



HOUSES OF PARLIAMENT



CPA UK ANNUAL REPORT 2016/17

COMMONWEALTH PARLIAMENTARY ASSOCIATION UK



Commonwealth Parliamentary Association UK

*Advancing parliamentary democracy from the heart of
Westminster*

COMMONWEALTH PARLIAMENTARY ASSOCIATION UK



About CPA UK

The international Commonwealth Parliamentary Association (CPA) is the professional association of all Commonwealth parliamentarians, an active network of over 17,000 parliamentarians from 185 national, state, provincial and territorial Parliaments and Legislatures.

The **Commonwealth Parliamentary Association UK Branch** (CPA UK) is one of the largest and most active branches in the CPA community and delivers a unique annual programme both in Westminster and overseas. Governed by an Executive Committee of parliamentarians from all main parties and with a membership of Members from both Houses of Parliament, CPA UK undertakes international parliamentary outreach on behalf of the UK Parliament and the wider CPA.¹

With a specific focus on parliamentary diplomacy and parliamentary strengthening activities, CPA UK seeks to foster co-operation and understanding between parliaments, promote good parliamentary practice and advance parliamentary democracy through a variety of international outreach activities and multilateral programmes. Its work is divided into three regions, which include national, regional and provincial legislatures and the legislatures of Overseas Territories:

- Americas, Caribbean, and Europe
- Africa
- Asia- Pacific

CPA UK focuses its **international outreach** activities on a number of areas, including parliamentary practice, procedure and administration, and themes including public financial scrutiny, the international development agenda, women's political and economic empowerment, climate change and election observation and post-election induction for new Members.

CPA UK also runs and participates in a number of large-scale **multilateral programmes** in Westminster and partner parliaments. Key activities reoccurring each year include the Westminster Seminar on Parliamentary Practice and Procedure and the Westminster Workshop series. The series

¹ All Members of the House of Commons and House of Lords are automatically CPA UK members and are eligible to participate in any of its activities.

aim at providing Members of Parliament from across the Commonwealth with practical knowledge and skills in parliamentary practice and procedure, enabling them to be more effective in their work.

CPA UK also holds annual international parliamentary conferences, exploring the engagement of parliamentarians with themes relating to international development, human rights, global governance, women in Parliament, energy and climate change and many more. Working with a multitude of international partners including the World Bank and UNDP, issues are explored with Members of Parliament, leading academics and experts from across the globe.

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Welcome from Rt Hon the Lord Foulkes of Cumnock, Acting Chair & Hon. Treasurer CPA UK Executive Committee



Welcome to CPA UK's annual review for the financial year 2016-2017. It is designed to give you a broad flavour of the wide-ranging work of CPA UK.

It is particularly pleasing to highlight the work of CPA UK to my fellow parliamentarians in the year before UK hosts the Commonwealth Summit in London and Windsor 16-18 April 2018. The Commonwealth Summit is a tremendous opportunity for us at Westminster to work with parliamentary colleagues across our sister Commonwealth legislatures to highlight and advocate the values of the Commonwealth. We also have the following two years up to 2020, during which the UK remains the Commonwealth Chair-in-Office, to maintain that momentum. Woven into the fabric of our work during this period is the very important Modern Slavery project that CPA UK is taking forward in partnership with partner legislatures in Africa and Asia-Pacific, as well as a broad range of international and national stakeholders.

The simplicity of CPA UK's mission statement of strengthening parliamentary democracy belies the complicated and multi-layered set of challenges faced by parliaments the world over – as we at Westminster know so well. The range and variety of inter-parliamentary activities organised by the excellent CPA UK team in FY 2016/17 is evidence that we are not shy of a challenge or two; from bilateral engagements to major international parliamentary conferences addressing the issues of the day and working with parliamentarians and officials in recognition that strong and properly resourced parliaments are essential for effective parliamentary democracy and good governance.

I hope that reading about CPA UK's most recent activities will now inspire you to participate in one of our many programmes in this Parliament – and throughout your parliamentary career.

Welcome from Andrew Tuggey CBE DL, Chief Executive CPA UK

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A warm welcome to CPA UK's annual report for the financial year 2016-2017.

In line with its mission of strengthening parliamentary democracy, the past year has seen CPA UK carry out a very wide range of programmes and events, working with and on behalf of Members of both Houses at Westminster to support and strengthen partner Parliaments across the Commonwealth. The programmes have been instrumental in supporting democracy, good governance and human rights, ensuring that our strategic goal of contributing to sustainable development and poverty reduction is mainstreamed in all of CPA UK's work.

There is an ever-increasing demand for capacity-building programmes from Commonwealth and non-Commonwealth legislatures, parliamentarians and officials. I am immensely proud of the CPA UK team. Everyone has risen to the challenges and we have delivered above and beyond expectations; my thanks to all my team colleagues.

I also thank Westminster parliamentarians, clerks and officials. You are the human resources we use to deliver our programmes. The high regard for Westminster across the world and the soft power of the UK Parliament is due to the hard work, commitment and flexibility of all who work here. CPA UK provides Westminster's window on the world and we extend a special welcome to the new 2017 intake of MPs. We look forward to working with you to deliver our programmes here at Westminster and abroad.

CPA UK has continued to work with a broad range of partners and stakeholders throughout the Review period, during which we have enjoyed working with the FCO, Home Office, Commonwealth Secretariat, UNDP, OAS, NAO, GIAA, the Westminster Foundation for Democracy, as well as many NGOs and in-country parliamentary offices.

The CPA UK team has expanded during the past year. Two of our headline projects, the Modern Slavery Project and the UK Overseas Territories Project are funded respectively by the Home Office and the FCO. However, core funding comes from Parliament and we continue to leverage substantial additional funds from HMG and others. CPA UK demonstrates

that its work is effective and value for money for the taxpayer: our new Monitoring & Evaluation Officer has identified the tangible outcomes of our programmes. M&E procedures are now embedded in all our work.

As our Acting Chair has mentioned in his welcoming note, this coming financial year will be busier and even more productive. In the first two months of this new financial year, CPA UK already has used teams of Commonwealth parliamentarians and electoral officials successfully to assess the electoral procedures and processes during the UK general election, as well as observing the elections in the Cayman Islands. We look forward immensely to contributing to the UK-hosted Commonwealth Summit 2018 (CS18) and to the following two years of work and programmes when UK is the Commonwealth Chair-in-Office. Our work with all CS18 stakeholders and partners will be aimed to encourage 'effective parliamentary democracy' across the Commonwealth.

In addition to the many bilateral programmes planned across Africa, the Americas, Caribbean & Europe, and Asia-Pacific, plus a growing portfolio of election observer missions, we have a spectrum of multilateral projects that will lead into and dovetail with the themes of the Commonwealth Summit, including

- Trade & Prosperity Symposium, 11-15 September 2017
- 66th Westminster Seminar on Parliamentary Practice & Procedure, 13-17 November 2017
- 7th Westminster Workshop on Public Accounts Committee, 4-6 December 2017
- Commonwealth Forum for Parliamentarians, 13-15 February 2018.

