

SIERRA LEONE - PARLIAMENTARY STAFF TRAINING PROGRAMME

REPORT SUMMARY

12 - 14 FEBRUARY 2018

PROGRAMME OVERVIEW

From 12-14 February 2018, a CPA UK delegation organised a training programme for staff of the Parliament of Sierra Leone to assist them in **preparing for the next parliament following the March 2018 elections**. The programme built on CPA UK's Clerks' Training Programme in October 2017, and drew heavily on the Parliament's Strategic Plan 2016-2019.

The delegation, consisting of two UK clerks and a communications expert, facilitated multiple training sessions which covered the following areas:

- **Managing Committee business**
- **Financial oversight skills**
- **Legislative scrutiny and the role of the Legislative Committee**
- **Managing relationships with Members and external stakeholders**
- **Preparing for the new parliament**

More than 30 parliamentary staff members took part in interactive activities including group discussions and role play exercises. During the training programme participants formulated their vision for the new Parliament, including what is expected of newly elected Members of Parliament and the parliamentary leadership, and how the staff will support them. The participants also signed pledges detailing how they will support the new Parliament in the next six months. At the end of the programme, 83% of participants stated that they felt more confident in fulfilling their role.

Building on the success of this three-day programme, CPA UK will establish a **three-year strategic partnership (2018-2021)** to provide technical capacity building support to Members and staff of the Sierra Leone Parliament.



Participants of the training programme, Parliament of Sierra Leone

IMPACT & OUTCOMES

Impact. In line with UN Sustainable Development Goals 16 & 17, this programme will seek to build an effective, accountable and inclusive Parliament of Sierra Leone, in accordance with the Sierra Leone Strategic Plan 2016-2019 whilst strengthening the UK's relations with Sierra Leone.

Outcomes. In the context of the Westminster Model and through a programme of meetings briefings, plenary sessions and interactive discussions, the programme delivered the following outcomes:

- **Outcome 1.** Clerks and Officials are more effective in undertaking their responsibilities within the Parliament of Sierra Leone by March 2018.
- **Outcome 2.** The relationship between the UK (CPA UK & Houses of Parliament) and Sierra Leone has further strengthened.

UK DELEGATION

Chris Shaw, Senior Clerk, Business Energy and Industrial Strategy Committee - *Delegation Leader*

Nehal Bradley-Depani, Senior Clerk, Public Bill Office
Kate Faragher, Founder and CEO, BeSpoke Skills

Yashasvi Chandra, Africa Programme Manager, CPA UK
Fleur ten Hacken, Programme Officer, CPA UK

SUPPORTED BY:



British
High Commission
Freetown



COMMONWEALTH PARLIAMENTARY ASSOCIATION UK - CPA UK

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SIERRA LEONE - PARLIAMENTARY STAFF TRAINING PROGRAMME

FULL REPORT

12 - 14 FEBRUARY 2018

CPA UK & SIERRA LEONE

CPA UK has a longstanding relationship with the Parliament of Sierra Leone based on bilateral diplomacy and capacity building. Since 2011, CPA UK has supported the Parliament of Sierra Leone through a number of capacity building training programmes for both Members and staff on issues like:

- parliamentary practice and procedure;
- oversight scrutiny;
- legislative scrutiny;
- committee management.

In the post-Ebola period, CPA UK undertook the following activities with the Parliament of Sierra Leone:

- **Effective Oversight and the Constitutional Review Workshop** for three Committees – Freetown, 15-17 February 2016
- **Effective Committee Oversight Programme** for the Health and Sanitation Committee – Westminster, 31 October – 3 November 2016
- **Clerks Training Programme** on undertaking committee inquiries – Westminster, 9-13 October 2017

CPA UK's programmes have been positively received and Members and clerks have shown an interest in future cooperation with CPA UK.

CPA UK will keep working closely with the Parliament of Sierra Leone following the elections in March 2018, via a **three-year strategic partnership (2018-2021)**. The future strategy is currently being formulated, and will be aimed at providing technical capacity building support to Members and staff of the Sierra Leone Parliament.



Chris Shaw hosted a discussion on challenges faced by parliamentary staff in Sierra Leone

CHALLENGES FOR PARLIAMENTARY STAFF

After an official welcome by Ibrahim Sesay, Clerk of the House, the programme started by looking at the role of clerks at the Parliament of Sierra Leone. The UK delegation was informed that only 10% of the parliamentarians are expected to return to Parliament following the March 2018 elections. Chris Shaw emphasised that a 90% turnover of MPs is a tremendous opportunity for parliamentary staff to set a new standard for the new Parliament.¹

Participants were consequently asked to discuss key challenges in their work. During the discussion, six key issues were identified, which formed the basis for discussion for the rest of the training programme. These issues were:

1. **Organising meetings**, while there is limited space on the parliamentary estate
2. **Increasing attendance** of MPs at parliamentary business
3. Maximising the use of **limited financial resources**
4. Writing timely, **professional reports** that are publicly available
5. Strengthening **parliamentary scrutiny** through committees
6. Consolidating management **support**

In small groups, participants discussed how to address the above issues and came up with an extensive list of recommendations. **Increasing trust** was an important element in many of the recommendations, particularly between MPs and staff, between staff and the parliamentary leadership, and between government bodies and Parliament.

