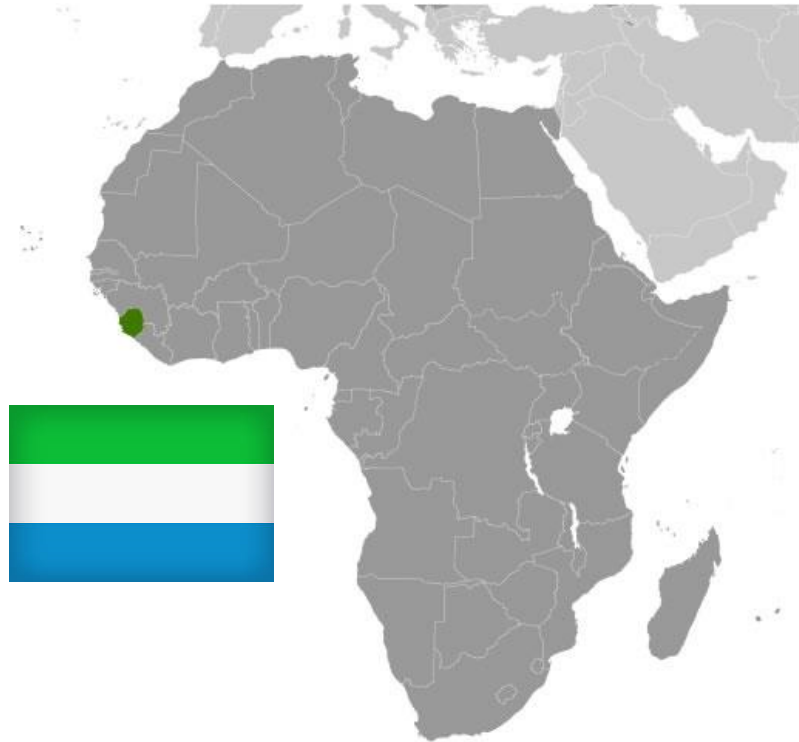


**CPA UK and Parliament of Sierra Leone  
Clerks' Training Programme  
9 - 13 October 2017  
Houses of Parliament, UK**



**Final Report**





## Contents

About the Commonwealth Parliamentary Association UK ..... 3

Summary..... 4

Project Aim & Objectives ..... 5

Participants & Key Stakeholders ..... 5

Key Issues ..... 6

Results of the Project ..... 9

Next Steps..... 11

Acknowledgements ..... 11

Annex A: Full Delegate List ..... 12

Annex B: Full Programme ..... 16

Annex C: Speaker Biographies..... 22





## About the Commonwealth Parliamentary Association UK

CPA UK is one of the largest and most active branches in the CPA community and delivers a unique annual international outreach programme in Westminster and overseas. CPA UK works to encourage parliamentary diplomacy and build parliamentary capacity on behalf of the UK Parliament and the wider CPA. Through activities such as conferences, seminars, delegations and parliamentary strengthening teams, CPA UK provides Members with a practical, current and first-hand perspective on international issues facing fellow parliamentarians across the Commonwealth. Working with CPA UK's international outreach programmes also enhances Members' understanding of issues facing diaspora communities in their own constituencies. For more information, please visit [uk-cpa.org](http://uk-cpa.org).



## Summary

In October 2017, nine clerks from the Parliament of Sierra Leone participated in a week long training programme on committee inquiry processes in the Houses of Parliament in London. Specifically drawing on the similarities and differences between the Westminster Select Committee model and that of the Parliament of Sierra Leone, the programme explored the different stages of committee inquiries in detail as well as the wider parliamentary engagement from NGOs and the general public in Committee inquiries.

Additional sessions on providing excellent customer service and professional communication with UK Members, colleagues and a professional coach proved to be of particular interest to the visiting delegation. As a general election is scheduled in Sierra Leone for March 2018, a new group of Members will consequently be joining Parliament. The programme discussed how the upcoming general elections in Sierra Leone provides clerks with an opportunity to set a new standard for the new Parliament, and which tools could be used to achieve that. The practical training session inviting clerks to practise their presentation skills was particularly well-received.

The programme has been instrumental in drawing ideas for CPA UK's future engagement with the Parliament of Sierra Leone. A follow-up training programme for clerks in Sierra Leone is scheduled to take place in early 2018.

## Project Overview

1.01. Following a series of activities and engagements with the Parliament of Sierra Leone prior and post ebola crisis, CPA UK provided support to staff from the Parliament of Sierra Leone, focusing on committee work. This programme was a four and a half day programme in Westminster for a cohort of committee clerks.

1.02. During the project planning stages, CPA UK gathered the views and needs of the committee clerks of the Parliament of Sierra Leone via an online survey and the survey results were used to design the programme.

1.03. The programme was funded by CPA UK.

1.04. When the delegates returned to Sierra Leone, they organised a presentation to share their insights with their colleagues. They are currently working on producing a report on the lessons learnt, which they will share with CPA UK. This will inform the future work between clerks of the parliaments of the UK and Sierra Leone.





## Project Aim & Objectives

2.01. **Aim:** To increase the understanding and technical ability of committee clerks in the Parliament of Sierra Leone to undertake targeted committee inquiries.

### 2.02. Objectives:

- a. To generate understanding of the principles behind committee inquiries and the role of committee clerks in supporting them.
- b. To increase their technical capabilities in delivering committee inquiries, with a focus on drawing on external expertise.
- c. To strengthen technical approaches to conducting research, briefing witnesses and producing reports.
- d. To share best practices in relation to outreach work undertaken by committees, providing the clerks with the technical tools to reach out to a larger audience.
- e. To develop excellent written and verbal communication skills, increasing professional confidence and the ability to support committee work more effectively.