Valete. I am soon to depart Westminster and hand over my appointment as Chief Executive of CPA UK. For almost 14 years it has been a great privilege and honour to lead CPA UK, serving the Houses of Parliament and the Commonwealth. CPA UK has expanded and is recognised internationally as a trusted partner to deliver high quality and effective parliamentary strengthening and capacity-building programmes across the Commonwealth and beyond. The intangible elements of parliamentary diplomacy are woven throughout all our work and I pay a special tribute to the CPA UK team. The dedication, determination, flexibility and will to deliver shown by every member of the team comes with a great sense of fun and enjoyment. I am most grateful: thank you; onward and upward!

CPA UK Strategy 2016 – 2019

Page | 4 CPA UK's **mission** is to strengthen parliamentary democracy.

The **vision** of CPA UK is that:

- CPA UK, a first-class organisation, will be a known and trusted UK parliamentary strengthening partner for HMG and other non-governmental organisations, delivering high quality, innovative and effective capacity-building programmes that provide value for money
- Westminster parliamentarians will wish to work with CPA UK to deliver international parliamentary outreach, conferences and projects
- CPA UK will be a key contributor to and advocate for parliamentary support and strengthening across an expanding Commonwealth, and elsewhere internationally, with particular reference to parliamentary practice, procedure and the role of parliamentarians, Clerks and officials

CPA UK has **four strategic goals** to achieve its vision and to deliver its mission:

1. To **strengthen parliamentary democracy** by undertaking international parliamentary outreach work on behalf of the Houses of Parliament and the wider CPA
2. To contribute to **sustainable development and poverty reduction** through parliamentary strengthening work which supports democracy, good governance, human rights and environmental protection
3. To **further co-operation between Commonwealth and non-Commonwealth Parliaments** and legislatures, and other democratically elected institutions
4. To **communicate the work of CPA UK** and enhance the profile of the Houses of Parliament, the Commonwealth, the CPA and CPA UK

Summary of the Past Year

In the financial year of 2016-2017, CPA UK has facilitated **13 outward parliamentary delegations** to Commonwealth countries, and **hosted 17 incoming delegations** from Commonwealth legislatures as part of its international outreach on behalf of the UK Parliament. In addition, CPA UK has **organised seven major parliamentary conferences** for Commonwealth and non-Commonwealth parliamentarians, two of which took place in Australia.²



Through various multilateral and bilateral activities, CPA UK has engaged **over 430 parliamentarians from Commonwealth legislatures from 53 national or devolved legislatures.**³ In this, CPA UK has received support from various government entities, including the

Home Office, the Foreign and Commonwealth Office (FCO), various British High Commissions, as well as the Department for International Development (DfID), and collaborated with other organisations working on parliamentary strengthening and diplomacy and Commonwealth values, such as CPA Secretariat, Westminster Foundation for Democracy, BGIPU, Commonwealth Secretariat and the Commonwealth Human Rights Initiative.

² Re-occurring themes discussed in 2016/17 included (financial) oversight and scrutiny, parliamentary practice and procedure, corruption, electoral practice, devolution, migration, youth engagement, women's political representation and economic empowerment, trade, security policy, cybersecurity and cybercrime, sustainable development, climate change, renewable energy, development aid, human rights, modern slavery, and interfaith dialogue.

³ Including Algeria, Anguilla, Antigua and Barbuda, Australia, Bangladesh, Belgium, Benin, Autonomous Region of Bougainville, Cameroon, Canada, Cook Islands, Denmark, Fiji, Ghana, Georgia, Guernsey, Guyana, Hong Kong, India, Republic of Ireland, Isle of Man, Italy, Jamaica, Jersey, Kenya, Kiribati, Latvia, Malawi, Malta, Montserrat, Mozambique, Namibia, Nauru, New Zealand, Nigeria, Niue, Pakistan, Poland, Samoa, Sierra Leone, Singapore, Solomon Islands, South Africa, Sri Lanka, St Helena, St Vincent and the Grenadines, St Lucia, Tanzania, Tonga, Trinidad and Tobago, Turks and Caicos, Vanuatu, and Zambia.

In its special projects, CPA UK has partnered with the NAO, GIAA, Organization of American States, King's College London and UN Women, and received funding for specific parts of its work from the British Council, World Bank, and UNDP.

CPA UK's budget for the FY 2016/17 was **£2,337,084**, of which £1,800,856 (77%) came from the Houses of Parliament as core funding and £279,441 (12%) was leveraged from HMG and other partners to support specific activities.

In the past year, the organisation has grown by almost 40%, increasing its staff count to 28 to manage its special projects and increasing interest in the Commonwealth pre-Brexit.

Strategic Goal 1: Strengthening Parliamentary Democracy

Parliamentary strengthening is the main focus of CPA UK's work and along with the intangible element of parliamentary diplomacy is embedded within all of its programming. In the financial year 2016/17, CPA UK has undertaken various multilateral and bilateral parliamentary programmes on behalf of the Houses of Parliament and the wider CPA in order to strengthen parliamentary democracy across the Commonwealth and beyond. Some key programmes are highlighted below:

Multilateral programmes

6th Westminster Workshop on Parliamentary Financial Oversight of Aid Effectiveness

4 – 7 July 2016, CPA UK hosted the **6th Westminster Workshop on Parliamentary Financial Oversight of Aid Effectiveness** at Westminster. Attended by over 70 parliamentarians and clerks, this three-and-a-half day programme identified the key stages for parliamentary interventions to



strengthen the knowledge and skills of parliamentarians and parliamentary officials in conducting effective financial oversight of aid flows. Based

on the successful Westminster Workshop concept, the 6th edition delivered a combination of plenary discussions and practical workshops, exploring good practice in parliamentary financial scrutiny. It shared expertise from the Westminster Public Accounts Committee (PAC), the International Development and other UK parliamentary committees, as well as the Commonwealth Association of Public Accounts Committees (CAPAC).

65th Westminster Seminar on Parliamentary Practice & Procedure

21-25 November 2016, CPA UK hosted its **65th Westminster Seminar on Parliamentary Practice & Procedure** for 70 first-term parliamentarians and newly appointed procedural/committee Clerks from across the Commonwealth. The annual Westminster Seminar is CPA UK's flagship capacity-building programme. Every year, the five-day programme provides a unique platform for its participants to meet their counterparts and explore parliamentary democracy, practice and procedure within a

Westminster framework, and shares experiences and challenges faced in their parliamentary work. The ever-evolving programme highlights current good practice and how parliaments adapt to changing domestic and global political environments.

Pacific Islands Westminster Seminar on Parliamentary Practice & Procedure

16 – 18 March 2017, CPA UK held a parliamentary strengthening seminar in Queensland, Brisbane (Australia) specifically designed for Members and Clerks from small Pacific island legislatures. Based on CPA UK's flagship seminar at Westminster, the **Pacific Islands Westminster Seminar on Parliamentary Practice and Procedure** focused on enhancing the knowledge, skills and confidence of Members and Clerks in the core aspects of parliamentary practice and procedure. The programme brought together over 40 delegates from Fiji, Cook Islands, Samoa, Vanuatu, Kiribati, Nauru, Niue, Solomon Islands, Tonga and the Autonomous Region of Bougainville.

Global Tax Transparency Summit

CPA UK further supported the UK Public Accounts Committee (PAC) in Westminster in hosting the **Global Tax Transparency Summit** on 9 December 2016, which brought together parliamentarians and delegates from around the world to discuss tax transparency and the prevention of tax avoidance. The Summit consisted of a series of plenary discussions looking at a range of issues from global cooperation on tax transparency, to the impact of tax abuse on the developing world.