INCREASING TRUST BETWEEN MPs AND STAFF

Participants were asked to discuss what the relationship between MPs and staff should be like. **While a good relationship is based on trust, in reality trust between MPs and staff could be improved.** Chris Shaw and Nehal Bradley-Depani joined the discussion and shared practical examples of how trust can be increased.

Nehal talked about the introduction of the **Respect Policy in Westminster**, and how it has made a real difference for parliamentary staff. After receiving training on the policy, staff feel more empowered in their role. They know what to do and who to talk to when they have an issue with a colleague. MPs have been made aware of the policy as well, and it has contributed to increased respect between staff and MPs.

Chris addressed the challenge of coming across politically impartial. MPs might make assumptions on political preferences based on background or education. Clerks can change these perceptions only by their actions. **By acting impartially, clerks can show MPs that they are on their side even if their personal opinion might be different.** For example, clerks should be willing to work constructively with MPs across the political spectrum and include impartial evidence in briefings, regardless of their own opinion.

Committee clerks

With regards to committee clerks, Chris emphasised **the importance of a good relationship with the chair of a committee.** It is important that the chair knows that the committee clerk's role is to serve the committee

as a whole, not just the chair. The first meeting with a new chair is incredibly important in establishing a good relationship. A clerk should think about parliamentary business from the chair's perspective, and show that he or she is willing to help them in their work on the issues that they find important.

A participant wondered what a committee clerk should do in case there is a conflict between certain members of the committee and the committee chair. Chris highlighted **the role that clerks can play as a broker** by carefully pointing out to the chair that certain members may have some issues, without revealing exact conversations, and by suggesting ways to overcome it.

INCREASING TRUST BETWEEN PARLIAMENT AND EXTERNAL STAKEHOLDERS

Nehal Bradley-Depani hosted a separate session on improving relationships with external stakeholders such as government departments, civil society organisations and the general public. Nehal asked the participants to identify the purpose of having good relationships with external stakeholders, after which they identified four key purposes:

1. To acquire information to improve parliamentary scrutiny and legislation
2. To raise the profile of Parliament
3. To increase outreach
4. To increase transparency and accountability

One of the key outcomes of the discussion on the relationship with the media is **the importance of a "give and take" relationship that is mutually beneficial**. Engaging with the media can be beneficial for Parliament as well as for journalists, not only in the short-term but also in the long-term. Cooperating with the media not only helps journalists, it also helps parliaments by coming across more transparent. Additionally, a good relationship with journalists can be beneficial when staff want media coverage for parliamentary business for which there is less media interest. Nehal added that it is important to brief MPs on their key message before they talk to journalists, in order to increase the chance of their news article containing the core message.

Participants also had a fruitful discussion on how to improve engagement with the general public, for example by working together with

other websites and organisations to promote parliament's activities. Additionally, Nehal suggested that engagement with witnesses could be improved by managing expectations beforehand, explaining that the evidence they give is part of a wider inquiry.

ENHANCING FINANCIAL OVERSIGHT

Chris Shaw discussed key principles of financial scrutiny, as well as effective ways to enhance it. Providing examples from UK select committees, Chris underlined that a committee's role is critical in ensuring that public money is spent in the most cost-effective way. UK committees are supported by a specialised department known as the Scrutiny Unit which provides technical assistance in assessing key financial documents. The Scrutiny Unit helps MPs to understand complex financial terms, allowing them to perform efficiently.

The Sierra Leone Parliament recently established the Public Budget Office (PBO) which has the mandate to provide technical advice on budgets. Chris noted that in the long run, the Sierra Leone Parliament will benefit from the PBO's existence through its budget analyses and macroeconomic forecasts. However, participants suggested **a few ways to improve the PBO's capacity**:

1. **The PBO should be given a legal status** through its incorporation in the Act of Parliamentary Service, as opposed to its current status of an external service provider.
2. **Parliament should clearly set out the PBO's mandate and strategic plan**, which will enable its effective evaluation.
3. **The PBO should be able to provide committees with technical financial advice at short notice** along with support from the Ministry of Finance during the drafting of Finance Bills.
4. **The PBO should be adequately staffed and resourced** to handle the workload efficiently.