## Participants & Key Stakeholders

3.01. The programme was aimed at committee clerks of the Parliament of Sierra Leone that had not previously received training from CPA UK. The delegation consisted of:

- Mr Karmoh K. Conteh, *Committee Clerk*  
*Committees: Labour and Industrial Relations; Lands, Country Planning and the Environment*
- Mr Abdulai Bakarr Sannoh, *Committee Clerk*  
*Committees: Defence and Presidential Affairs; Tourism and Cultural Affairs*
- Mr Chernor Sulaiman Bah, *Committee Clerk*  
*Committees: Transport; Human Rights*
- Mr Mannah Kpaka Berewa, *Committee Clerk*  
*Committees: Appointment and Public Service; Foreign Affairs and International Cooperation*
- Ms Rhoda Sando Kargbo, *Office Assistant*
- Mr Osman Kokofele, *Clerk of Committees*  
*Committees: Agriculture; Youth Affairs*
- Ms Mary Koroma, *Clerk of Committee*  
*Committee: International Affairs*
- Mr Augustine Sesay, *Clerk of Committees*  
*Committees: Transparency and Accountability; Works, Housing and Infrastructure*
- Mr Sheku Lamin Turay, *Senior Public Relations Officer*





3.02. The key stakeholders were:

- The Parliament of Sierra Leone
- CPA UK
- UK Parliament

## Key Issues

4.01. The objectives of the programme were addressed in interactive sessions during the course of the week. At the start of the programme, Eve Samson, Clerk of the UK Joint Committee on Human Rights, emphasised that no two parliaments are the same, and that the UK Parliament is an evolving body that usually reviews and changes its standing orders every parliamentary session. Standing orders act as a constraint and check on the government, so it is important that they remain relevant.

## Conducting a committee inquiry

4.02. Committee inquiries go through three different stages: 1) the initiation, 2) evidence gathering, 3) conclusion and recommendations. Dr Lynn Gardner, Clerk of the European Scrutiny Committee, explained that Committee Members usually come with their own suggestions for inquiries, but sometimes Committees undertake visits to look for ideas, or the House comes with suggestions. If a majority of Members want to go ahead with an inquiry, then the inquiry will be initiated even if the Chair is against it. The delegates noted that in Sierra Leone, an inquiry will not go ahead if the Chair is against the issue, irrespective of Members' opinions. The delegates also asked if the government is obliged to implement Committee recommendations, to which Dr Lynn Gardner replied that they are not. Each Committee is responsible for following up with the Government on their own report.

4.03. The delegation discussed gathering different types of evidence as part of committee inquiries. Anna Connell-Smith, Committee specialist on the Joint Committee on Human Rights, gave an overview of how formal oral and written evidence is gathered and processed by committee clerks and staff in the House of Commons. The delegates asked who decides which witnesses get invited to give oral evidence, and they were informed that staff usually decide that. When witnesses come in, they are briefed but do not receive an exact list of questions. Anna Connell-Smith noted that the House of Commons is looking at increasing the diversity of witnesses, as well as improving its customer service to witnesses. Robert Baldry from the Select Committee Outreach Team added that informal evidence is an invaluable addition to formal evidence. Informal evidence does not follow a pre-defined channel and is less structured and more flexible. It allows for the sharing of personal experiences and informs Members before, during and after a committee inquiry.

4.04. The delegates attended an oral evidence session by the Business, Energy and Industrial Strategy (BEIS) Committee, which they found very informative. Ben Sneddon, Second Clerk of the BEIS Committee, met the delegation before the start of the evidence session to give some background information on the current inquiry and on how briefings and questions are prepared. The delegates were impressed by the strong role of the Chair throughout the evidence session.





## Public outreach

4.05. In a session on public outreach, the delegation was surprised to learn that 27% of the general public does not see Parliament as ‘essential to our democracy’ according to the 2017 Hansard Audit of UK Political Engagement.<sup>1</sup> Robert Baldry from the Outreach Office talked about how Select Committees in the UK Parliament try to improve their public outreach, and how they to engage a wider audience through organising different types of events. He asked the delegation to take part in an interactive exercise in which they were tasked with planning their own outreach activity, thinking about the audience, purpose and format of the event. The delegation noted that their Parliament does not receive many visitors, and that there is widespread confusion about the role of MPs compared to local councils in Sierra Leone.

## Customer service

4.06. The next elections in Sierra Leone are scheduled for March 2018. With this new group of parliamentarians, the Parliament of Sierra Leone has an opportunity to reflect on its procedures and to set new standards. Eve Samson, Clerk of the Joint Human Rights Committee in the House of Commons, stressed that clerks should build relationships with each Committee Member following an election, encouraging them to feel connected to the Committee. Committee clerks should provide support for Committee Members, while being careful not to provide too much information. Eve Samson also advised the delegates to provide guidance to new Committee Chairs about the role of the clerk and the support they can offer in order to manage expectations.

4.07. In a particularly informative session, Patsy Richards, Customer Director at the House of Commons, discussed challenges in relation to providing excellent customer service to different customer groups. The delegates identified time restraints as well as the large amount of demands on them as clerks as their most pressing challenges. Patsy Richards stressed that customer service is not always about saying yes, because that means you will try to do too much. However, this change in attitude will only work if all clerks agree the standard together and they receive adequate support from the senior management. Some of the practical advice identified during the course of the session included:

- getting support from senior management;
- relying on colleagues and speaking with a unified voice;
- learning to communicate clearly with Members, for instance when outlining expectations of respective roles;
- introducing simple tools to record feedback (both negative and positive) in order to reflect and action as relevant, while exercising common sense.

## Legislation and budget scrutiny

4.08. At the request of the delegation, legislation and budget scrutiny were also discussed. Kenneth Fox, Clerk of Programming and Grand Committees at the Public Bill Office, explained the process of legislation in the UK, including the different types of legislation and the different stages they follow.

<sup>1</sup> Hansard Society (2017) ‘Audit of Political Engagement: The 2017 Report’. Available on: <https://www.hansardsociety.org.uk/research/audit-of-political-engagement>







# HOUSES OF PARLIAMENT

Robin James, Clerk of the Committees on Standards and of Privileges, shared his experience of the role of Select Committees in legislative scrutiny, using the example of the Joint Committee on Human Rights' involvement in the early stages of the EU Withdrawal Bill.

4.09. David Lloyd met the delegation to discuss budget scrutiny and financial monitoring. As Head of the Scrutiny Unit, he gave an overview of the Scrutiny Unit's history and its role in the House of Commons. The delegation wondered if the Sierra Leonean Parliament should have a Scrutiny Unit, but that would require a different system of budgetary control. Nonetheless, the delegation was impressed by the functioning of the Scrutiny Unit in the UK Parliament.