Ahead of the Summit, on 8 December, CPA UK hosted a meeting with Commonwealth Public Accounts Committee members from Bangladesh, India, South Africa and Canada on the draft principles of the Commonwealth Association of Public Accounts Committees (CAPAC). The one day workshop allowed parliamentarians to discuss experiences in scrutinising public spending and to learn from one another about principles and practices which have most resonance in their own work.

UK Overseas Territories Project

In 2016/17, CPA UK, in consortium with the UK National Audit Office (NAO) and the UK Government Internal Audit Agency (GIAA), started working with the UK Overseas Territories (UKOTs) to manage and implement a three year project on **public financial oversight**. Funded by the HMG-wide Conflict, Stability and Security Fund (CSSF), CPA UK and partners are working with the Overseas Territories to deliver a series of activities focused on providing technical assistance, training and mentoring to support and encourage effective public financial management.

Seeking to strengthen the Overseas Territories' scrutiny of public spending, the UKOT Project is focusing on three areas: internal audit; external audit; and parliamentary oversight of public finances. The project activities are varied, with approaches tailored to the individual needs of specific Territories.

From 1-2 March 2017, CPA UK & the UK Overseas Territories' Forum on Public Financial Oversight held its first meeting for 28 PAC Chairs and Heads of Internal and External Audit from nine UK Overseas Territories (OTs). Delegates participated in discussions on the role and coordination of the PAC, Internal Audit, and External Audit; the role of the media in strengthening public financial oversight; committee consensus and political impartiality, and the procedure and impact of the Head of Internal Audit's annual report. The assembled delegates highlighted some common challenges and solutions, exploring good practice in making recommendations to government, training for elected and lay members of PACs, the specific challenges around working in small jurisdictions and managing the work of the committee within a political landscape. Outcomes of the launch event will form the basis of future activities in the UK Overseas Territories.

The project will set up a network of experts in public financial oversight for parliamentarians and audit officials to share knowledge and experience. Knowledge sharing was also emphasised at the launch of the Good Practice Guide, a framework developed by the National Audit Office to support audit officials and parliamentarians in their financial oversight responsibilities. Collaborative rather than prescriptive, the Guide provides a basis

for discussion and offers examples of good practice sourced from a variety of contexts. Case studies shared by delegates during the two day event will be included in an updated version of the Guide.

Outcomes of the launch event will inform future activities in the UK Overseas Territories Project.

International Outreach

Caribbean

Anguilla

With the Parliament of Anguilla, CPA UK has held a productive series of workshops and meetings on the workings of Public Accounts Committees in 2016. The programme on 4-6 April was an opportunity to share knowledge and good practice on the effective functioning and structure of a Public Accounts Committee, including the process of evidence gathering, report writing and cross-party working. The three day visit formed part of a Parliamentary Partnership Programme between the UK and Anguilla, funded jointly by CPA UK and the Governor's Office in Anguilla. This was followed up by a clerk attachment to Westminster from 20- 22 June 2016.

Guyana

In partnership with the British High Commission in Georgetown and with support from the Canada Branch of the CPA and the Canadian Federal



Parliament, CPA UK has concluded a productive and informative series of discussions and workshops at the **Parliament of Guyana** on the work of parliamentary committees. A workshop in Georgetown on 4-8 April 2016 formed part of the seven month capacity

building programme requested by the Parliament of Guyana to enhance the parliament's ability to conduct its business effectively and to boost the oversight capacity of parliamentary committees.

CPA UK then hosted a visiting delegation of senior members of the **Guyanese Parliament** - including the Speaker - on 18-21 April 2016 to give further insight into the management, administration and financing of the UK Parliament. The visit facilitated the sharing of knowledge, experience and good practice and identified future priority areas for further engagement.

The final part of the exchange programme was the participation of a delegation of UK parliamentarians and officials in a forum exploring the roles of parliamentarians in understanding and tackling corruption from 8-12 November 2016 at the **National Assembly of Guyana**. This followed a request from the Prime Minister of Guyana, Hon. Moses Nagamootoo, for support to develop current legislation to tackle corruption. Discussions were held on upholding standards and the practicalities of identifying corrupt practices. The forum also provided an opportunity to explore relevant legislation and international agreements which seek to curtail corruption. Outcomes from the forum will influence an updated code of conduct for public office holders in Guyana.

St Lucia

CPA UK conducted a post-election seminar for new MPs and Senators in **St Lucia** from 14 -16 February 2017, together with the Parliament of Trinidad and Tobago, focussing on parliamentary procedure, behaviour in the Chamber, oversight and scrutiny. The outcomes of this will be further engagement with the Parliament of St Lucia., including a study visit to Westminster in April 2017 by the Speaker.

Turks & Caicos Islands Election Observation Mission (EOM)

An **Election Observation Mission to TCI**, run by the British Islands & Mediterranean Region (BIMR) of CPA, took place 8 – 18 December 2016. The observer team comprised six members, visiting 19 of the 21 polling stations across Providenciales, North Caicos, Middle Caicos and Grand Turk on Election Day.

As part of its commitment to strengthening democracy and good governance, CPA UK, in its role as the secretariat for CPA BIMR, regularly carries out and supports election missions across the Commonwealth. CPA UK is a signatory to the Declaration of Principles of International Election Observation and Code of Conduct for International Election Observers and is committed to ensuring a professional approach based on observation of all aspects of the electoral process in accordance with international obligations, commitments and standards for democratic elections. Election observance expresses the Commonwealth's interest and concern in promoting democratic elections within its wider policy of support for democracy, the rule of law and human rights. CPA UK has devised a comprehensive handbook on how to carry out EOMs.

The observers in TCI found that the voting and counting process was good or very good in all polling stations visited. Voting was broadly orderly and transparent, and counting was conducted in a transparent and generally well-organised manner. The main problem observed was a lack of consistency, particularly as regards to the layout of polling stations, the way in which Presiding Officers checked their initials on the ballot, and the information that was handwritten on the ballot's counterfoil. The observers recommend introducing a standard layout of polling station and simpler voting procedures. They also recommend that, after two General Elections, it is now time for a thorough review of the Elections Ordinance. Observers found that there were sometimes piecemeal amendments, such as a recent change to the layout of the ballot paper for the All Islands electoral district. A review would allow for

the enactment of a comprehensive new piece of legislation better suited to current requirements.

Africa

Malawi

In order to provide training on good parliamentary practice and procedure, CPA UK ran a programme for young Members of the **National Assembly of Malawi** from 7 – 10 November 2016. The objective of the programme was to improve the capabilities of young parliamentarians to use committees to provide legislative scrutiny and financial scrutiny. The programme was also an opportunity to develop processes for the conduct of issue-based campaigning, particularly in relation to priority issues highlighted by youth groups. This issue was further explored during a visit to Westminster by a delegation from the Malawi National Assembly on 10 March 2017.

Mozambique

In a capacity building programme with the **Parliament of Mozambique**, CPA UK is exploring parliamentary ethics and public engagement through a series of planned interactions. The first of these, 1 – 3 February 2017, developed an understanding among delegates of the key principles, features and functions of parliamentary committees, particularly in regards to public evidence sessions.

Namibia

In **Namibia**, CPA UK is seeking to support the development and implementation of a parliamentary services commission in the Parliament through a targeted programme. An initial scoping visit 12 – 17 February 2017 introduced key concepts and good practices for parliamentary administration and governance.



