

FALKLAND ISLANDS PAC WORKSHOP 2019

FINAL REPORT



JUNE 2019

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SUMMARY

As part of a consortium with the National Audit Office (NAO) and the Government Internal Audit Agency (GIAA), CPA UK is coordinating a four-year project, focusing on the oversight of public finances. Public Accounts Committees (PACs) across all UK Overseas Territories - together with Internal and External Audit - are receiving support in the work they currently undertake. As part of this project, CPA UK is working alongside PACs to enhance their skills and confidence in the scrutiny of public spending. One way in which this happens is through the delivery of PAC focused workshops.

CPA UK sent a small delegation to the Falkland Islands from 11-13 June to deliver a comprehensive workshop designed to increase the skills and processes of the members and clerk of the Falkland Islands

PAC. This workshop brought together a variety of experts from across the UK and its Crown Dependencies who delivered a three-day programme of work. The workshop involved meetings, practical sessions and peer to peer dialogues, designed to create an atmosphere for insightful discussions.

CPA UK also facilitated knowledge sharing between various stakeholders across the Falkland Islands, including Government departments, Members of the Legislative Assembly and the Falkland Islands media.

This report outlines the current challenges facing the Falkland Islands PAC and how the workshop aimed to overcome some of these issues as well as what the Committee will be doing going forward.



The Falkland Islands PAC, UK delegation and CPA UK staff

THE FALKLAND ISLANDS

The Falkland Islands is one of the most unique places in the world. As an archipelago positioned in the South Atlantic, remoteness is at the core of its existence. There are over 700 islands that make up the Falklands, however the majority of residents live in the capital, Stanley, which is located on the largest island, East Falkland. With a population of just over 3,000, community ties are an important feature of island life.

As a self-governing UK Overseas Territory, the Falklands are responsible, under their 2009 Constitution, for internal matters with the UK maintaining responsibility for foreign affairs and defence. The UK currently funds and operates a large military base on the Falklands, which is continually manned by over 1,000 uniformed officers.

Since the 1990s, the Falklands has been a self-sustaining economy with the fishing industry being the largest contributor. 60% of all Spain's calamari comes from the Falklands. The tourism industry in the Falklands has grown rapidly over the last two decades and is now the second largest contributor to its economy. This has highlighted the need for an increase in seasonal labour and some arguing for increased immigration to the islands.

The 1982 Falklands War has dominated the recent history of the Falkland Islands. Argentina invaded in early April and after a ten week period of hostility, the UK regained sovereignty. As a result of the war, hundreds of soldiers and three civilians died as well as numerous recorded injuries. Tensions still remain high between the Falkland Islands and Argentina, but relations have improved in recent years.

A key factor that could affect the future of the Falklands is the exploration and discovery of hydrocarbons. Oil and gas companies were granted permission to begin explorations in the 1990s and this has continued through the following decades. The extraction of the hydrocarbons found could lead to a large increase of income for the territory and could potentially see a change to the way islanders currently live.

FALKLAND ISLANDS PAC SUMMARY

The Falkland Islands PAC comprises of five members, two of which are Members of the Legislative Assembly and three who are lay members. Lay members are volunteers from the community who are appointed by the Governor in accordance with the Constitution. They do not receive remunerations or expenses for this role.

This year, the PAC has secured funding for a full time clerk for the first time in the history of the Committee, which should help the Committee with fulfilling their role.

The Committee is ruled by Section 81 of the Falkland Islands Constitution, which outlines its powers and responsibilities. The PAC is appointed under the Constitution to: *'Examine and report on all public accounts and audit reports that are required to be laid before the Legislative Assembly and shall have such other functions, and shall operate under such procedures as may be prescribed by or under an Ordinance'*.



Constable John Le Bailly, Jersey PAC Member addressing the Committee

CHALLENGES FACING FALKLAND ISLANDS PAC

RAISING THE PROFILE OF THE PAC

An issue that the PAC highlighted was the lack of public engagement with the Committee's work. A recent open evidence session that took place in early 2019 had no members of the public or media present to observe. The Committee felt that this was a barrier to them conducting their duties properly and felt that raising the profile of the PAC was of vital importance.

