privilege of appearing on two occasions, before Her Majesty's Judicial Committee of the Privy Council, England and Wales, which is the highest judicial body for the Turks and Caicos Islands and the Commonwealth.

Honourable Missick transitioned into Politics in 2012, after she successfully contested for the Electoral District of Leeward/Long Bay Hills. On taking up her portfolio of Education, Youth Affairs, Sport & Library Services for the period of 2012 - 2016, she brought the same energy and enthusiasm to the work and has delivered on numerous important national issues in Education and Youth. Honourable Missick believes in the mantra 'leave no child behind' and in so doing believes that children must be given the opportunity to succeed.



HON. D. EZZARD MILLER, JP, MLA
CAYMAN ISLANDS
CHAIR, PUBLIC ACCOUNTS COMMITTEE & FORMER LEADER OF THE OPPOSITION

Ezzard Miller is currently the Chair of the Cayman Islands Public Accounts Committee and he has held this position since 2013. Ezzard was first elected to Government in 1984 as the representative for the district of North Side and he remained the North Side representative until 1992. Between 1984 and 1992, Ezzard held numerous roles including that of Minister of Health and Social Services. In May 2009, Ezzard was re-elected as the North Side representative and he has remained in this position continuously to present date. Between 2017 and 2019 Ezzard was the Leader of the Opposition in the Cayman Islands. Ezzard has participated in numerous CPA conferences, seminars and workshops whilst serving as a Member of the Legislative Assembly of the Cayman Islands.

Prior to entering politics Ezzard was a Pharmacist in the Cayman Islands Hospital and he later owned and managed his own Pharmacy. He was employed as Human Resource Manager for Deloitte Cayman, a major accounting firm, until 2007. In July 2007, Ezzard opened a Health Care consultancy firm which he still operates.



HON. SHARIE B. DE CASTRO, MHA
BRITISH VIRGIN ISLANDS
JUNIOR MINISTER FOR TOURISM

Hon. Sharie de Castro was first elected to the BVI House of Assembly in February 2019 representing an all-Island territorial seat. She was appointed as Junior Minister for Tourism for the Virgin Islands Party Government that year.

Before entering the House she was CEO of Write To Read, Tortola BVI between 2012 and 2014. Before that she was an English Teacher, an Administrative Assistant, Delta Petroleum BVI Ltd. Tortola, BVI and a Teaching Assistant.

In terms of her affiliations, she was the founder of a youth organization IMPACT –Individuals Making Positive Authentic Change Together, the Director of New Life Baptist Church YOUNlty Young Adults Ministry, Chaplin for Delta Sigma Theta Sorority Incorporated, Co-Founder & Public Relations Officer of TCU CaribSA: Caribbean Students Association, Member of TCU African Heritage Organization, Member of TCU Word of Truth Gospel Choir, Vice President of Leadership for the Beta Omicron Sigma Chapter of Phi Theta Kappa International Honor Society and President of the Student Government.

She holds a Masters of Education in Curriculum and Instruction: Literacy Concentration, American College of Education, Ohio, US; a Bachelors of Arts in English: Educational Studies Minor, Texas Christian College, Fort Worth, Texas and an Associate of Science in General Studies – Education Concentration, H. Lavity Stoutt Community College, British Virgin Islands.



MR STANLEY E. REID
ANGUILLA
FORMER DEPUTY GOVERNOR, ANGUILLA

Stanley Reid was the formerly the Deputy Governor, Government of Anguilla. He was responsible for the management of the Anguilla Public Service, Disaster Management and the regulatory aspect of Internal Audit functions. As well as serving as a member of Executive Council and Anguilla's Legislative Assembly. Stanley was also Permanent Secretary Administration, whereby he assisted the Deputy Governor in the day to day management of the Anguilla Public Service by ensuring the creation of and adherence to policies which promoted productivity and development and ensured equity and consistency in the management of human resources. Prior to that he was Senior Crown Counsel (Criminal), Attorney General's Chambers GoA, where he was primarily concerned with the prosecution of criminal offences but also represented the Government of Anguilla in civil matters. Regularly advised personnel in the Departments and Ministries of the Government of Anguilla on legal issues.