Nigeria

As part of a series of parliamentary exchanges to enhance the capacity of the **Nigerian Parliament** to hold the Executive to account through effective scrutiny and oversight following the National Assembly election in 2015, CPA UK hosted a study visit to Westminster on 10-11 May 2016 of the House of Representatives Committee on the Army of the Federal Republic of Nigeria. This provided an opportunity to discuss and address key challenges that the Army is facing in Nigeria and to explore good parliamentary practice and procedure.

Following this engagement, a delegation of UK MPs and Peers attended a series of workshops and meetings at the National Assembly in Nigeria. As part of the programme from 30 May – 2 June, the delegation participated in a roundtable on strengthening women’s representation in politics, alongside Nigerian women parliamentarians, representatives from the National Democratic Institute (NDI) and the Gender Unit of the National Assembly. This was an important occasion to discuss opportunities and challenges facing women in Nigeria, including economic empowerment, tackling poverty and violence and overcoming stereotypes about the role of women in politics.

The final part of the exchange programme saw a delegation of senior parliamentary officials from the National Assembly of the Federal Republic of Nigeria visit Westminster for a workshop on parliamentary administration and committee management 28-30 June 2016. Abuja-based clerks who manage committees in the National Assembly, were able to gain insights



and discuss the challenges of managing committees, the role of members and the importance of carrying out effective inquiries and producing high-quality reports.

Sierra Leone

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As part of a series of exchanges with the **Parliament of Sierra Leone** and building on previous programmes, CPA UK facilitated a visit to Westminster of the Committee on Health and Sanitation from 31 October - 3 November 2016 in order to deepen technical expertise and broaden the activities of Members and committee staff, to support systematic and effective oversight of the health sector in Sierra Leone. Further programming is expected in 2017/18.

Tanzania

CPA UK hosted a study visit on cross-party cooperation for members of the main opposition party from the **Tanzanian Parliament** on 5 December 2016.

Asia-Pacific

Fiji

CPA UK ran a workshop 8 – 10 November 2016 to enhance the capabilities of the **Parliament of Fiji** by increasing the efficiency of standing committees in scrutinising government activities and processes. The programme in Suva included a series of briefings, roundtable and practical sessions with parliamentarians and clerks from Fiji and the UK. Participants discussed the vital role that committees can play in holding the Executive to account. They also looked at the importance of identifying witnesses, making the best use of evidence and engaging with the public. The workshop was followed by a visit to the UK for Fijian committee chairs and members. CPA UK has actively engaged with the new Parliament of Fiji since it was reconstituted in September 2014 and is supporting the ongoing UNDP governance programme.

Pakistan

With the **Parliament of Pakistan**, CPA UK ran the Westminster Symposium with the Improving Parliamentary Performance in Pakistan (IP3) project.



This was funded by the European Union and delivered by a group of local partners led by the British Council. As part of this project, CPA UK hosted a large delegation of Members and officials from the **Senate and National Assembly of Pakistan** in Westminster on 11-14 July 2016, on good parliamentary practice, procedure, administration and modernisation. Delegates had the opportunity to explore the role and administration of Parliament, the role of MPs, the scrutiny function of committees and engagement with the public.

In partnership with the British Council, CPA UK ran a programme for eleven MPAs from the **Khyber Pakhtunkhwa Provincial Assembly** to explore the role and responsibility of parliamentarians and, more specifically, the role of women parliamentarians in promoting gender equality, building on the work of Women's Parliamentary Caucuses in Pakistan. From 6-9 September 2016, the MPAs had the opportunity to discuss the role of MPs, the impacts of devolution, the Women and Equalities Select Committee, equality

legislation and the promotion of gender equality in parliaments and political parties.

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Sri Lanka

As part of a programme designed to build the capacity of Committee Chairs and Clerks from the **Parliament of Sri Lanka**, CPA UK, in partnership with Westminster Foundation for Democracy, conducted a capacity building workshop for Sectoral Oversight Committee Chairs and Clerks in Westminster from 25 - 27 October 2016. The aim was to provide an overview of the select committee system and look at the role of Chairs, as well as the importance of public and media engagement. This was followed up by a study visit to Westminster by Committee Chairs on 24 - 26 January 2017 to build capacity to fulfil their responsibilities and respective committee mandates. Further visits are expected in FY 2017/18.

Strategic Goal 2: Sustainable Development and Poverty Reduction

Through parliamentary strengthening work which supports democracy, good governance, human rights and environmental protection, CPA UK further aims to contribute to sustainable development and poverty reduction in the countries with which it engages. While CPA UK mainstreams the Sustainable Development Goals throughout its programming, the following projects should be highlighted for their specific contribution to this strategic goal in FY16/17:

Multilateral Programmes

Commonwealth Parliamentary Conference on the Rule of Law and Human Rights

CPA UK and the UK Parliament's Joint Committee on Human Rights - in partnership with the Commonwealth Human Rights Initiative (CHRI), the Commonwealth Secretariat and the Westminster Foundation for Democracy - hosted the **Commonwealth Parliamentary Conference on the Rule of Law and Human Rights**, from 24 - 26 January 2017. Building on work done by The Westminster Consortium's Parliaments and Democracy programme and the Oxford University research project on Parliaments, Rule of Law and Human Rights, the conference was designed to develop the capacity of human rights and similar committees in order to strengthen the rule of law and human rights. Members of Commonwealth Parliamentary Human Rights Committees and other Commonwealth parliamentarians with an interest and relevant experience had the opportunity to examine the role of parliaments in ensuring the rule of law and universal human rights, as well as exploring the functions of parliamentary human rights committees and the importance of developing and maintaining relationships with the executive, parliament, other committees and other national and international human rights organisations.

Commonwealth Cybersecurity & Cybercrime Project

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As part of the **Commonwealth Cybersecurity and Cybercrime Project**, funded by the UK Foreign and Commonwealth Office, the Commonwealth



Secretariat, CPA UK and the Organization of American States (OAS), in collaboration with other partner organisations, organised three regional workshops in the Asia-Pacific, Africa and the Caribbean regions between July and October

2016. Each workshop was overseen by one partner alongside a host Parliament and brought together 30-50 parliamentarians from Commonwealth countries and territories across the region. The workshops examined cybersecurity within a regional context and were designed to allow participants to share experiences and case studies, benefit from discussions on issues relevant to their country and constituency, and network with parliamentarians and representatives from NGOs and the private sector.

CPA UK oversaw the Asia-Pacific Regional Workshop, hosted by the Queensland Parliament in Brisbane, Australia which took place from 25-28 July 2016, while OAS and the Commonwealth Secretariat took charge of the Caribbean Regional and African Regional Workshop, held in October and November 2016 respectively. Outputs from the three workshops were captured in an International Parliamentarians' E-Handbook on Cybersecurity and Cybercrime. Hosted on the CPA UK website, the e-handbook is freely available and combines examples of good practice and case studies from each region to build a comprehensive and expert resource.

The final part of the Commonwealth Parliamentary Cybersecurity & Cybercrime Project was the International Parliamentary Conference on National Security, which took place in Westminster in March 2017. The final day of the conference focussed on cybersecurity, and saw the official launch of the e-handbook.