As well as there being limited public interaction with the PAC's work they also needs to attract new lay members to serve on the Committee. The Falkland Islands PAC is one of a small number of PACs across the UK Overseas Territories that rely on the involvement of the lay members. Attracting lay members can be difficult for any PAC, but with a small population this problem can be magnified. Alongside a smaller pool of potential members, the lack of awareness of the role of the PAC by the general public has an effect on the number of people interested in being a lay member. If citizens are not aware of the PAC, its role and the benefit of the committee, they will be less likely to want to become a lay member. This lack of awareness can also have an effect on the Committee's ability to attract those with the technical skills and willingness to become an effective PAC member.

Day 2 of the workshop focused on increasing the committee's knowledge and skill in being able to engage with the public, through a variety of communications focused training. The aim of this was to continue to raise the profile of the PAC long after the workshop completed.

The first step to achieving this change in the long-term was to equip the Committee with the knowledge to devise and use a communications strategy and so delegates were introduced to the OASIS framework. This framework is a tool used by the UK Government to ensure communications are tailored and consistent and it simply outlines the steps to creating a communications strategy for a variety of needs, including releasing a committee report. Adapting House of Commons committee templates, the Falklands PAC now has the tools to plan and execute well thought out communications plans



The Falkland Islands Television Service filming the media briefing

for a variety of their work. This is a key step in being able to engage further with the public, as planning is vital when reaching out and growing the PAC's audience.

A large part of a communications strategy is exploring the channels available that enable you to reach out to the public and this was an area that the workshop focused on. The two key channels for the Falklands PAC are the traditional media and social media, notably Facebook. In order to maximise these avenues, the workshop sought to increase the Committee's confidence in utilising these channels to their advantage.

There are currently three major news outlets in the Falkland Islands and the PAC wanted to ensure they developed the relationship between them and the Committee. The limited media outlets have stretched resources and therefore it is even more important for the PAC to ensure their communications are targeted and of a high quality, as well as building and maintaining a good relationship with them. To achieve this, the Committee delivered their first ever media briefing. This was broadcast on the local television station

and was reported on in the local newspapers. The media briefing was led by the Committee and clerk with the focus being on explaining the role and remit of the PAC to the general public. This was highly successful and can hopefully be used as a platform for using the media in the future as a tool to better engage with the public.

The Committee will be releasing their latest report in the coming months and this will be the first opportunity for the Committee to utilise the local media in increasing their readership.

In the Falklands, Facebook is the most widely used social media platform, with the majority of the public using it to get up to date news and information. Because of this, the PAC decided to set up a Facebook page prior to the workshop.

During discussions focusing on social media, the delegates highlighted areas that they thought could be improved with their own page. They then were able to come up with quick fixes that would not only improve the aesthetics of the page, but would better communicate key messages to the public. A key success that occurred during the course of the workshop, was that the Committee were able to increase the page's followers by over 100% and the number still continues to rise.

The Committee intends to utilise the skills they have now developed, to reach out to the public and raise the profile of the PAC through social media. The clerk will be organising all communications that go out through the

"The workshop will radically change the effectiveness and knowledge of the Falklands PAC"

Hon Mark Pollard MLA

Facebook page, which will create a streamlined and coordinated approach.

Throughout the workshop, the emphasis was on building the confidence of the members to be able to engage with the public. Often, a small population size can have a negative impact on committee public engagement, but it can also provide members with the unique ability to be able to reach a large percentage of their general public. By building the relationship with the media outlets and improving and increasing their use of social media, the Committee should be able to reach a larger percentage of the Falklands public. This should not only increase readership of their reports, but will likely engage the public with all aspects of PAC work, including attendance at evidence sessions.

ENGAGEMENT WITH KEY STAKEHOLDERS

Another area that has an effect on the work of the PAC, is the strength of the relationship that the Committee has with relevant stakeholders.

This relationship is key in helping the Committee perform its duties, from calling witnesses, to getting information in a timely manner or even having informal conversations. This was an area that the Falklands PAC were keen to address in the workshop as it would allow for a better, streamlined approach when gathering information for PAC work.

The Committee's key stakeholders are Members of the Legislative Assembly and government departments and officials.