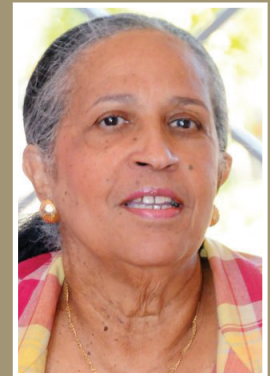
Following his time in the public sector, Stanley has held a number of directorships including: Director, Malliouhana-Anico Insurance Company; Director, National Commercial Bank of Anguilla; Part-time Graduate Teacher (Law), Albena Lake-Hodge Comprehensive School (Sixth Form); Council Member, University of the West Indies Open Campus; Board Member, Board of Governors of the Albena Lake-Hodge Comprehensive School; Principal, SER Legal & Consultancy Services; Independent Director, Malliouhana-Anico Insurance Company Limited; Lecturer/Tutor - Business Ethics - Associate Degree in Business Studies, Anguilla Community College.

Stanley holds an MSc in Public Policy & Management from the University of London International Programme and an LLM Corporate Law & Criminology, University of London (Distance Programme).



HON. ALIX BOYD KNIGHTS
DOMINICA
SPEAKER EMERITUS

Hon. Alix Boyd Knights has been Speaker of the House of Assembly from 2000 to 2020. She holds a Law Degree and a Certificate of Legal Education. As a practicing Attorney-at-Law, Honourable Boyd Knights specializes in Family Law, Land Law and Labour Law and has become well known as an advocate of women's and children's rights. While acknowledging the need for gender mainstreaming, she has also been and continues to be involved in several activities and fora nationally, regionally and internationally concerned with domestic violence issues, women and the law, sexual harassment, family planning and legal aspects of reproductive health. Hon. Boyd Knights has attended numerous conferences/seminars organised by CPA;FIPA;IPU, UNIFEM, among others. In addition Honourable Boyd Knights is the author of several papers on: Legislation and the Formation of Society; Women's Rights; Rights of Children and Domestic Violence



HON. TERRY HARRIGAN
ANGUILLA
FORMER SPEAKER OF THE HOUSE OF ASSEMBLY

EDUCATION:

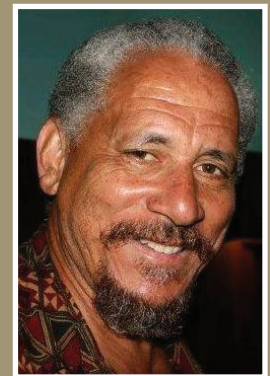
B.Sc and Math Major (University of the Virgin islands, St.Thomas (1980-1984)
Post Graduate work in Education NYU (1986-1987)

PARLIAMENTARY APPOINTMENTS:

- First Nominated Member & Deputy Speaker (2015-2018)
- Member of the Public Accounts Committee (2015-2018)
- Hon. Speaker of the Anguilla House of Assembly (2018 -2020)

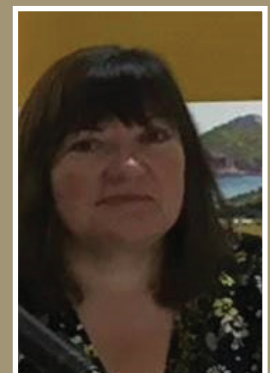
PREVIOUS CPA CONFERENCES, WORKSHOPS ATTENDED AND PROFESSIONAL DEVELOPMENT:

- PAC workshop in Westminster which lasted for a week. London (2015-2018)
 - Caribbean, Americas and Atlantic Regions of the CPA, General Meeting Nassau Bahamas (22-30 July 2016)
 - Advance Parliamentary Functions Course, McGill University, Montreal Canada, (2017)
 - Mid-Year Executive Committee Conference of the CPA, Mauritius (20-24th March, 2018)
 - Served as Executive Member, CAA Regions for the (CPA).
 - 44th CAA Regional Conference of the CPA, Port of Spain, Trinidad (15-19th July 2019)
 - 64th (CPA) Executive & General Conference, Kampala, Uganda, (22-29th Sept. 2019).
- INTERESTS: Sports, reading and writing, music



ANNE MARLBOROUGH
LEGAL EXPERT, CPA BIMR ELECTION EXPERT MISSION TO ANGUILLA

Anne holds an LL.M. in international law from Cambridge University and was called to the Irish Bar in Dublin in 1990. She has been a tenured lecturer in law, having taught at the University of Limerick and the National University of Ireland, Galway for fifteen years. Anne has extensive experience in human rights promotion and protection, both in Ireland and overseas, having worked for the UNHCR, Amnesty International, and having served as head of advocacy with Concern Worldwide. She has been engaged in election observation work for the last nine years, serving as legal, electoral and human rights analyst on EOMs, EFM and EEMs with the EU, the Carter Center and the OSCE/ODIHR. She has participated in EOMs with the CPA BIMR to the Turks and Caicos Islands, the Cayman Islands and Montserrat. She is from Ireland.



HON. JOSE VANTERPOOL
ANGUILLA
MEMBER OF PARLIAMENT

Mr Jose Vanterpool is a past Island Scholar who has since returned home to contribute to his country's development after spending 4 years at Bristol University. Jose, who holds a Masters of Engineering Degree in Computer Science with First Class Honours works within the hospitality and technology industries.

Jose became Anguilla's youngest Parliamentarian in 2019 when he was appointed First Nominated Member and Deputy Speaker. After his success in the recent 2020 General Elections, Jose is now an Island Wide elected representative, and Anguilla's youngest ever elected MP.



MR DAVID MELDING MS CBE
WALES
MEMBER OF THE WELSH PARLIAMENT

David Melding is a Member of the Parliament of Wales. He was first elected to the National Assembly for Wales in May 1999. He has served as the Conservatives' Shadow Minister for Health and Social Care and for Economy and Transport. Between 2000 and 2011 he was the Welsh Conservatives' Director of Policy and wrote the Welsh Conservatives' manifestos for the 2003, 2007 and 2011 Assembly elections.

He has previously chaired the Assembly's Audit; Health and Social Services; Standards of Conduct; and Constitutional and Legislative Affairs Committees. David Melding was Deputy Presiding Officer during the Fourth Assembly. He is a former manager of the Carers National Association in Wales and a former Deputy Director of the Welsh Centre for International Affairs.



MS PALMAVON WEBSTER
ANGUILLA
FORMER LEADER OF THE OPPOSITION AND PAC CHAIR, ANGUILLA

Pam Webster is the Managing Partner of WEBSTER LP. Early in her carrier, she served as Crown Counsel for the Government of Anguilla. A Notary Public and a Commissioner for Oaths, Pam entered the political arena for the first time in 2010 as a member of the Anguilla Progressive Party (APP). She ran again in 2015 as an independent Candidate, contesting the District 1 seat, Island Harbour, successfully winning the seat. Pam is the first woman ever, in the history of Anguilla, to have served as Leader of the Opposition, a post she held until July 2020. Pam has a strong interest in education and economic development and is best known for her association with the Community for Change and Future Focus initiatives and as founder of the Care Centres in Island Harbour and Pond Ground. The Care Centres provide an after-school care programme for children, as well as resource Centres that actively encourage all good citizens of Anguilla, especially young people, to dream big and get involved in all areas of national development.

She attended the University of the West Indies, Cave Hill Campus, in Barbados and earned a Bachelor's Degree in Law. Subsequently she attained her Legal Education Certificate from the Norman Manley Law School in Jamaica. During her career, she has expanded her horizons through studies at the International Development Law Institute in Rome and the International Tax Academy in The Netherlands.