International Parliamentary Conference on National Security

As part of a series of major international parliamentary conferences held annually by CPA UK to explore parliamentarians' role in economic and social development, the **International Parliamentary Conference on National Security** took place in Westminster 27 - 31 March 2017. The conference was designed to increase knowledge and capacity on national security through interactive discussions and networking opportunities with key stakeholders. The programme covered a range of themes including legislation, committee scrutiny, budgets, and engagement with civil society, international institutions and the private sector.

Modern Slavery Project

The **Modern Slavery Project** is a two year (2016-18) multilateral project, funded by the UK Home Office, providing advice and support to Commonwealth legislatures in the pursuit of combatting modern slavery. The project aims to encourage and facilitate a greater understanding of the national and international benefits of introducing modern slavery legislation through highlighting the value and subsequent lessons learnt from the passing of the UK Modern Slavery Act 2015.

The project is led by Commonwealth parliamentarians and senior officials, sharing good practice to support colleagues to develop and strengthen modern slavery legislation across their jurisdictions. To achieve this, CPA UK is working closely with six Commonwealth countries, each partnership unique in its goals and objectives, whilst also supporting partnerships across regions.

The first year of the Modern Slavery Project (2016-17) includes two regional workshops; for the Asia-Pacific Region in April 2017 and for the Africa Region in July 2017.

Strategic Goal 3: Co-operation between Commonwealth and Non-Commonwealth Parliaments

CPA UK engages parliaments bilaterally to further co-operation and understanding. It also plays an active role in a range of activities designed to promote and facilitate inter-parliamentary cooperation.

Multilateral Conferences and Meetings

CWP BIMR Annual Conference

CPA UK sent a delegation to CWP BIMR's annual conference on 'Women in the Economy' hosted in Cardiff 6-8 April 2017. CPA UK provides the secretariat for the **British Islands and Mediterranean Region (BIMR) Commonwealth Women Parliamentarians (CWP)** which works with women across the region to increase global representation of women in parliaments and politics and connecting women through the Commonwealth network.

Annual CPA BIMR Conference



CPA UK took part in the **annual conference of the British Islands and Mediterranean Region (BIMR) of the Commonwealth Parliamentary Association (CPA)**, which took place on

15-18 May 2016 in St Helier, Jersey, with a focus on parliaments and public engagement. The conference was an opportunity for parliamentarians from all 13 branches of CPA BIMR (Alderney, Cyprus, Falkland Islands, Gibraltar, Guernsey, Isle of Man, Jersey, Malta, Northern Ireland, St Helena, Scotland, UK and Wales) to discuss areas of mutual interest. Plenary sessions looked at youth engagement and the role of e-governance. There were also workshops on the use of social media, and the benefits and challenges of different voting systems.

62nd Commonwealth Parliamentary Conference

CPA UK sent a delegation to the **62nd Commonwealth Parliamentary Conference**, the annual conference of the Commonwealth Parliamentary Association (CPA), in December 2016 hosted the CPA Headquarters Secretariat in London. Delegates participated in workshops on a range of issues within the wider conference theme of “A Collaborative Commonwealth: Unity, Diversity and Common Challenges”.

CAPAC Executive Committee Meeting

Recommendations by the Working Group on Standards of Good Practice for Public Accounts Committees were discussed at a meeting of the **Executive Committee of the Commonwealth Association of Public Accounts Committee (CAPAC)** in April 2016. The Westminster-based meeting also provided an opportunity to discuss widening the membership of CAPAC, as well as the involvement of CAPAC in CPA UK’s Westminster Workshop on parliamentary financial oversight of aid effectiveness. A meeting with DfID governance advisers provided an opportunity to discuss the Department’s work with Commonwealth PACs. The Executive Committee meeting followed the launch of an online resource to support the work of CAPAC.

International Outreach

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Canada

A delegation of UK MPs and Peers visited the **Canadian Federal Parliament and the National Assembly of Québec** 3-7 October 2016. The visit allowed parliamentarians from both countries to discuss issues of mutual interest, including national security, immigration, the Canada-EU trade agreement (CETA), climate change, women's representation and devolution. In return, Canadian parliamentarians were hosted by CPA UK in Westminster 13- 15 March 2017. The main interest of the visit was UK parliamentary perspectives on Brexit.

Guernsey

Hosted by CPA UK, a delegation of ten newly elected parliamentarians from **Guernsey** visited Westminster 18-19 October 2016. The workshop programme was designed to provide an overview of the UK's political landscape and the Westminster system and in key priority issues for the States of Guernsey, including the representation of women, scrutiny of the Executive, public outreach and the use of social media. It followed the 2016 election to the States of Deliberation, which saw fourteen new Deputies elected and an increase of women in the States from five to twelve, out of a total of 38 seats.

Isle of Man

A parliamentary delegation of Members from House of Keys, Isle of Man, visited Westminster 29 – 30 March 2017 to meet UK counterparts.

Jamaica

A delegation of recently elected MPs and Senators from the **Parliament of Jamaica** visited Westminster from 13-15 September 2016 to consider the role of parliamentarians in a Westminster-style democracy. The visit provided both UK and Jamaican MPs the opportunity to exchange knowledge and views on various contemporary issues, including gender equality, public standards, and the representation of minorities. The two

parliaments have a historically strong collaborative relationship, and a return visit to Jamaica is planned for autumn 2017.

Asia-Pacific

Australia

Following the Pacific Islands Westminster Seminar in Brisbane, a CPA UK delegation of UK MPs and Peers undertook an official visit to the Parliament of Australia, followed by a visit to the state Parliament of New South Wales, 19 – 24 March 2017. Discussions covered issues of bilateral interest such as opportunities for trade, foreign policy and defence cooperation, and the Australian Parliament re-joining CPA.



India

As part of a series of exchanges with the Indian State Legislatures, CPA UK sent a delegation of UK MPs and Peers to visit the **Parliamentary Assemblies of Haryana and Punjab** on 21-26 August 2016. Working with the British High Commission in New Delhi and the Deputy High Commission in Chandigarh, the programme covered the relationship between Members and their constituents, the representation of women in political life, and the relationship between the media, business, civil society and the State Legislatures. Parliamentarians also gained insights into how the States are responding to global challenges including migration, interfaith dialogue, youth engagement and gender equality.

From 9-12 November 2016, the second visit of UK MPs and Peers to Indian State Legislatures took place, in **Andhra Pradesh and Telangana**. The focus of the visit was UK-India trade and investment, and the development of new technologies for example in smart cities. The delegates gained insight into how the States are responding to urban planning, gender equality and energy security challenges.

A third delegation to **Gujarat** in February 2017 visited Surat and Ahmedabad to learn about the State's successful industries including pharmaceuticals, textiles and diamond processing. The programme showcased existing and opportunities for UK-India cooperation in the business and educational sectors, state-level social and economic developments and the legacy of Prime Minister Modi as the former Chief Minister of Gujarat.

CPA UK also engaged with young Indian politicians through the **Chevening Programme**. Two delegations were hosted in London on 19 October and 8 November 2016 to provide with an introduction to Westminster.

Strategic Goal 4: Communicating the Work of CPA UK

CPA UK has used outward facing media platforms such as social media and the CPA UK website as a tool to share its activities and as a source of information for its stakeholders. Twitter '@CPA_UK' has been the most prominent media channel in promoting CPA UK activities. As well as using media channels, communication plans have supported projects and activities and have been integrated into the early planning stages of projects to ensure the work of CPA UK is communicated as effectively as possible.