## Conducting research

4.10. Committee clerks in the Parliament of the Sierra Leone run multiple committees at the same time, so they are limited in the amount of time and effort they can spend on research, writing briefs and committee reports. Additionally, their Parliament does not have a functioning library and the Sierra Leonean Government provides limited data that is not always up to date. Louise Butcher, Transport Policy Specialist at the House of Commons Library, discussed how to overcome these challenges. She stressed the importance impartial parliamentary research and shared online tools to access research without facing online paywalls. If the information is not available online, she advised the clerks to reach out to experts, or to the relevant Government department directly.

## Writing skills

4.11. The visiting clerks write briefs for Members of Parliament for evidence sessions and oversight visits to projects on the ground. Katherine Hill, Committee Specialist at the Joint Human Rights Committee, gave an overview of the key elements of a written brief, emphasising that there is no perfect way of writing briefs. When writing briefs, it is good to keep your audience in mind and to shape your brief accordingly. Some of the challenges related to writing briefs were discussed, including how to decide the length of a brief and how to ensure Members read it and stick to it. The delegates were also allowed to look through examples of written briefs and Katherine Hill shared a template for briefs with the delegation after their departure.

4.12. Luanne Middleton, Second Clerk of the Women and Equalities Committee, facilitated a discussion on producing committee reports with impact. It is vital that a report is impartial and free of bias. A good report is clear and concise, with features that make it easily readable and attractive. Luanne Middleton shared some examples of visual summaries by the House of Commons, which are time-consuming to produce but can be incredibly useful in increasing the reach and impact of a committee report in her opinion.

## Working with NGOs

4.13. Fergus Reid, Clerk of the International Development Committee, met with the delegation to stress that a good working relationship with important stakeholders such as NGOs and civil society organisations can be conducive to effective committee work, as they have access to a broad network of people as well







as information. Jon Date from ActionAid described how they work with Select Committees in the UK, and explained how NGOs can add weight to committee recommendations by publicly agreeing with them. The delegation was also introduced to Majda El-Bied and David Appiah from the Westminster Foundation of Democracy (WFD), and learnt about the work WFD does with the Parliament of Sierra Leone and other parliaments in the region. While the Parliament of Sierra Leone works with NGOs such as WFD, there is concern that some NGOs pay Members to gain their attention. The recent Ebola crisis also exposed the unaccountability of NGOs, which has fuelled distrust and has led to reforms in the way NGOs are regulated by the Government. The Parliament of Sierra Leone has also established a department to track all correspondence between committees and NGOs in order to increase transparency.

## The role of the House of Commons and the House of Lords

4.14. The delegation was introduced to the role of the House of Commons, as well as the House of Lords. Jessica Mulley highlighted the importance of Prime Minister's Questions (PMQs) as the pinnacle of the political week in Westminster. She informed the delegates of the history and format of PMQs before they were given the opportunity to watch PMQs from the Commonwealth Gallery in the Commons Chamber. Baroness Hayman shed some light on the role of the House of Lords in the legislative process as an unelected body. While the House of Commons deals with the most political elements of legislation under strict time limits, the House of Lords has more time to scrutinise legislation in detail. The House of Lords is unable to veto legislation, it can only delay the legislative process.

## Communication skills

4.15. On the final day of the programme, the delegation engaged in a communication skills training session by communication specialist Kate Faragher. She shared key tools to improve oral communication, including the use of opposition and powerful verbs. When a new Parliament is elected in March, it is vital that the clerks set the right tone in terms of their relationship with Members. The key element in creating a sustainable relation between clerks and Members is clear communication. Communication can be improved by clearly structuring messages and using easy language. The delegates were challenged to give a short presentation and received personal feedback.

4.16. The delegates expressed their need to be assertive on the one hand, but respectful on the other hand. Kate Faragher stressed the importance of being clear about personal limits to achieve respect from others. At the same time, it is important to show respect and to shape a message according to the needs of the other. An additional way to achieve mutual respect, according to Kate Faragher, is to "always under-promise and over-deliver".

## Results of the Project

5.01. The programme provided the delegation with a comprehensive overview of the different aspects of a committee inquiry, informing their understanding of the committee inquiry process from inception to recommendations. As per the objectives of the programme, the delegates took part in training sessions on