Day 1 of the workshop focused on increasing the knowledge and skills of the Committee to ensure that they could deliver key information to the relevant stakeholders. The first day also involved government department officials participating in sessions and in the open discussions that followed. This showed that there is willingness of those stakeholders to be more involved with the work of the Committee.

The members then took all that they had learnt from the first day and delivered a session to the



Hon Teslyn Barkman, MLA in discussion with the PAC



The Falkland Islands PAC addressing the media

relevant stakeholders. This focused on explaining the role and remit of the Falkland Islands PAC and building the relationship between the Committee and those in attendance.

Making time for discussions with the relevant stakeholders was a key step in developing good working relationships between the different bodies and the Committee. The workshop also created an atmosphere of collaboration between the PAC and their stakeholders, which can be built further upon going forward. This can only have a positive impact on the delivery of the Committee's work.

"The Committee increased awareness of their work immediately by delivering a Q&A session to Government Officers and Members of the Legislative Assembly"

Jo Corkish, Clerk to Tynwald PAC

EXPERIENCE OF THE COMMITTEE

As a fairly new Committee, the experience members had of conducting full inquiries was limited. With practice and experience comes confidence, a key factor in the effectiveness of a PAC. The PAC needed increased practical experience in conducting full inquiries and

refining their questioning skills. This was addressed during the workshop.

Sessions were designed to increase the knowledge of the Committee members in how best to perform their duties as a PAC. Sessions included useful tools for effective questioning techniques and how to identify and deal with evasive witnesses. There were also sessions that looked at the reporting process of an inquiry and how to devise clear and concise recommendations.

Members were then able to take all they had learnt in theory and apply it to a real life scenario; day 3 of the workshop focused on a simulated evidence session. This allowed members the opportunity to receive feedback on the way in which they conduct an evidence session, including helpful tips on questioning, in a positive and open environment.

Questioning witnesses is a key part of an inquiry and it was vital that members worked on improving this technical skill during the workshop through the committee exercise.

Members felt this was a clear highlight of the workshop with members stating that the exercise was relevant to their role. The Committee was confident and asked well thought out questions, while listening to each other and the witness responses. As stated earlier, experience is a key

area that boosts the effectiveness of a PAC and it is essential that the committee is able to get opportunities like this in order to improve their technical skillset.

NEXT STEPS

The workshop was designed to boost the confidence of the Committee and over the course of the three days, they grew in stature and purpose, with a renewed sense of direction. Going forward, the members outlined key steps they will take to ensure the PAC continues to develop.

PUBLIC ENGAGEMENT

After taking what has been learnt over the course of the workshop, the PAC aims to keep public engagement as one of their top priorities. The

“As a committee we will make a number of changes, including a new media strategy”

Dr Andrea Clausen, Falkland Islands PAC Chair

Committee is currently in the process of writing a report on their most recent inquiry and they will be aiming to release this to the public in the summer of 2019.

With public engagement in mind, the Committee will work on a communications strategy to ensure that engagement is planned and implemented effectively. It is important that the Committee get the engagement around this report right, as it will be the first large scale release after the completion of the workshop and their training. Because of this, CPA UK has agreed to provide feedback on all elements of the report before it is released to the public, including any press releases. Through this work, the Committee will be sure to utilise the relationship that they have built with the media outlets, to ensure that they reach a large proportion of Falkland Islanders.

They will also make better use of their social media platform as they now better understand the importance of continually updating the public with relevant and correct information and that this can be done through social media. Their enhanced use of Facebook will mean that the Committee will be able to get more information into the public domain.

REGULARITY OF MEETINGS

The Committee highlighted the value of having three continuous days together as a PAC, during the workshop. This brought to light the notion that the Committee needed more time together and the regularity of meetings is an area that the Committee may look to address going forward. It was highlighted by the attending delegation that having regular PAC meetings was a good basis for a successful PAC to plan, prepare and work as a unit before and after inquiries. The Falklands PAC currently meets at least four times a year and increasing the regularity of these meetings is an area that the Committee will look at implementing.