MR GAGAN MOHINDRA MP
UNITED KINGDOM
MEMBER OF PARLIAMENT OF THE UNITED KINGDOM

Elected to UK Parliament in December 2019 for South West Hertfordshire. Gagan started his political career in local government 16 years ago, taking on more responsibility as the years went on, finally being the finance lead member of a large county council prior to his election to Parliament. After leaving University in London, Gagan worked in the City of London for a couple of years before joining the family furniture retail business. Over the years, this was expanded and diversified into online businesses and property. In 2005/06, the businesses were refocussed onto property only. Gagan left to focus on his passion for politics in 2015.



MR NICK SMITH MP
UNITED KINGDOM
MEMBER OF PARLIAMENT OF THE UNITED KINGDOM

Nick Smith was elected as Labour MP for Blaenau Gwent in 2015, having grown up in the local town of Tredegar. Prior to entering Parliament, he worked as Director of Policy and Partnerships at the Royal College of Speech and Language Therapists. He has also worked as secretary general of the European Parliamentary Labour Party, in campaigns for NSPCC and in other roles within the Labour Party. He was also previously a councillor in the London Borough of Camden and executive member for education.



DR ANNA DICKSON
RESEARCH AND INFORMATION UNIT, PARLIAMENT OF THE UNITED KINGDOM

Anna works as Head of the International Affairs and Defence Section in the Research and Information Unit, in the House of Commons Library. Between October and December 2019, she was on secondment in Anguilla, where she supported the work of the House of Assembly as a clerk. During that time, Anna also worked as clerk to the Public Accounts Committee. Since 2004, she has played numerous roles in the House of Commons, including Table Office Clerk, Senior Clerk of the Defence Committee, Communities and Local Government Committee, Environment Food and Rural Affairs Committee, and Specialist in the International Development Committee.

Anna holds a PhD in Politics and International Relations from the University of Southampton, a Diploma Development Studies from Cambridge University and a BSc (Hons) International Relations from the University of the West Indies. She taught Politics and International Relations to under and post-graduates at the University of Durham, and International Relations at the University of Sussex. Anna's research and publications include books on International Relations and EU Development Assistance programmes.



MS LYDIA BUCHANAN

PROGRAMMES MANAGER - BILATERAL ENGAGEMENT, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Lydia Buchanan has recently joined the Commonwealth Parliamentary Association Headquarters Secretariat as a Programmes Manager, working on parliamentary strengthening around the Commonwealth on a bilateral basis. Prior to this appointment, Lydia spent two years at CPA UK most recently as a Programmes Officer and before this, she supported the UK Overseas Territories Project on public financial scrutiny, a special project funded by the UK Government. As part of this project, Lydia has supported the Public Accounts Committee of Anguilla and worked alongside its Members. Before joining CPA UK she worked as the Clerk of Council for the Legislative Council of St Helena, which is where her keen interest for small branches and parliamentary strengthening primarily began.



Lydia has a degree in Politics and a Masters in Public Policy and Practice from the University of Greenwich. Lydia also holds a Project Management for Development (PMD Pro) certification.

MR JACK HARDCASTLE

PROGRAMMES ASSISTANT - COORDINATOR, SMALL BRANCHES NETWORK, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Jack has been a Programmes Assistant at the CPA Headquarters Secretariat since June 2019. Prior to this he was an Administrative Coordinator with AximoMD, an intern at the Institute for Integrated Transitions, an Administrative Assistant at Aximo Design, Hospitality at Fullers, and a Sales Associate at Brimelows.

Jack holds an MA International Security, Universitat de Barcelona, 2016-2018 and BA Hons. History, University of Westminster, 2011-2015. Jack also holds a Project Management for Development (PMD Pro) certification.