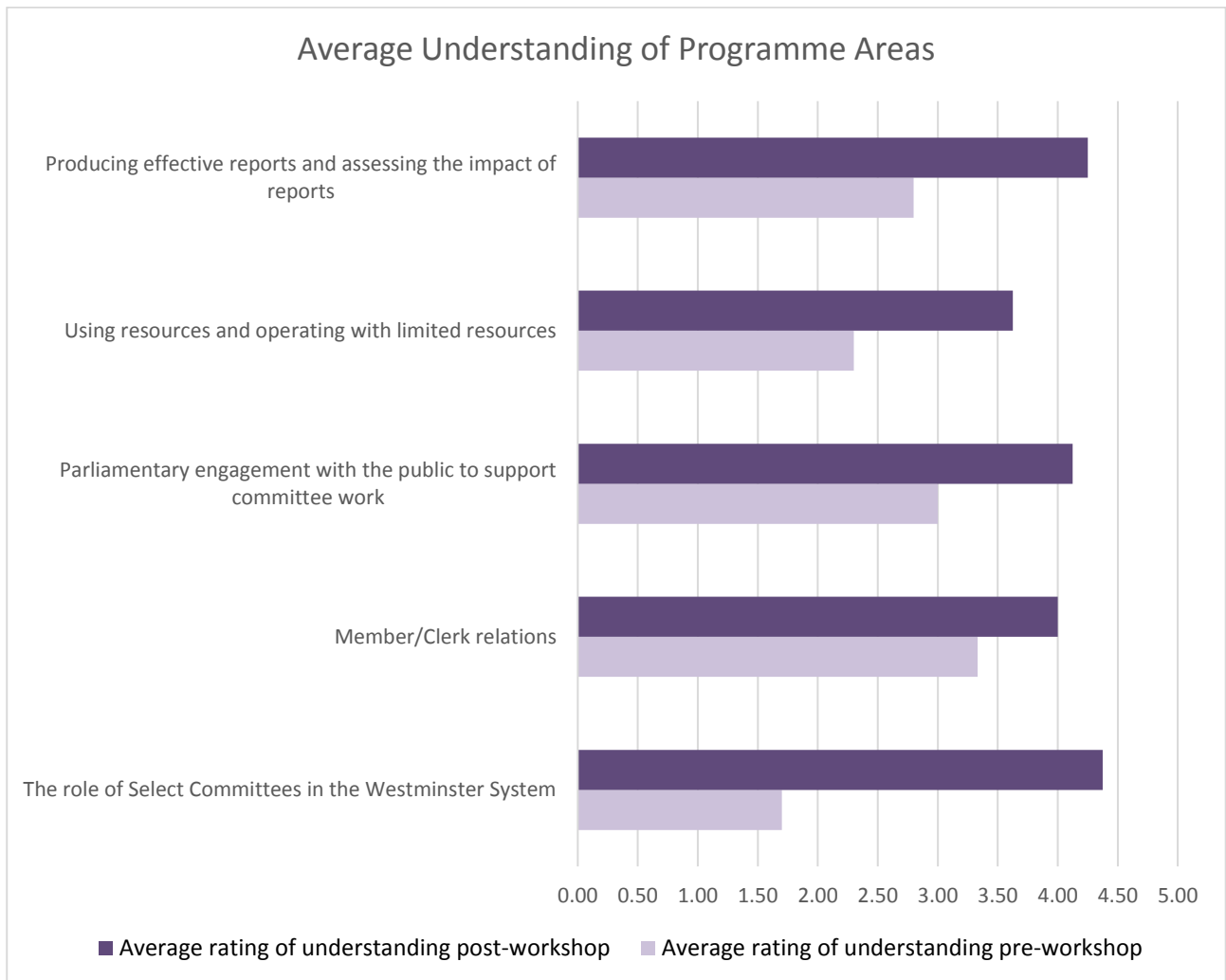
# HOUSES OF PARLIAMENT

conducting research, briefing witnesses and producing reports. Particular attention was given to increasing outreach work by committees, and shaping the format of events to the purpose of the session.

5.02. Feedback from the delegates highlighted the relevance of the session on customer service and the communication training. They expressed greater confidence in their ability to communicate professionally with Members of Parliament.

5.03. Upon their return to Sierra Leone, the delegates organised a presentation to share their knowledge with colleagues. They are planning to have a discussion with their colleagues on how to prepare for the new Parliament after the election, and to agree on a common strategy to ensure a smooth induction for newly elected Members.

5.04. The delegation, at the conclusion of the programme, indicated a good understanding of the various topics as indicated in the below table (where 5 is equal to *very good understanding*):





## Next Steps

7.01. Upon their return to Sierra Leone, the delegates held a briefing for their colleagues to share the key lessons learnt, and to discuss concrete steps on how to take these forward. They are working on writing a report on the key lessons learnt during the week, including a plan of action on how to take these forward. The finalised report will be shared with CPA UK, and could help inform future cooperation between the two parliaments.

7.02. CPA UK will continue to develop its links with the Parliament of Sierra Leone, and is planning a follow-up visit to the Parliament of Sierra Leone in early 2018 with UK clerks in order to continue the training of clerks. This would be done in close consultation with the Parliament of Sierra Leone.

7.03. The next elections in Sierra Leone are due to take place on 7 March 2018. During the clerks' training programme, a need was expressed for training and support of newly elected Members of Parliament. The Westminster Foundation of Democracy (WFD) is also interested in organising an induction programme for newly elected Members, so CPA UK will be exploring the possibilities of working closely with WFD to support the needs of new Members.

## Acknowledgements

8.01. CPA UK would like to extend its thanks to all the speakers who kindly volunteered their time and expertise throughout the programme.

8.03. Particular thanks goes to Eve Samson for her support of this programme. Her knowledge of the Sierra Leonean context as well as her enthusiasm to engage her extensive network of contacts inside the UK Parliament contributed greatly to the quality and success of this programme.

8.02. Thanks are also due to Finda Fraser, Director of the Department of Parliamentary Assistance Coordination (DePAC) of the Parliament of Sierra Leone, for her assistance in coordinating the delegation.



**Full Delegate List****Karmoh K. Conteh**

*Committee Clerk, Committees: Labour and Industrial Relations; Lands, Country Planning and the Environment*

Mr Karmoh K. Conteh successfully completed a degree in History and Political Science from Fourah Bay College in 2002. After few months of work experience with the private sector, Mr Conteh joined the Civil Service in 2003 and later proceeded to join the workforce of the Sierra Leone House of Parliament in 2009; first as a contract staff and later made permanent in 2011. Before joining Parliament, Mr Conteh completed a two-year Master Programme (2006-2008) at the Institute of Public Administration and Management (IPAM), and graduated with Masters in Public Administration.

Working at the Parliament for more than eight years, he has served at the Hansard and Committee Departments and temporarily at the Office of the Speaker of the House. Though still currently attached to the Committee Department, he is also serving at the PACO (now DePAC) Department as Project Officer on secondment to the ACBF Project at the Sierra Leone House of Parliament.

In the Committee Department, Mr Conteh has served the following Parliamentary Committees: Finance and Economic Development, Defence and Presidential Affairs, Labour and Industrial Relations, Trade and Industry and more recently that of Lands, Country Planning and the Environment.

**Abdulai Bakarr Sannoh**

*Committee Clerk, Committees: Defence and Presidential Affairs; Tourism and Cultural Affairs*

Abdulai Bakarr Sannoh holds a Master Degree in Public Administration from Njala University and a certificate in Public Procurement Management from the Institute of Public Administration, University of Sierra Leone. He has worked for many institutions and organizations as a procurement practitioner, including for the European Commission as part of their Sierra Leone Resettlement and Rehabilitation Program and for the construction of the new American Embassy in Freetown.

He has been employed as a Committee Clerk by the Sierra Leone House of Parliament since 2009. He has served several Committees, such as Finance, Labour, Appointment and the Public Service, Political Affairs and the Committee on National Commission for Social Action. He is currently assigned to the Committee on Defence and Presidential Affairs and the Committee on Tourism and Cultural Affairs.

As a committee Clerk his responsibilities are to provide technical advice to the Chairmen and members of the committees in accordance with the Standing Orders, to organise meetings, to draft concept papers, to





# HOUSES OF PARLIAMENT

prepare briefings for Chairmen and Members of the Committee, to produce minutes of evidence for meetings, to conduct oversight guidelines to support MPs, to prepare reports of proceedings and any other duty as assigned by the Clerk of Parliament.