CONSTITUTIONAL REVIEW

Through discussions with members and key stakeholders during the workshop, it was



The Falkland Islands PAC, UK delegation and CPA UK staff



The Committee watching a short video of Laura-Jane Tiley, Clerk to the UK PAC, discussing how to devise effective recommendations

revealed that there is a willingness within the Falklands public to amend the 2009 Constitution. If this were to happen, the PAC would make submissions in order to change sections relating to their Committee. The PAC members and clerk have agreed to discuss the process as a team and produce a written submission which would be endorsed by them all. Whether the Constitution will be amended or not is yet to be determined, but this could potentially change the rules that govern the committee in the coming years and is an area that CPA UK will continue to monitor.

RELATIONSHIP WITH STAKEHOLDERS

An essential focus of the workshop was to improve the relationship between the PAC and its stakeholders. The members felt that they would be a better Committee if those in government further understood and appreciated their role. This was achieved, but the Committee will need to continually engage with the relevant stakeholders to ensure the progress made during the workshop is not lost. This will further aid the the Committee in their work going forward and will help cement their place as a functioning and effective committee.

RELATIONSHIP WITH CROWN DEPENDENCIES

After the success of the workshop, it is a key goal of the Committee to maintain contact with the delegation and each of their jurisdictions. Jo Corkish, Tynwald PAC Clerk, agreed to provide feedback to the Falklands PAC clerk on

the Committee's upcoming report before it is released to the public. Having this external review of reports will be a useful tool for the Committee and will improve the quality of their published work. It is also hoped that building upon this relationship will allow for further knowledge sharing between the two PACs, creating sustainable links for the future.

ATTRACTING SKILLED LAY MEMBERS

It is vital for small legislatures that rely on the use of lay members, to ensure that they aim for those within the community who have expertise and knowledge. This is one reason, why the Committee felt that by increasing the appeal of joining the PAC, potentially through remunerations, may ensure that lay members continue to remain of a high quality in the future.

It is hoped that with the Committee improving their public engagement, more Falklanders will want to participate in the work of the PAC. After discussions during the workshop focusing on how other jurisdictions encourage participation, members raised concerns over that the lack of remunerations for lay members.

This is a significant matter for the Committee to tackle and should be done in conjunction with other Committees within the Falklands system. The Falkland Islands has a high number of committees and this issue stretches further than just the PAC. A coordinated approach by the Committee will be needed in order to see real progress on the topic.

IMPACT, OUTCOMES AND OUTPUTS

The workshop achieved the below impact, outcomes and outputs.

IMPACT

As part of the wider UK Overseas Territories Project, the Falkland Islands Public Accounts Committee members and clerk are better able to perform their duties and the local community are more aware of the committee and its role.

OUTCOMES

Outcome 1: PAC members, Members of the Legislative Assembly, Government departments and other relevant stakeholders have a clearer understanding of the role, remit and value of the PAC.

Outcome 2: The Falkland Islands PAC is able to engage better with the key stakeholders in the Falklands, including the media.

Outcomes 3: Members have improved their ability to conduct evidence sessions and question witnesses effectively.

OUTPUTS

Output 1: A workshop has been delivered for all members and the clerk of the PAC.

Output 2: A comprehensive post-workshop report has been produced and has been distributed to all relevant stakeholders.

Output 3: Participants have identified key actions they will undertake as a direct result of their participation in the workshop, including the creation of a communications strategy.



100% of participants felt the workshop was fully relevant to their role.

RESULTS OF THE WORKSHOP

The participants expressed a high level of satisfaction with the workshop overall. All participants improved their knowledge and understanding of the topics covered during the workshop.

The evaluation results show that members and the clerk increased both their soft and technical skills with a 33% increase in the average level of understanding before and after the workshop overall. Notably, participants felt that their understanding of how to prepare for an inquiry increased by 57%.