In 2016/17, CPA UK has undertaken the following activities in order to communicate the work of CPA UK and enhance the profile of the Houses of Parliament, the Commonwealth, the CPA and CPA UK respectively:

Westminster Outreach Activities

In order to raise awareness and create debate and discussion of issues of relevance to the modern Commonwealth, CPA UK runs a series of briefings and lectures throughout parliamentary sitting periods. Topics range from politics and economics to human rights and culture as well as country-specific briefings. This year's topics included:

- **Roundtable discussion on interfaith dialogue and collaboration**, 19 April 2016. The discussion considered initiatives and opportunities for facilitating more interfaith cooperation and understanding.
- **Investing in development - creating jobs in developing countries**, 25 May 2016. The Lunchtime lecture on how investment can lead to job creation in developing countries.
- **What next in tackling corruption – evaluating the Anti-Corruption Summit**. 14 June 2016. Lunchtime lecture evaluating the outcomes of the UK Government's Anti-Corruption Summit, and discussing what the next steps should be.
- **Tackling Modern Slavery**, 5 July 2016. Breakfast roundtable discussion on the role parliaments can play in tackling modern slavery.

- **Trade and the Commonwealth**, 19 October 2016. Breakfast roundtable discussion on the opportunities and challenges of increased intra-Commonwealth trade.
- **Parliaments and Youth Engagement**, 23 November 2016. Breakfast roundtable discussion promoting youth engagement in parliament and politics.
- **The Commonwealth fight against modern slavery - what role for the UK?** 7 December 2016. Breakfast roundtable discussion on the UK's role in the fight against this 21st century scourge.

16 Days of Activism to End Gender-Based Violence Event

CPA UK and Action Aid UK held an event in Speaker's House on 8 December 2016 to mark the 16 Days of Activism to End Violence against Women and Girls. Under the theme of "**Raising Women's Voices**", speakers were invited to share women's stories with an audience of parliamentarians and civil society stakeholders.

CPA UK International Women's Day Event

In collaboration with ActionAid UK and the Fawcett Society CPA UK hosted an International Women's Day Parliamentary Reception with contributions themed around "**Making the Economy Work for Women**".

Parliament Week 2016

Together with Girl Guiding and UPRISING, CPA UK organised a youth engagement breakfast for Parliament Week 2016. The event on 15 November 2016 was an opportunity for young people nominated by the partner organisations to meet and interact with UK parliamentarians and to discuss issues affecting young people as well as pathways into politics.

Pakistan Youth Parliamentarians

CPA UK hosted a study visit of members of the **Pakistan Youth Parliament** on 28 November 2016 to give an overview of the UK's parliamentary system.

Tobago Study Visit

Facilitated by the Tobago House of Assembly, CPA UK hosted a **delegation of students and teachers from Tobago** on 6 July 2016. The visit was a learning opportunity focusing on the Westminster political and parliamentary system and was part of a wider educational visit to the UK which included a visit to the Welsh Assembly in Cardiff to learn about devolution of power. It also tied into training for the annual Youth Assembly plenary sitting.

UNDP Westminster Familiarisation Course

As part of a collaboration with the **United Nations Development Programme (UNDP)**, the UK branch of the Commonwealth Parliamentary Association ran a wide-ranging series of workshops and discussions on the workings of Westminster for UNDP country officers from countries including Colombia, Somalia, Nepal and China. The four-day Westminster Familiarisation Course, from 25-28 April 2016, gave participants an overview of the structures and management of Parliament. The course is part of a partnership between CPA UK and UNDP which is designed to support UNDP parliamentary development specialists in building knowledge of how the UK

Parliament works, to assist them in the delivery of their own programme objectives.

CPA UK Fellowship Scheme

The **CPA UK Fellowship Scheme**, designated by the Executive Committee in 2000 as a stand-alone fund of non-public money, raised by sponsorship for the 1986 CPC in London, offers financial assistance for projects or studies in Commonwealth countries. In 2016/17, fellowship scheme funding has been awarded to projects including:

- Two MPs attended the WBG/IMF Parliamentarians' Network Spring meeting in Washington DC;
- The All Party Parliamentary Group on Africa, represented by three MPs, undertook a study visit to Namibia to collect evidence for its inquiry into The Future of UK-Africa
- Trade and Development Cooperation Relations in the Transitional and Post-Brexit Period;
- Three MPs representing the Jamaica APPG undertook a study visit looking at the development of renewable energy in Jamaica;
- One MP contributed to the World Congress against Sexual Exploitation of Women and Girls Conference in Delhi, India;
- The All-Party Parliamentary Group (APPG) on Agriculture and Food for Development was granted funding for a field study on smallholder agriculture in Uganda which complemented its inquiry into rural infrastructure and its impact on smallholder farmers; and
- Further funding has been committed to the APPG for the Sustainable Development Goals and the Nigeria APPGs for projects due to be undertaken in 2017.

Financial Report

In the financial year 2016/17, CPA UK received an annual grant-in-aid payment of **£1,800,856** from the Houses of Parliament (70% Commons / 30% Lords). In addition, CPA UK successfully leveraged **£279,441 from government departments and other partners** to undertake key activities such as enhancing the performance of parliaments, Electoral Observation Missions and a Cyber-Security Programme.

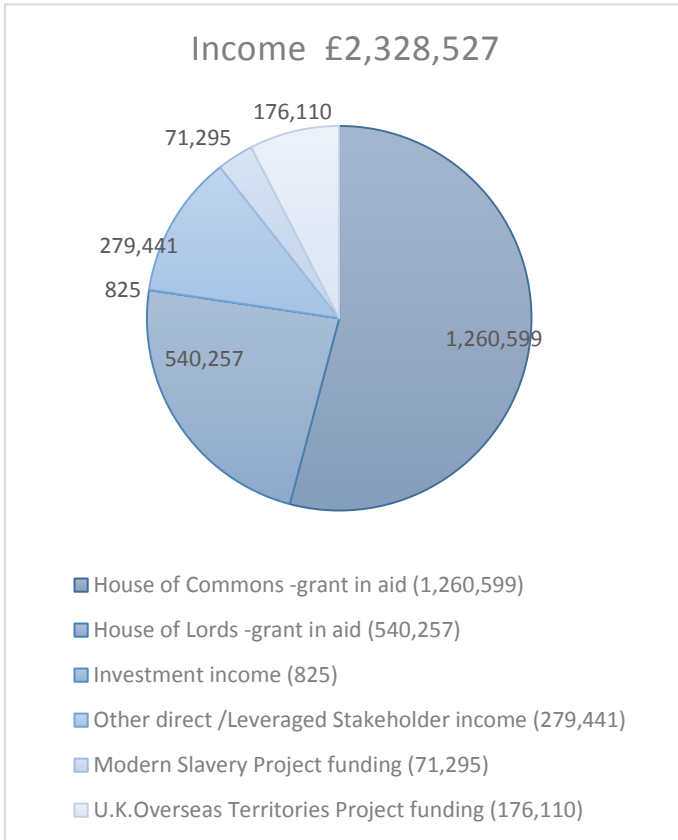
CPA UK bid successfully for **two special projects** from two government departments. Funding is for two years and three years respectively, and included in the funding are additional staff capitation costs.