**Chernor Sulaiman Bah**

*Committee Clerk, Committees: Transport; Human Rights*

Chernor Sulaiman Bah completed his Bachelor in History & Politics at Fourah Bay College, University of Sierra Leone in 2014. He is expected to finish his Master in Public Administration in 2017 at the Institute of Public Administration and Managements, University of Sierra Leone.

Between 2011 and 2014, he served in the position of Office Clerk at B&J Solicitors. He was also a voluntary assistant Committee Clerk at the Parliament of Sierra Leone for two years. His current role is Committee Clerk for the Committees for Transport and Human Rights.



**Mannah Kpaka Berewa**

*Committee Clerk, Committees: Appointment and Public Service; Foreign Affairs and International Cooperation*

Mannah Kpaka Berewa graduated in 2007 from Fourah Bay College, the University of Sierra Leone, with a major in English and Sociology. After graduation he taught English at the Saint Joseph’s Secondary School voluntary before enrolling for a two years Master’s programme at the Institute of Public Administration and

Management in Development Management. After the programme he used his knowledge acquired to teach and volunteer in Secondary Schools and the House of Parliament.

In 2015 he was employed by the Parliamentary Service Commission (PSC) as Clerk of Committees in the Committee Department. He was specially attached to the Committee of Appointment and Public Service responsible to vet Presidential Nominees and present them to the plenary for ratification.



**Rhoda Kargbo**

*Office Assistant*

Rhoda Sando Kargbo graduated in 2012 with a Diploma in Business Administration from the Milton Margai College of Education. Upon graduation, she joined the Sierra Leone Parliament at an internship programme for two years. After having successfully served the Sierra Leone Parliament as an intern, she was then recruited as an employee of the Sierra Leone Parliament in 2014 as an Office

Assistant. She is also pursuing further studies.







# HOUSES OF PARLIAMENT



## **Osman Kokofele**

*Clerk of Committees, Committees: Agriculture; Youth Affairs*

After successfully completing an undergraduate in Political Science and History in 2013, Osman Kokofele worked on a number of areas including teaching, oratory, writing inspirational speeches, writing articles, youth activism, advocacy, community led programmes, and patriotic and humanitarian assistance. In 2016, he graduated from Njala University in Freetown with a Masters of Science in Rural

Development Studies.

In 2015, he was also employed by the Parliamentary Service Commission (PSC) as Clerk of Committees for the Committee on Agriculture, Forestry & Food Security and Committee on Youth Affairs respectively.



## **Mary Koroma**

*Clerk of the International Affairs Committee*

Mary Koroma received a Diploma in Peace and Conflict Studies from the Fourah Bay College, University of Sierra Leone in 2008. In 2011, she graduated with a Bachelor of Arts in History & Sociology. After graduation, she started her work experience at the Sierra Leone House of Parliament as an intern for six months.

Following the end of her internship, she was employed as a full-time Committee Clerk by the Parliamentary Service Commission, where she understudied the Committee on Information and Communications and served in that capacity for a year.

In 2013, she was made the Clerk to the Committee and she served the Committee for another year. During her term in the Committee, she aided the Chairman in holding series of meetings, workshops and Oversight activities in Freetown and the Provinces. She has also participated in in-house trainings for Committee Clerks on Parliamentary best practices and procedures from the Commonwealth Parliamentary Association (CPA), Westminster Foundation for Democracy and the United Nation Development Program (UNDP).

Since 2014, she has been the Clerk of the Internal Affairs Committee and throughout this period, she has been providing support to the Chairman and Committee in conducting meetings, organising workshops and organising oversight tours in Freetown and beyond.



## **Augustine Sesay**

*Clerk of Committees, Committees: Transparency and Accountability; Works, Housing and Infrastructure*

Augustine Sesay commenced work in the Sierra Leone Parliament as Research Assistant in October 2009. Prior to taking up this role in Parliament, Augustine Sesay served as a teacher in Port Loko Catholic Secondary School for one year, after graduating from Njala University with a BSc Education (Economics). He was

first appointed as Committee Clerk for Transparency and Accountability Committee in 2011 and later





# HOUSES OF PARLIAMENT

assigned with another Committee (Works, Housing and Infrastructure Committee). He also holds a Master's Degree in Public Administration from Njala University.

As a Committee Clerk, his responsibilities include: drafting committee reports for review by the Principal Clerk of committee; presenting them to the committee for consideration; making changes sought by the Committee; and obtaining clearance from the Principal Clerk of Committees. Additionally, he assists in the provision of advisory, research and information services to the committee for items of committee business. Augustine Sesay has benefitted from local Parliamentary trainings and a one-week attachment programme to the Parliament of Uganda to study Committee work, Hansard, Library and Research.



## **Sheku Lamin Turay**

### *Senior Public Relations Officer*

Sheku Lamin Turay earned a Diploma (Credit) and a Bachelor of Arts First Class Honours in Mass Communication from Fourah Bay College, University of Sierra Leone. Since he graduated in 2008, he has gained experience in multiple fields of work such as banking, elections, journalism, development communication and public relations. He took office as Senior Public Relations Officer in January 2012

with the primary responsibility to create a good image of Parliament overall by providing support in areas such as media advisories, coordination, outreach and spokespersonship on the activities and operations of Parliament to the general public.

He informs the general public on matters of legislation, representation, and oversight through frequently issuing press releases, granting interviews to local radio and television stations, managing social media presence, writing newsletters, factsheets and conducting outreach to schools and constituencies. He also supports committee meetings and plenary sittings on issues related to the media and matters of procedures. Additionally, he works with committee clerks in report writing and developing policy briefs.