EFFECTIVE LEGISLATIVE SCRUTINY

Mary Koroma, Clerk of the Internal Affairs Committee, started a discussion on legislative scrutiny by presenting a brief background of the legislative process in Sierra Leone. It was highlighted that only a handful of MPs are able to introduce Private Members' Bills, largely due to their limited technical and financial capacity to draft complex Bills. At the same time, legislative

HANSARD

The Hansard department produces the official written record of parliamentary business at the Parliament of Sierra Leone. It is important that the Hansard department is able to clearly and confidently communicate their purpose and role to new Members. Communication specialist Kate Faragher challenged the Hansard staff to formulate their purpose, their audience, and their role, and discussed how to communicate this to new Members.

One of the challenges faced by Hansard staff in previous years was that they received a large number of requests that distracted from their core task to report parliamentary business. Kate discussed several tools they could use to set out expectations and clear boundaries. One suggested action would be to create a clear document that outlines what Hansard staff can and cannot assist with. Providing a good service is not always about saying yes to requests, so Kate encouraged the Hansard staff to explore ways to say no, but to still be helpful by being creative in finding alternative solutions to requests.

Finally, Kate presented staff with writing tools that can help to make Hansard's message clearer and stronger. She explained that **the "power of threes"** is a simple structure to contain a message in three short and relevant points. Opposition writing, where two opposing ideas are used together, can also help in clarifying Hansard's message and making it memorable, for example "You speak out, we report".

Staff from the Hansard department discussed with Kate Faragher how to communicate their work to new MPs



PARTICIPANT THOUGHTS

"This is an excellent follow-up on the training in October 2018."

"I have learned that change can come from within."

"Your programmes are tailored and recognise the needs of the people you are about to train."

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)⁷ is one of the largest and most active branches in the CPA community and delivers a unique annual programme both in Westminster and overseas. Overseen by the Houses of Parliament and governed by an Executive Committee of cross-party bicameral parliamentarians, CPA UK undertakes international parliamentary outreach on behalf of the UK Parliament and the wider CPA.

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

Working closely with parliamentarians and parliamentary officials, CPA UK focuses its bilateral and multilateral outreach activities on a number of areas, including parliamentary practice and procedure, and themes including human rights, public financial scrutiny, sustainable development, equal access to political and economic empowerment and democratic strengthening through election observation.

CPA UK is also the secretariat for the CPA British Islands and Mediterranean Region,

clerks face multiple challenges to carry out their parliamentary responsibilities, namely **limited staff capacity, inadequate resources, and regular interference from the Executive**. There is an immediate need to address these issues.

Nehal Bradley-Depani continued the discussion by comparing the Sierra Leone system to the UK legislative scrutiny process. Despite a comprehensive scrutiny process, the UK system is not ideal and faces a number of challenges. Select committees, that scrutinise legislation after two or three years after its enactment, often find several loopholes in legislation. She added that delegated powers should rest in the hands of the Members of a Legislative Committee, instead of Ministers, in order to counter challenges faced by delegated legislation.

Brief overview of legislative scrutiny in the UK

In the UK, the scrutiny of Bills starts before a Bill is introduced. The Government usually refers draft Bills to Committee for their comments. This allows the Government to make changes to the draft Bill at preliminary stages. Once introduced, the Bill goes through an exhaustive scrutiny process during the Public Bill Committee stage, the Report stage and the Third Reading stage, followed by an equally exhaustive scrutiny by the other House (either the House of Lords or the House of Commons, depending on where the Bill was introduced).

Finally, Kate added that **it is important to ask MPs open questions instead of closed questions**. By asking questions first, instead of replying instantly, one can find out more about the situation and can talk more about what can be done rather than what cannot be done.

PREPARING FOR THE NEW PARLIAMENT

An expected 90% turnover of MPs following the March 2018 elections is an exciting opportunity for change, but also requires excellent preparation as these new MPs do not have prior experience in Parliament. Chris Shaw emphasised that **while an induction programme takes a lot of planning, it is worth putting in the resources**. Chris was involved in organising induction trainings in Westminster, where he experienced that **the timing of induction trainings is crucial**. He



Participants discussed how to improve legislative scrutiny

PROFESSIONAL COMMUNICATION

The training programme was highly practical in nature and involved an interactive role-play exercise. In an effort to increase staff confidence to effectively work with new MPs and to deal with difficult situations, several scenarios were acted out. The exercise provided the participants with the opportunity to reflect on their behaviour and to help each other by coming up with suggestions to react in alternative ways.

Kate Faragher stressed that **empathy is key in professional communication**. When talking to an MP that is upset about an issue, Kate stressed that staff should first show that they have listened to what is being said and that they understand his or her emotions. After acknowledging this, staff should explain what has been done to try and resolve the issue and suggest alternative solutions.

shared that it is important to schedule trainings at a time when it is particularly relevant for them, rather than to try and cover everything in the first few weeks when MPs are still getting settled.