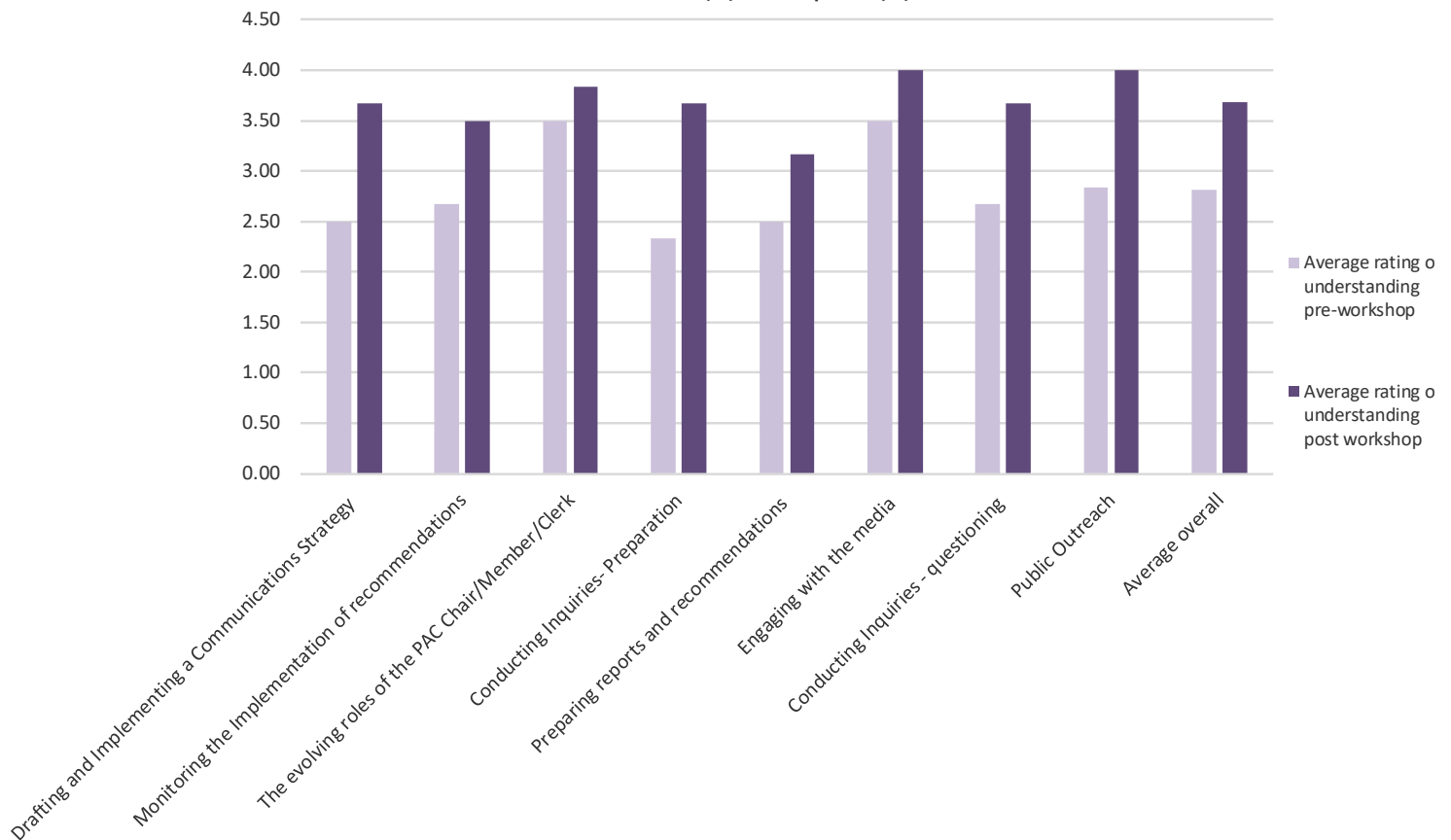
Communications and public engagement were a top priority of the workshop and participants felt that they had increased their proficiency in this area. Participants self assessed levels of understanding of how to draft and implement a communications strategy improved by almost 50% and their knowledge of public outreach increased by over 40%.

There was a marked improvement in all aspects of learning that the workshop addressed for the members and clerk of Falkland Islands PAC. Please see graph on page 9 for further details.



100% of participants felt the workshop either met or exceeded their expectations.