### Full Programme

Monday 9 October		
10.45-11.15	<p><b>Welcome and Programme Briefing</b></p> <p>This session will allow delegates to highlight their expectations of the programme, and for CPA UK to brief the delegation on upcoming sessions.</p> <p>Jon Davies, <i>Chief Executive, CPA UK</i>            Yashasvi Chandra, <i>Africa Programme Manager, CPA UK</i>            Fleur ten Hacken, <i>Programme Officer, CPA UK</i></p>	CPA room
11.30-12.30	<p><b>Session 1: The Role of Committees and Committee Clerks</b></p> <p>This session will explore the skills and knowledge required by oversight committees in carrying out their programme of work. What is the role of clerks in planning? What role should clerks play during committee inquiries? How do clerks contribute to ensuring effective follow-up on committee recommendations?</p> <p>Eve Samson, <i>Clerk of the Joint Committee on Human Rights, House of Commons</i></p>	CPA room
12.30-13.30	<i>Lunch</i>	Portcullis House
13.30-14.45	<p><b>Session 2: Conducting an inquiry: From initiation to recommendations</b></p> <p>This session will discuss the different stages of a committee inquiry, from initiation to the resulting report, and the workload associated with each milestone. It will include a discussion of the challenges experienced by the delegates in their roles in relation to committee inquiries.</p> <p>Dr Lynn Gardner, <i>Clerk of the European Scrutiny Committee, House of Commons</i></p>	CPA room
14.45-15.00	<i>Tea break</i>	CPA room
15.00-15.30	<p><b>Session 3: Introduction to the House of Lords</b></p> <p>This session will give a brief introduction to the House of Lords. What is the function of the House of Lords in the UK Parliament?</p>	CPA room





	<p>How are Members appointed, and what is their role? What recent discussions have there been about reforming the House of Lords?</p> <p>Baroness Hayman GBE, <i>Member of the House of Lords</i></p>	
15.30-16.15	<p><b>Viewing proceedings in the House of Lords</b></p> <p>Delegates will have the opportunity to view the practices and procedures of the House of Lords.</p> <p>The debate will be on the Data Protection Bill [HL] - 2nd reading.</p>	Commonwealth Gallery, House of Lords
16.15-17.15	<p><b>Session 4: Conducting an inquiry: Gathering evidence</b></p> <p>This session will explore the various ways in which committee clerks can assist in gathering evidence for a committee inquiry. It will discuss useful sources of information, both formal and informal, including how to approach and liaise with witnesses.</p> <p>Anna Connell-Smith, <i>Specialist, Education Committee, House of Commons</i></p> <p>Robert Baldry, <i>Senior Engagement Officer (Select Committee), Outreach Office</i></p>	CPA room
17.15	<i>End of Day 1</i>	
<b>Tuesday 10 October</b>		
09.00-09.30	<p><b>Session 5: Meeting with Business, Energy and Industrial Strategy Committee</b></p> <p>This session will give an overview of the practicalities of an oral evidence session. It will allow for an opportunity for delegation members to ask questions about the evidence session they will witness later in the morning.</p> <p>Ben Sneddon, <i>Second Clerk, Business, Energy and Industrial Strategy Committee, House of Commons</i></p>	Room 6, Palace of Westminster
09.45-10.30	<p><b>Session 6: Meeting with the Westminster Foundation of Democracy</b></p> <p>Majda El Bied, <i>Senior Programme Manager for Africa, WFD</i></p> <p>David Appiah, <i>West Africa Regional Representative, WFD</i></p>	CPA room
10.45-11.30	<p><b>Viewing of Committee Evidence Session</b></p> <p>Business, Energy and Industrial Strategy Committee</p> <p>Oral Evidence Session: <i>Taylor Review into modern working practices</i>. The witnesses will be:</p>	Room 6, Palace of Westminster





	<p>Dan Warne, <i>Managing Director UK and Ireland, Deliveroo</i></p> <p>Hugo Martin, <i>Director of Legal Affairs, Hermes</i></p> <p>Andrew Byrne, <i>Head of Public Policy, Uber</i></p>	
11.40-13.00	<p><b>Tour of the Houses of Parliament</b></p> <p>The delegation will undertake a tour of the UK Parliament. Please note that the tour lasts one hour and ten minutes and includes stairs. Please ensure you wear adequate footwear.</p>	Westminster Hall
13.00-14.00	<i>Lunch</i>	CPA room
14.00-15.00	<p><b>Session 7: The Relationship between Members and Clerks</b></p> <p>A discussion on what makes for an effective working relationship between parliamentarians and clerks. Clerks and officials are the oil in the parliamentary engine. For parliaments to function effectively and efficiently there should be mutual respect and esteem between parliamentarians and clerks. How can the relationship be enhanced? How can an effective working relationship be achieved in a committee environment?</p> <p>Eve Samson, <i>Clerk of the Joint Committee on Human Rights, House of Commons</i></p>	CPA room
15.00-16.00	<p><b>Session 8: Providing Excellent Customer Service</b></p> <p>This session will discuss the importance of excellent customer service to ensure the smooth running of parliamentary proceedings and to improve the regard of Parliament with its stakeholders.</p> <p>Dr Patsy Richards, <i>Customer Director, House of Commons</i></p>	CPA room
16.00	<i>End of Day 2</i>	
<b>Wednesday 11 October</b>		
10.00-10.45	<p><b>Session 9: The role of Committees in legislation</b></p> <p>This session will explore the role of clerks in the legislative process. It will also discuss how committees can give input in the legislative process, while sharing best practices.</p> <p>Kenneth Fox, <i>Clerk of Programming and Grand Committees, Public Bill Office, House of Commons</i></p> <p>Robin James, <i>Clerk of the Committees on Standards and of Privileges, House of Commons</i></p>	CPA room





11.00-11.45	<p><b>Session 10: Briefing on Prime Minister’s Questions (PMQs)</b></p> <p>The session will give an overview of Prime Minister’s Questions in the UK Parliament, and discuss the oppositional nature of Parliament and the debate chamber. It will also lay out the basics of parliamentary procedure during Prime Minister’s Questions.</p> <p>Jessica Mulley, <i>Deputy Principal Clerk, Public Bill Office and Director, Procedural Practice Centre of Excellence Programme</i></p>	CPA room
12.00-12.45	<p><b>View Prime Minister’s Questions</b></p> <p>The delegates will be given an opportunity to view weekly Prime Minister’s Questions in the House of Commons Chamber, observing the practice, procedures, and customs of the Chamber. It will also allow an opportunity for the delegation to witness how debate is moderated by Mr Speaker.</p>	Commonwealth Gallery, House of Commons
13.00-14.00	<i>Lunch</i>	CPA room
14.00-15.30	<p><b>Session 11: Research Tools and Data Collection</b></p> <p>Research skills are essential for clerks to be able to support parliamentary Committees effectively. However, a lack of time and resources provide limitations for effective research. This practical training will equip the delegates with key research tools and data collection skills to conduct research effectively and efficiently.</p> <p>Louise Butcher, <i>Transport Policy Specialist, House of Commons Library</i></p>	CPA room
15.30-16.30	<p><b>Session 12: Utilising the knowledge of NGOs and civil society groups</b></p> <p>To ensure a fully functioning, open and transparent democracy, it is vital that the media and civil society are key parliamentary stakeholders, and that strong relationships are built, based on mutual respect and recognition. Yet in reality, this is not always the case. This session will discuss the relationship between parliament, NGOs and civil society and investigate how mutual cooperation can be encouraged, and how more active partnership can lead to better and more representative decision making.</p> <p>Fergus Reid, <i>Committee Clerk, International Development Committee, House of Commons</i></p> <p>Jon Date, <i>Advocacy Adviser, ActionAid</i></p>	CPA room