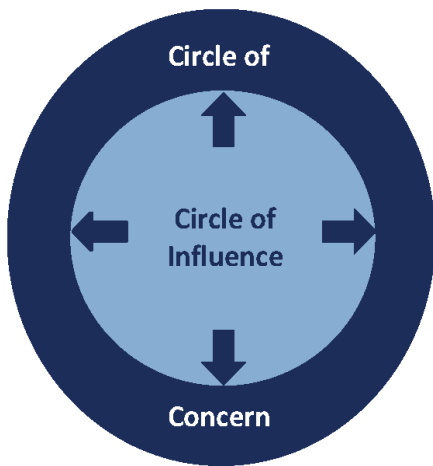
Managing expectations is an important part of the induction process.

Kate Faragher stressed that the first meeting with an MP is crucial in clarifying the rules and guidelines. She explained that in the first meeting, there needs to be a form of contracting between MPs and staff to ensure clarity about the role of parliamentary staff. This will help to manage expectations and will benefit a good working relationship going forward.

If staff want to bring about positive change in the new Parliament, they should focus on what they can control rather than on obstacles that they have no control over, according to Kate. She explained the theory of the **'Circle of Influence'**. When people want

Tips for professional communication

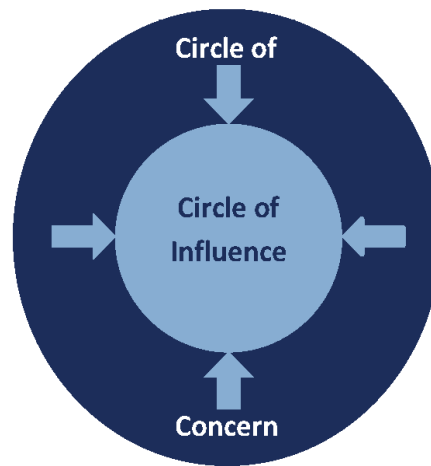
1. Ask open questions
2. Be polite but firm
3. Empathise
4. Make reference to Standing Orders
5. Match the tone and pace of the person you are talking to
6. Be aware of how you use your voice



Proactive Focus

Positive energy enlarges Circle of Influence

The Circle of Influence²



Reactive Focus

Negative energy reduces Circle of Influence

change, they often focus on obstacles they have no control over, which hinders action for change. However, the Circle of Influence theory states that if you focus on what you can control you will have a greater impact to bring about change.

In order for parliamentary staff to be successful in bringing about change in the new Parliament, it is vital that they have a shared vision of what it should look like, and work towards the same goals. Therefore, the participants spent the final day of the training programme drafting a vision document.

VISION FOR THE NEW PARLIAMENT

One of the key outcomes of the three-day training programme was the **Vision Document**, which outlined the parliamentary staff's vision for the new Parliament following the elections. They decided to include **five key areas of improvement** which they felt would contribute to a strong, robust and accountable institution.

1. **MPs, senior leadership, and government's contribution to an effective parliament**
2. **Management support to staff**
3. **Training and development of staff**
4. **Parliamentary outreach**
5. **Staff's contribution to an effective parliament**

The Vision Document includes a plethora of recommendations for the new Parliament, and will be a valuable resource during the induction period and beyond. The document will be shared with the senior leadership at the start of the new Parliament and could form the basis for a discussion on how to move towards a more effective and robust institution. Included in the document is a step-by-step guide to ensure the implementation of the vision, with recommendations such as setting up a clear timeframe for implementation, involving internal and external stakeholders, and monitoring and evaluation.

In addition, the Vision Document includes an overview that outlines what MPs need to take responsibility for and what staff can support them with. The overview is based on a similar document that was created in Westminster after the last elections in 2017. It is a practical tool to clarify the roles of MPs and staff and forms the basis for an effective professional relationship.

After the Vision Document was created, participants were asked to write down individual pledges describing what concrete actions they would undertake over the next six months. CPA UK will get in touch with the participants to follow up on how these actions were executed.



Kate Faragher led an interactive session on professional communication

organising activities in support of the Commonwealth Women Parliamentarians network. CPA UK also works to strengthen the Commonwealth Association of Public Accounts Committees in its core objectives.

CPA UK continues to work in partnership with a multitude of national and international organisations for mutual benefit; including the Commonwealth Secretariat, World Bank, UNDP, UNEP, OAS and many others. CPA UK has, and continues to work alongside the UK Government. Over the last five years, CPA UK has leveraged close to £3 million of government funds to achieve its strategic aims in strengthening parliamentary democracy across the Commonwealth.