Funding	Source	Project
£450,000	Home Office	A project to encourage priority countries to adopt good and effective legislation to end modern slavery; staff 3.5; October 2016 to March 2018; actual spend for the year to March 2017 £71,295
£1,604,554	FCO	In partnership with the NAO and GIAA, a good governance and public finance oversight project for the UKOTs; staff 3.5; November 2016 to March 2019; actual spend for the year to March 2017 £176,110.

CPA UK's **reserves policy** states that no more than one quarter of annual funding will be retained as reserves. As of 31 March 2017 CPA UK's reserves stood at £466,853.

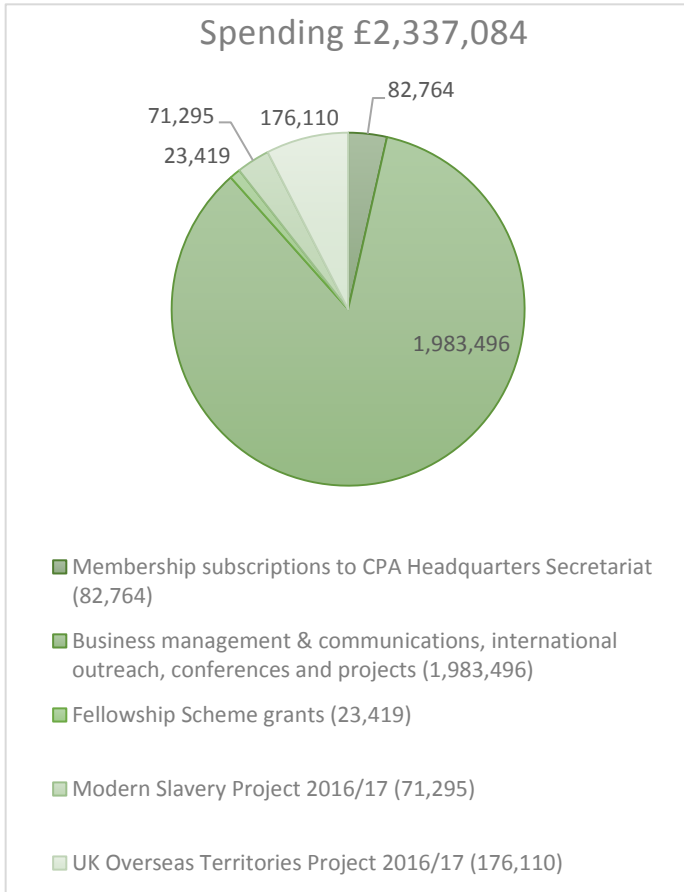
On 19 April 2000 CPA UK ExCo designated a stand-alone fund of non-public money, originally raised by sponsorship for the 1986 CPC in London, as the **CPA UK Fellowship Scheme**. The purpose of the Fellowship Scheme is to assist CPA UK Members to mount projects to Commonwealth countries to study specific topics as approved by the Executive Committee. In the year to 31 March 2017, six Fellowship Scheme grants were made leaving a balance of £29,372 in the designated Fellowship Scheme Funds. A further £15,713 is committed in grants made to the APPGs for the Sustainable Development

Goals and Nigeria for projects to be undertaken in 2017. £7,747 remain in uncommitted funds for 2017/18.



CPA UK receives an annual grant-in-aid payment from the Houses of Parliament. Additional funding is leveraged from government departments and parliamentary partners. In financial year 2016/2017, **CPA UK received**

£2,328,527 and spent £2,313,665, plus the fellowship awards of £23,419; hence grand total spend £2,337,084.



The **net surplus including interest of £14,862** was transferred to reserves. Total **funds carried forward were £496,225** which comprise £466,853 general funds in reserves and £29,372 remaining in the CPA UK Fellowship Scheme.

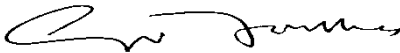
Executive Committee's Statement on the Summarised Financial Activities

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These summarised financial activities contain information from the Income and Expenditure Account for the year ended 31 March 2017. They are not the full statutory report and accounts.

The full financial statements will be approved by the CPA UK ExCo on Tuesday 18 July 2017. ExCo Members are Directors of the Company and Trustees of the Charity. The accounts will be submitted to the Charity Commission and to Companies' House. Copies of the full accounts with notes are at www.uk-cpa.org.

The full CPA UK Branch accounts received an unqualified audit report by H W Fisher & Company.



Rt Hon the Lord Foulkes of Cumnock
Acting Chair & Honorary Treasurer

Looking Ahead – Plans for the Future

Since the beginning of the new financial year, CPA UK has already mounted its third and largest Election Assessment Mission (EAM) for a UK general election. On 8 June, in eight constituencies across Great Britain, the EAM team of 24 parliamentarians and seven officials from 24 Commonwealth jurisdictions conducted a snapshot assessment of the General Election 2017.

Many opportunities will follow the 2017 General Election. CPA UK will deliver a plan to promote its work to engage and inspire interest from new and returning Members of Parliament and Members of the House of Lords.

In the run-up to UK hosting the Commonwealth Summit 16-18 April 2018 (CS18), CPA UK will work with HMG and other stakeholders to leverage interest in the Commonwealth, its values, advantage and activities. In February 2018, CPA UK is planning to host a pre-CS18 Forum for (up to 148) parliamentarians from national legislatures across the Commonwealth. The Commonwealth Forum for Parliamentarians (CFP) will focus on the themes for CS18, thereby enabling participants to take the outcomes of CFP back to their Executives and Heads of Government in good time for CS18. The CFP will give an opportunity to influence CS18 discussions. Under an overarching concept of 'effective parliamentary democracy' CPA UK will play its full part in a series of programmes during UK's two year term as Commonwealth Chair-in-Office to build on the anticipated success of CS18 and a strengthening of the Commonwealth.

2018 also sees the 100th anniversary of The Representation of the People Act 1918 which commenced women's suffrage in the UK; CPA UK programmes will continue to build on this legacy.

CPA UK will continue with its parliamentary diplomacy to build upon and develop relationships with Commonwealth legislatures and parliamentarians. CPA UK delegations will engage in more depth with:

- Australia
- Canada
- Ghana
- Guyana
- India
- Jamaica
- Kenya
- Mozambique
- Namibia

2017-2018 priorities for **international outreach activities** will ensure the

delivery of a series of coherent parliamentary strengthening and capacity-building programmes across all three regions (Africa, Asia-Pacific and the Americas, Caribbean & Europe). At the same time, CPA UK will respond to parliamentary diplomacy requests and reinforce its positioning as a key organiser of Electoral Observation Missions for UK Overseas Territories.

Multilateral projects to be delivered by CPA UK in 2017/18, all of which have a CS18 linkage include:

- A Commonwealth Trade & Prosperity Symposium, 11-15 September 2017, on the impact of Brexit on UK and Commonwealth trade and the wider international trade climate
- The 66th Westminster Seminar on Parliamentary Practice & Procedure, 13-17 November 2017
- The Westminster Workshop, 4-6 December 2017, for Members and Chairs of PACs (delivered in partnership with the UK PAC) followed by the Annual Conference of CAPAC
- Commonwealth Forum for Parliamentarians, 13-15 February 2018, on CS18 themes
- Workshops on the SDGs and on Democratic Strengthening & Electoral Reform
- Continuing to build long-term sustainability of FY 2016/17's cybersecurity project outputs

The two-year Modern Slavery project, funded by the Home Office, will continue to be led by Commonwealth parliamentarians and senior officials, sharing good practice in harnessing knowledge-sharing and understanding to develop and strengthen modern slavery legislation across jurisdictions. CPA UK will work in partnership with a number of countries, each with context-relevant goals and objectives and will continue to support collaboration in tackling modern slavery.