Jack is currently the lead coordinator for the CPA Small Branches network and has published the CPA Climate Change Toolkit for CPA Small Branch Parliamentarians, and most recently the lead author of the CPA's Toolkit for Commonwealth Parliaments and Legislatures on the COVID-19 (Coronavirus) pandemic and delivering parliamentary democracy.

In February 2020, Jack supported the CPA's Benchmarking Assessment in Anguilla.

MS AQSA LATIF

PROGRAMMES ADMINISTRATOR, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Aqsa Latif joined the Commonwealth Parliamentary Association Headquarters Secretariat in June 2019 and has supported various programmes delivered by the CPA in her capacity as an administrator. Aqsa has since published the CWP Annual Report 2019, CPA Commonwealth Day Youth Engagement Pack 2020 and more recently supported the CPA's Toolkit for Commonwealth Parliaments and Legislatures on the COVID-19 (Coronavirus) pandemic and delivering parliamentary democracy. Prior to this appointment, she has worked as a Personal Assistant to the Director at GardeziJay&Co Accountancy and Membership Assistant Manager at Work.Life Co-Working.



Aqsa holds a BA Politics and History from SOAS (School of Oriental and African Studies) University London.

MS BÉNITE DIBATEZA
*PROGRAMMES ASSISTANT - COORDINATOR, COMMONWEALTH WOMEN
PARLIAMENTARIANS
COMMONWEALTH PARLIAMENTARY ASSOCIATION*

Bénite Joined the CPA in December 2017 and is currently the CWP network coordinator. Prior to this, worked as a receptionist at Imperial College London and volunteered as a French translator and interpreter for the members of the francophone community at her university in Coventry and her home borough in London.

Bénite has a degree in French and International Relations from Coventry University and an Erasmus Certificate in Applied Foreign Languages from La Sorbonne Nouvelle Paris 3. Bénite also holds a Project Management for Development (PMD Pro) certification.

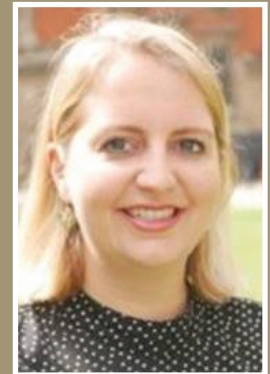


CPA UK TEAM

MS FLEUR TEN HACKEN
PROGRAMMES MANAGER - CPA UK

As Programme Manager for the Americas, Caribbean and Europe, Fleur is responsible for designing and delivering bilateral programmes with parliaments in the region. She is also the CPA BIMR lead on Election Observation Missions in the UK Overseas Territories and Crown Dependencies, having previously coordinated election observation missions in the UK, Jersey and Montserrat. In 2020, Fleur designed and delivered CPA BIMR's first virtual Election Expert Mission to the Anguilla General Elections.

Fleur was previously Programme Officer, where she worked across all regions of the Commonwealth. Prior to joining CPA UK in early 2017, Fleur worked at various organisations including a political monitoring company, a non-profit diplomatic advisory group, and the Dutch Embassy in London. She holds a BA (Hons) in Politics from the University of Nottingham, and an MA in International Peace and Security from King's College London.



MR AXELL KAUBO
PROGRAMMES OFFICER - CPA UK

Axell's responsibilities cut across the America, Caribbean and Europe region and the UK Overseas Territories (UKOTs). He leads on bilateral and multilateral capacity building programmes. In his previous role as Assistant in the UK Overseas Territories Project, Axell led on inter-parliamentary and inter-jurisdictional secondments between the UK and the UKOTs. He continues to work closely with civil servants, government officials, key stakeholders and parliamentary staff, to ensure examples of good practice continue to be exchanged between parliaments, public accounts committees and auditors.

Axell holds a BA (Hons) International Relations and Languages from the University of Portsmouth, and a MA International Relations from the same university. His previous roles include Inquiry Manager at the House of Commons, Assistant to a Member of the European Parliament in Strasbourg, and Community Engagement Researcher at Portsmouth City Council.





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