CPA UK'S STRATEGIC GOALS

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, poverty reduction, trade, investment and business development opportunities through parliamentary strengthening work that supports democracy, good governance, human rights, environmental protection and the rule of law
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 the Commonwealth within Westminster, across UK and internationally to enhance the profile of the Houses of Parliament, the Commonwealth, the CPA and CPA UK

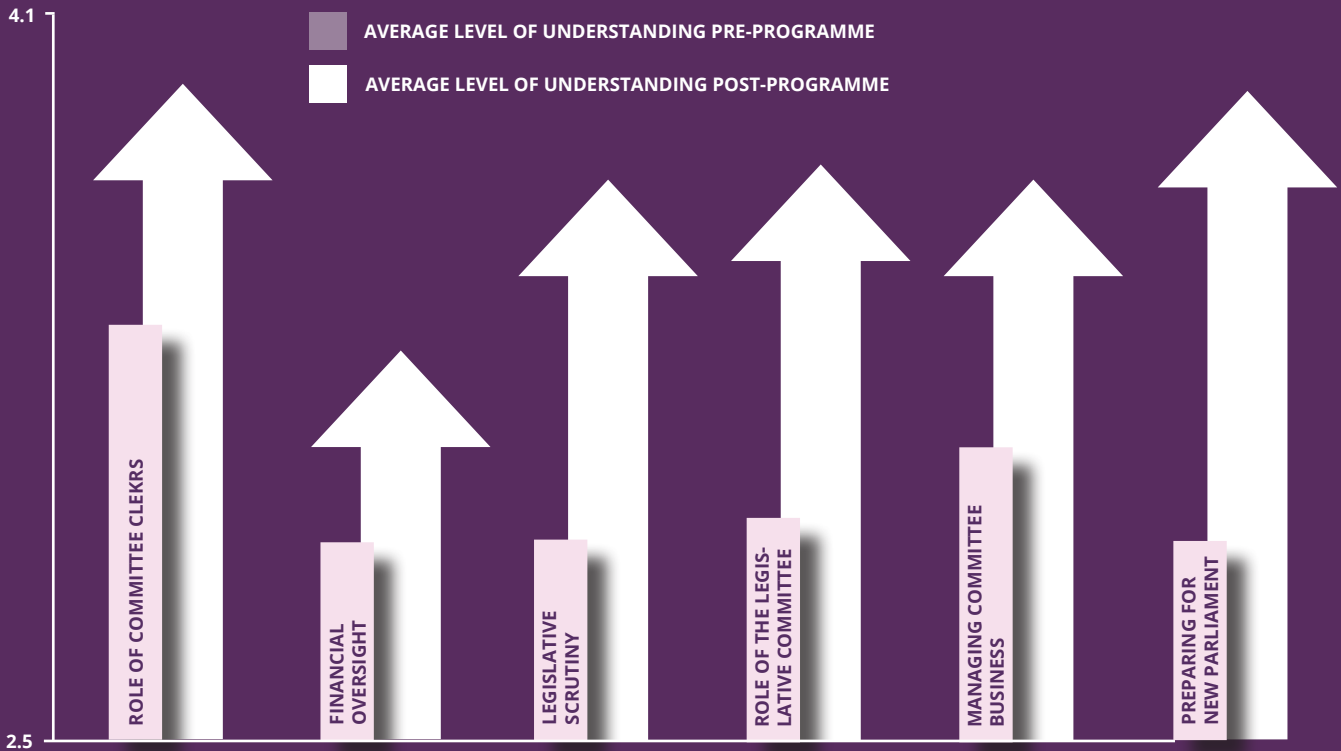
MONITORING & EVALUATION: KEY RESULTS

The outcomes of the Clerks' Training Programme in October 2017 formed the basis on which this Parliamentary Staff Training Programme was designed. Additionally, several weeks before the programme started, participants were sent an online survey which helped inform CPA UK on the needs and expectations of the participants. Furthermore, the UK delegation showed great flexibility and responsiveness after arrival by ensuring the programme addressed key issues that the participants had identified. These factors combined resulted in a programme that was precisely tailored to the needs of the parliamentary staff at such a crucial time, right before the general elections. Feedback from participants reflected this, as several participants stated that the programme was particularly relevant.

The participants particularly appreciated the practical nature of the programme. Exercises such as the role play exercise were very well-received. During the programme in London in October 2017, participants had recommended to include more practical training sessions. The participants that also attended the Parliamentary Staff Training Programme highlighted that CPA UK had taken aboard this recommendation.

During the evaluation session, several participants mentioned that their key learning from the programme was that change can be achieved by taking action collectively, without waiting for changes to be made by the government, the senior leadership or others. Participants also filled in an evaluation form. The results showed that 82% of the participants felt more confident to fulfil their role or mandate after participating in the training programme.