For the three-year UK Overseas Territories project (UKOTP), CPA UK and its partners the UK's NAO and GIAA will continue working with UKOTs to deliver a series of activities. The activities focus on providing technical assistance, training and mentoring to support and encourage effective public financial management and will be tailored to the needs of individual OTs.

As the CPA BIMR Secretariat, CPA UK will continue to coordinate activities to strengthen the region within the wider parliamentary network including convening a working group to review the BIMR strategy, the implementation and delivery of its objectives – and the measurement of success.

At an organisational level, a new Chief Executive will take over the reins of CPA UK in the second half of 2017. The transition of leadership will be managed carefully to ensure continuity of staff motivation, programme delivery and good governance.



In addition, there will be a **Management Review** of CPA UK for the first time since the current organisation was put in place in July 2014. Since then, the output of CPA UK and its reputation for excellence has increased tremendously. Whilst broadly content with the staffing levels of the two operational delivery teams – International Outreach and Multilateral Programmes Teams, the

Executive Committee considers that the delivery of corporate services within CPA UK (Strategy and Business Development Team) is under-resourced for the level and quality of delivery required. A study is to be commissioned to make recommendations to the Executive Committee on the most effective and efficient means of delivering CPA UK's corporate services. Within its compass, the study will consider planning, administration, business management, communications, finance, human resource management, marketing, and well-being.

Executive Committee

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The Executive Committee is made up of parliamentarians from both the House of Commons and the House of Lords elected at the Annual General Meeting. It also includes two sub-committees, **the Finance, Audit & Remuneration Sub-Committee (FAR)** and the **Policy, Plans and Programmes Sub-Committee**.

Following the call for an election in April 2017, Rt Hon the Lord Foulkes of Cumnock took on the appointment of Acting Chair & Honorary Treasurer until Tuesday 18 July when the new ExCo will elect its new officers.

The new ExCo will be elected at CPA UK's 2017 Annual General Meeting (AGM), which will take place on 12 July 2017.

Members of ExCo who served in 2016/17 included:

- Ian Liddell-Grainger MP (Chair)*
- Dr Roberta Blackman-Woods MP*
- Vice-Chair
- Rt Hon. Lord Foulkes* - Vice-Chair
- Andrew Rosindell MP* - Vice-Chair
- Rt Hon. David Hanson MP* - Hon.
Treasurer
- Rt Hon. Sir Alan Haselhurst MP –
Regional Rep
- Jo Churchill MP
- Rt Hon. Baroness Corston
- Rt Hon. Baroness D'Souza CMG
- Lord Dholakia OBE DL
- Flick Drummond MP*
- Nigel Evans MP
- Patrick Grady MP
- Stephen Hammond MP
- Baroness Hooper CMG
- Professor Lord McColl
CBE*
- Madeleine Moon MP
- Lord Purvis of Tweed
- Laurence Robertson MP
- Rt Hon. John Spellar MP
- Valerie Vaz MP*⁴

The Joint Presidents of CPA UK are the Lord Speaker, Rt Hon Lord Fowler and the Speaker of the House of Commons, Rt Hon John Bercow MP. The Prime Minister, Rt Hon Theresa May MP, is ex-officio Chair of CPA UK.

⁴ *FAR Members

The CPA UK Team

To deliver its strategy through a series of annual programmes, CPA UK has 28 members of staff and is organised into two programme and one management team:

- Team 1 – Strategy and Business Development
- Team 2 – International Outreach
- Team 3 – Multilateral Projects

Team members are guided by the following **core values and principles** in their work:

- To work together to make all with whom we work enjoy excellent programmes and service from CPA UK – **teamwork and professionalism**
- To commit to our work and the importance of the programmes we deliver – **commitment**
- To ensure that each team member is valued, working for a first-class organisation in a unique environment – **recognition**
- To demonstrate accountability and obtain value for money in our programmes – **accountability and value for money**



CPA UK Chief Executive and Secretary is Andrew Tuggey CBE DL.

Members of the **Strategy and Business Development Team** (Team 1) include:

- Helen Haywood, Deputy Chief Executive & Head of Strategy
- Anna Burt (since August 2016, before Tasbiah Akhtar until July 2016), Executive Assistant
- Edith David, Head of Finance, Administration & Human Resources
- Rita Patel, Finance & Administration Assistant
- Semhar Tesfu (from March 2017, before Alasdair Rendall until January 2017), Communications Manager
- Mark Scott, Communications Officer, Special Projects (since November 2016)
- Jane Ajao, HR Manager (since January 2017, before Sharon Moses until December 2017)
- Frederike Engeland, Monitoring & Evaluation Officer (since August 2016)

International Outreach Team (Team 2) members include:

- Susie Latta (since April 2017 maternity cover for Hatty Cooper), Head of International Outreach
- Mariam El-Azm, Deputy Head of International Outreach
- Rachael Atkins, Americas, Caribbean & Europe Programme Manager and Project Manager, UK Overseas Territories
- Callum Forster, Programme Officer, UK Overseas Territories (since November 2016)
- Felicity Herrmann, Project Assistant, UK Overseas Territories (since November 2016)
- Eleanor Bayley, Africa Programme Manager
- Robert Harper, Asia Pacific Programme Manager
- Oliver Hall (since November 2016, before Helen Gardner), Programme Officer
- Zahra Soolagh (since November 2016, before Lauren Tait until August 2016), Programme Officer
- Fleur Ten Hacken (since December 2016), Programme Officer

Multilateral Projects Team (Team 3) comprises:

- Ann Hodkinson (maternity cover by Susie Latta until September 2016), Head of Conferences & Projects
- Matthew Salik, Deputy Head of Conferences & Projects
- Adeline Dumoulin, Projects & Programmes Manager
- Helen Gardner (since November 2016, before Ieva Indriunaite until July 2016), Projects & Programmes Manager
- Tom Burke (since August 2016, before Luc McDonald), Conference Assistant
- Morgan Flynn (since November 2016, before Pawel Jarzembowski), Conference Assistant
- Victoria Bower, Project Manager, Modern Slavery Project
- Pawel Jarzembowski (since November 2016), Project Officer, Modern Slavery Project
- Jessica Fairbairn, (since October 2016), Project Assistant, Modern Slavery Project

CPA UK remains accredited as an Investor in People at Silver level and a member of the Civil Service Commission.

Further Information

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All Members of the House of Commons and House of Lords are **automatically** members and are eligible to participate in any CPA UK activities.

To join CPA UK's Executive Committee, a Member must be nominated to stand for election and then be elected at CPA UK's Annual General Meeting.

For further information about CPA UK's work and upcoming activities, visit our website www.uk-cpa.org. We also send out quarterly newsletters with highlights and announcements to all Members of the House of Commons and House of Lords.

Any questions or suggestions can be emailed to cpauk@parliament.uk or give call us on 0207 219 5373.

Follow us on Twitter: [@CPA_UK](https://twitter.com/CPA_UK).