16.30	<i>End of Day 3</i>	
<b>Thursday 12 October</b>		
10.00-11.30	<p><b>Session 13: Producing written briefs</b></p> <p>This session will focus on producing written briefs to Members of Parliament. As Members have little time to spend on reading extensive briefs, how can you ensure briefs are succinct yet effective? There will also be an opportunity for sharing best practices.</p> <p>Katherine Hill, <i>Committee Specialist, Joint Human Rights Committee</i></p>	CPA room
11.30-11.45	<i>Coffee break</i>	CPA room
11.45-13.00	<p><b>Session 14: Producing reports with impact</b></p> <p>In the UK Parliament, committees produce reports detailing the conclusions and issues raised through the inquiry process. They often provide recommendations to Government to improve policy and practices. This session will explore how reports are produced, how they are used and what their impact can be. This session will also examine the circumstances and techniques used to create maximum impact with a report.</p> <p>Luanne Middleton, <i>Second Clerk, Women and Equalities Committee, House of Commons</i></p>	CPA room
13.00-14.00	<i>Lunch</i>	Portcullis House
14.00-15.00	<p><b>Session 15: Media and Public Outreach</b></p> <p>This session will focus on engaging with the media and with the general public. How can Committees increase their outreach to make their work more accessible and engaging? Can technology provide innovative solutions to closing the communication gap between parliaments and the younger generation?</p> <p>Robert Baldry, <i>Senior Engagement Officer (Select Committee), Outreach Office</i></p>	CPA room
15.00-16.00	<p><b>Session 16: Budget scrutiny and financial monitoring</b></p> <p>This session will explore the role of clerks in effective budget scrutiny and financial monitoring.</p> <p>David Lloyd, <i>Head of the Scrutiny Unit, House of Commons</i></p>	CPA room





16.00-17.00	<b>Tour of the House of Commons Library</b> Daniel Rogers, <i>House of Commons Library</i>	<i>Library</i>
1700	<i>End of Day 4</i>	
<b>Friday 13 October</b>		
09.30-11.00	<b>Session 17a: Communication skills</b> Kate Faragher provides tailor made training courses for a range of CPA UK activities. She has designed an interactive training with practical exercises related to professional communication and giving oral briefs to Members and colleagues.  <i>Kate Faragher, Bespoke Skills</i>	CPA room
11.00-11.15	<i>Coffee Break</i>	CPA room
11.15-13.00	<b>Session 17b: Presentation skills</b> The second part of Kate Faragher’s training will focus on presentation skills.  <i>Kate Faragher, Bespoke Skills</i>	CPA room
13.00-13.40	<b>Feedback session</b> During a working lunch, delegates will be given the opportunity to give feedback about the programme and discuss lessons learnt. Certificates confirming successful participation to the CPA UK training programme will also be distributed to delegates.  A sandwich lunch will be provided.	CPA room
13.45-14.15	<i>End of programme</i>	





## Speaker Biographies

**Eve Samson***Clerk of the Joint Committee on Human Rights, House of Commons*

Eve Samson has worked in the House of Commons since 1986, and a former Clerk of the Committee on Standards and the Committee on Privileges. During her time in the House, she was worked for a wide variety of Committee, including Science and Technology, Transport, Public Administration, Public Accounts and Business and Enterprise and Treasury. Ms Samson has also worked in the Public Bill Office, handling many public bills, including ones on Employment, Broadcasting, Human Fertilisation and Embryology, Children and Football Supporters, as well as in the Journal Office, which keeps the legal record of the House's activities.

**Dr Lynn Gardner***Clerk of Committee on Standards & Committee of Privileges*

Dr Lynn Gardner is the Clerk of the Committee on Standards and the Committee of Privileges. Immediately prior to this, she spent four years as Clerk to the Education Committee. She has also worked for several other select committees in the course of her career in the House, interspersed with posts in procedural offices and as Private Secretary to the Chairman of Ways and Means.

**The Rt Hon. the Baroness Hayman GBE***Member of the House of Lords, Crossbencher*

Helene Hayman was a Member of the House of Commons (Labour) for the constituency of Welwyn and Hatfield from 1974 to 1979. In 1995 she was appointed to the House of Lords as a Crossbencher. She has held a number of ministerial positions, including Minister for the Department of Health (1998-1999) and Minister of State for the Ministry of Agriculture, Fisheries and Food (1999-2001). She was Lord Speaker from 2006 to 2011.

**Anna Connell-Smith***Specialist, Education Committee, House of Commons*

Anna is Committee Specialist for the House of Commons Education Select Committee. She has been in this post since July 2015 and worked on several areas of education and children's services policy. She recently wrote committee reports on multi- academy trusts and children's mental health. She is also witness diversity champion for the House of Commons Committee Office, working on improving the diversity of committee witnesses.







# HOUSES OF PARLIAMENT

Before this she worked on further education policy and holds a Master’s degree in Public Policy and Administration. Anna is also a governor of a large further education college in London.



**Robert Baldry**

*Senior Engagement Officer (Select Committee), Outreach Office*

Robert Baldry is Senior Engagement Officer in the Select Committees Engagement team. This team sits within the UK Parliament Outreach and Engagement Service.

The Select Committees Engagement team works with people and communities across the United Kingdom to increase public understanding of, and engagement with, the House of Commons and House of Lords select committees. They support select committees to engage with the public through informal, deliberative events and gather views and experiences of audiences that committees want to hear from but cannot reach through formal channels.

As a Senior Engagement Officer he works specifically with the Home Affairs and the Parliament and Constitution Committee cluster groups.