Participants made it clear that they were pleased with CPA UK's work with the Parliament of Sierra Leone, and appreciated that training programmes had taken place in both London and Freetown. They stressed the need for CPA UK to continue its work with the Sierra Leone Parliament and to stay actively engaged throughout the next Parliament. They emphasised that more training is needed for both staff and MPs.



83%
of participants felt more confident to fulfil their role/mandate after participating in the training programme

NEXT STEPS

During the Parliamentary Staff Training Programme, staff expressed that there was a need for further training of both staff and MPs by CPA UK. In addition, the election result showed that 85% of the elected parliamentarians have no prior parliamentary experience. Hence, there is a clear need for continued cooperation.

CPA UK looks forward to assisting the Sierra Leonean Parliament with the challenge of training a large number of new MPs, and is keen to facilitate continued close cooperation between the UK Parliament and the Parliament of Sierra Leone. CPA UK is looking to establish a three-year Parliamentary Partnership Programme from 2018-2021 which will focus on providing technical capacity building support to Members and staff.

In addition, CPA UK has finalised the Vision Document which was drafted during this programme. The document will be used by the staff of the Parliament of Sierra Leone in communicating their vision to new MPs and the parliamentary leadership. It will also form the basis for future CPA UK training programmes, and will be shared with key stakeholders.

Day 1 - Monday 12 February 2018

Increasing Oversight & Legislative Capacity

Parliament of Sierra Leone

TIME	SESSION
1030 - 1100	Participant Registration
1100 - 1130	Welcome & Programme Briefing <p>This session will offer a background introduction to the programme, its structure and the impact, objectives, and outcomes.</p> <p>Speakers: Ibrahim Sesay, <i>Clerk of the Sierra Leone Parliament</i> Mohamed Lebbie, <i>Deputy Clerk of the Sierra Leone Parliament</i> Finda Fraser, <i>Director of the Department of Parliamentary Assistance Coordination, Sierra Leone Parliament</i> UK Delegation</p>
1130 - 1230	Session 1: Select Committee Clerks: Opportunities and Challenges <p>This session will explore the skills and knowledge required by committee clerks in carrying out their work. What are some of the key challenges faced by clerks in the Parliament of Sierra Leone? What were the key challenges faced by clerks in the last parliament, and how could these be overcome? 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>Speakers: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Karmoh Conteh, <i>Committee Clerk, Labour and Industrial Relations; Lands, Country Planning and the Environment</i> Facilitator: Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i></p>
1230 - 1330	Session 2: Enhancing Financial Oversight Skills <p>This session will introduce key principles and examples of financial scrutiny, essential for effective oversight of budgets and assessment of policy and practices. This session will draw on Parliament of Sierra Leone Strategic Plan's focus area.</p> <p>Speaker: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Facilitator: Fleur ten Hacken, <i>Programme Officer, CPA UK</i></p>
1430 - 1530	Session 3: Making Legislative Scrutiny Effective <p>Participants will discuss the legislative process in Sierra Leone and draw parallels with the UK process. Participants will identify their role in the legislative process and will be encouraged to identify key challenges they face in their work and areas they feel need improvement. Drawing from lesson learnt, the session will then provide an opportunity to discuss how staff, through their expert knowledge, can make the legislative process effective.</p> <p>Speaker: Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i> Mary Koroma, <i>Clerk of the Internal Affairs Committee, Sierra Leone Parliament</i> Facilitator: Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i></p>
1530 - 1630	Session 4: Role of the Legislative Committee <p>The Legislative Committee in Sierra Leone has a critical role to play in effective legislative scrutiny. This session will discuss how staff can efficiently support Members scrutinising bills. The speaker will discuss the challenges the clerks of the Legislative Committee face and discuss how those challenges could be addressed.</p> <p>Speaker: Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i> Anthony Kamara, <i>Clerk, Legislative Committee, Sierra Leone Parliament</i> Facilitator: Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i></p>
1630	<i>End of day 1</i>

Day 2 - Tuesday 13 February 2018

Increasing Management Skills

Parliament of Sierra Leone

TIME	SESSION
0900 - 0930	Participant Registration
0930 - 1030	Session 5: Effectively Managing Committee Business <p>This session will highlight the role of parliamentary staff in committee formation, managing committee business on a day-to-day basis, and ensuring the smooth functioning of committees. Staff can make an important contribution through the quality of support and advice given to Members. Staff should be proactive in managing committee business and understanding the needs of committee members.</p> <p>Speakers will share with the participants their knowledge and experience of managing committee business and challenges they encounter in day to day work. They will also encourage the participants to highlight challenges they face in managing committee business. Participants will then discuss ways to effectively manage time when managing multiple committees.</p> <p>Speakers: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i> Facilitator: Fleur ten Hacken, <i>Programme Officer, CPA UK</i></p>
1030 - 1130	Session 6: Fostering Good Relationships with Members <p>Fostering a healthy relationship with Members is key to success. Efficient management of parliamentary business heavily depends on constructive and sound working relationship between staff and Members. Staff should manage the relationship with a degree of professionalism which requires self-awareness, skill and sensitivity in dealing with Members.</p> <p>Deliberating key challenges staff face in maintaining good relations with Members, this session will discuss how to address them.</p> <p>Speakers: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i> Facilitator: Fleur ten Hacken, <i>Programme Officer, CPA UK</i></p>
1200 - 1330	Session 7: Managing Relationships with External Stakeholders <p>In addition to managing their relations with Members, officials play a pivotal role in managing relationships with external stakeholders like government departments, witnesses, ministers, CSOs, media, and the public. This session will provide the opportunity to explore how to manage good relations with external stakeholders efficiently. This session will be divided into two parts. The first part will discuss relationships with government departments and ministers. The second part will focus on relationships with witnesses, CSOs, media, and public.</p> <p>Speakers: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i> Facilitator: Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i></p>

Cont.

1430 - 1700	Role play: Let's Train our New Members
	Sierra Leone will have a new Parliament in April 2018 and it is expected that there will be a high number of new Members.
	This session is a practical exercise which will aim to prepare the parliamentary staff to deal with the next parliament, particularly Members new to the parliamentary system. Speakers will create 3 small groups of 8-10 people and will ask them to prepare a brief note for new Members. This note should be able to fully inform Members about the staff's work, the Member's role and expectations, and role of the respective departments and committees.
	Speakers and Facilitators: Chris Shaw, <i>Senior Clerk, Business, Energy and Industry Strategy Committee, UK</i> Nehal Bradley-Depani, <i>Senior Clerk, Public Bill Office, UK</i>
	<hr/> <i>5mins</i> <i>Brief introduction of the Role Play Exercise</i> <hr/> <i>55mins</i> <i>Practical Exercise</i> <hr/> <i>60mins</i> <i>Solution</i> <hr/> <i>30mins</i> <i>Q&A</i> <hr/>
1700	<i>End of Day 2</i>

Day 3 - Wednesday 14 February 2018

Communication, Presentation, & Research Skills

Parliament of Sierra Leone

TIME	SESSION
0845 - 0900	Participant Registration
0900 - 1530	Day 3 Programme will be delivered by Kate Faragher Facilitators: Fleur ten Hacken, <i>Programme Officer, CPA UK</i> Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i>
1530 - 1545	Signing of Pledges Facilitators: Fleur ten Hacken, <i>Programme Officer, CPA UK</i>
1545 - 1600	Programme Evaluation Facilitators: Fleur ten Hacken, <i>Programme Officer, CPA UK</i> Yash Chandra, <i>Africa Regional Programme Manager, CPA UK</i>
1600 - 1615	Closing Remarks and Awarding of Certificates Speakers: H.E. Guy Warrington, <i>British High Commissioner, Sierra Leone (TBC)</i> Chris Shaw, <i>Senior Clerk, BEIS Committee, UK Parliament</i> Mohamed Lebbie, <i>Deputy Clerk of the Sierra Leone Parliament</i>
1615	<i>End of Day 3 and programme</i>

LIST OF PARTICIPANTS - SIERRA LEONE

1. David Saffa, *Select Committee Clerk*
2. Mary Koroma, *Select Committee Clerk*
3. James A.M. Kaikai, *Clerk*
4. Mohamed Koroma, *Select Committee Clerk*
5. Ibrahim Jalloh, *Select Committee Clerk*
6. Augustine Sesay, *Select Committee Clerk*
7. Jane Y. Kargbo, *Select Committee Clerk*
8. Karmoh K. Conteh, *Select Committee Clerk*
9. Mohamed M. Ngevao, *Select Committee Clerk*
10. Julius Moriba Songa, *Select Committee Clerk*
11. Mohamed Kargbo, *Select Committee Clerk*
12. Kemoh Marrah, *Select Committee Clerk*
13. Abdulai Bakarr Sannoh, *Select Committee Clerk*
14. Momody-Lamin Deen Rogers, *Select Committee Clerk*
15. Mannah Kpaka Berewa, *Select Committee Clerk*
16. Osman Kokofele, *Select Committee Clerk*
17. Mahmoud Barrie, *Select Committee Clerk*
18. Chernor Suliaman Bah, *Select Committee Clerk*
19. Sheku Lamin Turay, *Public Relations Department*
20. Cyril Frederick King, *Clerk*
21. Anthony C. Kamara, *Legislative Committee Clerk*
22. Fatmata Bintu Weston, *Legislative Committee Clerk*
23. Lamin Yasaneh, *Legislative Committee Clerk*
24. Yirah Mansaray, *Research Department*
25. Alhaji Komeh, *Research Department*
26. Alhaji Sheka Kamara, *Research Department*
27. Idrissa Kamara, *Research Department*
28. Mousa Foullah, *Hansard*
29. Samuel Abass Kamara, *Hansard*
30. Nancy Magbity, *Hansard*
31. Lucian Lamin, *Hansard*
32. Patience Brown-Lawson, *Hansard*
33. Abdul Rahim Sowe, *Hansard*
34. Mohamed Kolleh Mansaray, *Department of Parliamentary Assistance Coordination (DePAC)*