**Ben Sneddon**

*Second Clerk, Business, Energy and Industrial Strategy Committee, House of Commons*

Ben is Second Clerk to the Business, Energy and Industrial Strategy Committee, deputising for the Clerk, providing procedural support to the Committee and managing inquiries on business and employment issues, including on the Taylor Review and modern employment. Ben is on secondment from the Civil Service where he was most recently the head of the Department of Health’s Parliamentary

Relations Unit. Previous roles included Parliamentary Clerk to the Scotland, Wales and Northern Ireland Offices and Private Secretary to the Leader of the House of Commons.



**Madja El Bied**

*Senior Programme Manager for Africa, Westminster Foundation for Democracy*

Majda has worked in the field of parliamentary and political party strengthening for over 5 years and is responsible for the management of WFD programmes in the Democratic Republic of the Congo (DRC), Sierra Leone, Kenya, Mozambique, Ghana, Botswana, Uganda and Nigeria. Majda has a keen interest in supporting women parliamentarians and organised the

first women’s parliament in Uganda. She has worked with female MPs and leading civil society activists in the DRC as part of a programme that sought to develop their leadership skills. Through this work Majda was able to demonstrate how MPs and civil society activists can work effectively together to overcome traditional social barriers and advance issues of social justice.





# HOUSES OF PARLIAMENT

A native French speaker, Majda has a degree in Journalism and a Masters in Communication Studies from the Institute des Hautes Etudes des Communications Sociales, Brussels (IHECS). Majda attended a programme that focused on Understanding Women’s Human Rights at the London School of Economics.



### David Appiah

*West Africa Regional Representative, Westminster Foundation for Democracy*

Mr David Appiah assumed the role of West Africa Regional Representative for Westminster Foundation for Democracy (WFD) in November 2015. Prior to joining WFD, David served as a Governance Analyst at the Ghana Office of the United Nations Development Programme (UNDP) for three and half years.

Before joining UNDP Ghana, he worked for six years with the International Organization for Migration (IOM) Ghana as a Project Manager responsible for Migration and Development, and Project Development. Preceding this, David worked for five years as a Marketing Manager with Creditor Exchange Limited, Ghana. He holds a Master’s Degree in Business Administration from the University of Ghana and a Ph.D. in Social Enterprise Development from the Laureate International Universities and the University of Illinois at Urbana Champaign, USA.



### Dr Patsy Richards

*Customer Director, House of Commons*

Dr Patsy Richards is customer director for the House of Commons, leading on our strategy of ‘putting the customer at the centre’. Before joining Parliament she worked in academia at Bristol and Cambridge Universities.

She set up the research service for the Scottish Parliament’s committees and Members, and went on to lead its research, web and information group,

on the parliament’s management board. She has led several programmes including the Scottish Parliament’s new website and information management strategy, and, at the House of Commons, a colocation programme and, most recently, the customer programme. She has private sector experience as director of a research and evaluation company, and has collaborated with colleagues in a range of parliaments and assemblies in the UK and internationally.



### Kenneth Fox

*Clerk of Programming and Grand Committees, Public Bill Office, House of Commons*

Kenneth Fox has worked as a Clerk in the House of Commons for 23 years. For much of that time he has worked for select committees, including the Culture, Media and Sport Committee, the Education Committee and the Foreign Affairs Committee.

Select committee clerks lead in providing the services which the committees need to function, including briefing, analysis, drafting of reports and procedural advice.

Kenneth has also worked in the Table Office, which is responsible for advising Members on drafting Parliamentary Questions, as well as preparing the daily Order Paper. He currently works in the Public Bill Office, advising Members on all aspects of procedure relating to public bills, including amendments and





# HOUSES OF PARLIAMENT

procedure in bill committees. Before working for the House, Kenneth was a professional pianist and teacher.



### **Robin James**

*Clerk of the Committees on Standards and of Privileges, House of Commons*

Robin James has worked at the House of Commons since 1982. He is currently Clerk to the Committee on Standards and Committee of Privileges. Previously he has been Commons Clerk to the Joint Committee on Human Rights and Clerk of the Foreign Affairs, Health and Home Affairs Committees.

He has worked in a variety of procedural jobs in the Public Bill Office, Private Bill Office, Journal Office and Table Office. He was also Clerk of the Procedure Committee (responsible for reports on Parliamentary Questions and Election of a Speaker), Clerk of the Backbench Business Committee (which allocates time for backbenchers' debates) and Clerk of the New Building Sub-Committee which drew up the initial client brief for Portcullis House (the MPs' office building which opened in 2001). For 14 years he was Secretary to the History of Parliament Trust, and he is currently the British Clerk of the British-Irish Parliamentary Assembly.



### **Louise Butcher**

*Transport Policy Specialist, House of Commons Library*

Louise Butcher is a senior research clerk in the House of Commons Library Research Service. She has worked in the House for 13 years in both the Library and on a select committee. She specialises in transport policy and has written a wide range of briefings available on the internet, most recently on issues such as Heathrow Airport, high speed rail, and Brexit and transport. You can follow her on Twitter @LouiseBTS



### **Luanne Middleton**

*Second Clerk, Women and Equalities Committee, House of Commons*

Luanne is the Second Clerk for the Women and Equalities Committee. She has previously worked as a Committee Specialist on the Public Administration and Constitutional Affairs Committee and the Energy and Climate Change Committee. She also spent a year working as a specialist for the Speaker's Commission on Digital Democracy. Before working in the Committee Office, Luanne was a reporter in the Official Report, reporting proceedings in the main Chamber, Westminster Hall and Committees (2003-2012).





**Kate Faragher**

*Founder and CEO, BeSpoke Skills*

Kate Faragher, founder and CEO of BeSpoke Skills, has over 14 years experience coaching, consulting and training senior executives in national and international FTSE 100 companies as well as at the House of Commons. Kate has trained with some of the top voice coaches in the country and is a fully qualified Executive and Business coach, NLP practitioner, Emotional Intelligence trainer, and Myers Briggs Personality Profiling Coach.



**Jon Davies**

*Chief Executive of CPA UK*

Jon Davies is CPA UK's Chief Executive & Secretary; he also is Secretary of the CPA British Islands & Mediterranean Region. Highly experienced in international diplomacy, Jon joined CPA UK from the Foreign and Commonwealth Office (FCO), where his most recent role was as the first Director of the FCO Diplomatic Academy.