LIST OF PARTICIPANTS - UNITED KINGDOM

CHRIS SHAW - DELEGATION LEADER

Senior Clerk, Business, Energy and Industry Strategy Committee, House of Commons, UK

Chris has been a clerk for 25 years. Working on the Home Affairs, Defence, Science and Technology and currently the Business, Innovation and Skills Committee. He worked in the Table Office from 2000-02, editing parliamentary questions and motions and writing the Order Paper. From 2006-09, Chris worked in the Public Bill Office in charge of Private Members' Bills. Chris has been heavily involved with international parliamentary assemblies (Council of Europe, Western European Union, OSCE and NATO parliamentary assemblies and subsequently, from 2005-10, as Presidential Adviser to the NATO PA). From 2009-12, Chris served as Head of the Scrutiny Unit in the House of Commons, which provides financial, legal and economic expertise to the House's Select Committees, support for pre-legislative scrutiny committees and administrative support for Public Bill Committees. From 2012-15, he went on secondment to the Cabinet Office as the Parliamentary Adviser, working closely with the Leader of the House, the Whips and No. 10 on a whole range of parliamentary issues.



NEHAL BRADLEY-DEPANI

Senior Clerk, Public Bill Office, House of Commons, UK

Nehal Bradley-Depani is a Senior Clerk in the House of Commons, currently working as Clerk of Publishing in the Public Bill Office. She recently moved from the Transport Select Committee, where she was responsible for managing inquiries, including legislative scrutiny, and providing general procedural advice. Nehal has held management and board level roles in the charity sector. She previously qualified and worked as a solicitor at Herbert Smith Freehills LLP, one of the world's largest firms, where she specialised in public, regulatory and human rights law. Nehal holds a MSc (distinction) in Public Policy and Management and a BA (Hons) in History from the University of Cambridge.



KATE FARAGHER

Founder and CEO, BeSpoke Skills

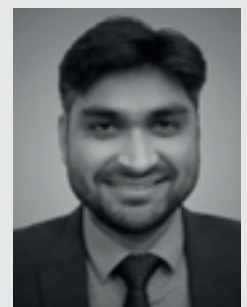
Kate Faragher, founder and CEO of BeSpoke Skills, has over 14 years of experience in coaching, consulting and training senior executives in national and international FTSE 100 companies as well as at the House of Commons. Kate has trained with some of the top voice coaches in the country and is a fully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



YASHASVI CHANDRA

Africa Regional Programme Manager

As the Regional Programme Manager for Africa, Yash is responsible for planning and delivering annual and long-term strategic programmes and advancing parliamentary democracy in the Commonwealth countries of Africa. He is also responsible for strengthening bilateral relations between the Commonwealth parliaments of Africa and Westminster. He has worked with a number of international organisations, including the UN, managing human rights projects across the World. Yash holds an MSc in Human Rights Law from London School of Economics and an MPhil in International Relations from Jawaharlal Nehru University in New Delhi.



FLEUR TEN HACKEN

Programme Officer

As Programme Officer in the International Outreach Team, Fleur works across all regions of the Commonwealth to deliver a variety of programmes on diplomacy and parliamentary strengthening. In October 2017, Fleur managed the Sierra Leone Clerks' Training Programme in Westminster. Prior to joining CPA UK in early 2017, Fleur worked at various organisations including a political monitoring company, a non-profit diplomatic advisory group, and the Dutch Embassy in London. She holds a BA (Hons) in Politics from the University of Nottingham, and an MA in International Peace and Security from Kings College London.



ENDNOTES

- 1 The outcome of the March 2018 election showed there was a 85% turnover: 113 out of 132 MPs were newly elected.
- 2 'Covey's Circles of Influence', source: <https://dplearningzone.the-dp.co.uk/2015/06/24/coveys-circles-of-influence/>

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The Westminster Foundation for Democracy provided useful briefing and background, and it was good to meet their in-country representative Mohamed Jalloh on our visit. We look forward to continued cooperation.



A world map with several countries highlighted in a dark purple color. The highlighted countries include Canada, the United Kingdom, India, and various countries in Africa, South America, and Australia.

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