Levels of Understanding Before and After the Workshop
From None (1) to Expert (5)



“I can’t emphasise enough, how much value this workshop has provided to the PAC”

Nancy Locke, Falkland Islands PAC Clerk

ACKNOWLEDGEMENTS

CPA UK would like to take this opportunity to thank the Falkland Islands Public Accounts Committee for their engagement before, during and after the workshop. We would also like to thank Falkland Islands Government for their warm and generous hospitality. Special thanks are extended to the Falkland Islands PAC clerk, Nancy Locke, for her support in organising the workshop.

PROGRAMME

11 June 2019 Public Accounts Committee Workshop



Falklands Islands

TIME	SESSION
0900	<i>Met by Falklands Islands PAC</i>
0900-0945	Opening Session and Discussion with Falklands Island Public Accounts Committee This meeting is an opportunity for the delegates to highlight their expectations of the programme, for CPA UK to brief the delegation on CPA UK's work, the UK Overseas Territories Project and the programme itself.
0945-1045	Session 1: The Role and Remit of the PAC This session will explore the importance of Public Accounts Committees as well as looking at the scope of the Committee and the pivotal role that it plays in relation to Legislative Assemblies.
1045-1100	Break
1100-1145	Session 2: Challenges and Practical Solutions for Small Legislatures This session will discuss the challenges faced by smaller legislatures with fewer Members to call on and with fewer resources to support the Committee. It will discuss different approaches to mitigating these challenges.
1145-1245	Session 3: Managing the Programme of the PAC This session will focus on how best to manage the workload of a PAC. There will also be an opportunity to focus on upcoming programme of PAC work for the Falklands Islands PAC and how best to manage this workload going forward.
1245-1345	Lunch
1345-1445	Session 4: The Role and Remit of the PAC for External Stakeholders This session will cover the same topics raised in Session 1, but will be led by the PAC Members themselves and will be delivered to key stakeholders of the Falklands Islands Government, including Members of the Legislative Assembly.
1445-1530	Session 5: Effective Questioning and Preparation Techniques This session will explore the tools used by PAC Members to effectively question witnesses as well as the best ways to prepare for PAC evidence sessions and meetings.

1530-1545	Break
1545-1645	Session 6: Managing the Reporting Process <p>This session will look at what happens after evidence sessions have taken place, focusing on the reporting stage of PAC work as well as looking at how best to monitor the implementation of recommendations.</p>
1645-1700	Summary and Reflections
	END OF DAY ONE

12 June 2019

Public Accounts Committee Workshop



Falklands Islands

TIME	SESSION
0915	<i>Arrive at Court and Council Chamber, Town Hall, Stanley</i>
0930-1015	Session 7: Reflections on Media Campaigns This session will explore media campaigns from other parts of the world, highlighting their successes. There will also be an opportunity for participants to discuss ways in which the media can have an impact on the work and reach of PACs.
1015-1030	Break
1030-1200	Session 8: Communications Training - Communications Strategy This session will cover identifying key messages and how to communicate these with stakeholders and the media. Delegates will use this session to brainstorm their communications strategy and identify practical ways to raise the profile of the Falklands Islands PAC and its finding.
1200-1300	Session 9: Communications Training - Outreach This session will explore practical tips on how best to get information to members of the public as well as how to get information from them. It will also look at how other jurisdictions have done this.
1300-1400	Lunch
1400-1500	Session 10: Communications Training - Discussion This session will embed all that has been learnt during the day and will be an opportunity for group discussion.
1530-1600	Session 11: Preparing for Media Briefing This session will give participants the time to prepare for the media briefing and highlight areas to focus on as well as areas to avoid discussing during a press conference.
1600-1615	Summary and Reflections
	END OF DAY TWO

13 June 2019

Public Accounts Committee Workshop



Falklands Islands

TIME	SESSION
0915	<i>Arrive at Court and Council Chamber, Town Hall, Stanley</i>
0930-1000	Session 12: Preparation for the Committee Hearing Exercise This session will focus on addressing any questions in relation to the committee hearing exercise, as well as outlining the running time of the exercise.
1000-1015	Break
1015-1115	Session 13: Committee Hearing Exercise This will be a practical part of the workshop, where members will be able to take part in a committee hearing exercise, where they will be able to put into practice the skills and knowledge developed over the course of the Workshop.
1115-1145	Session 14: Recommendations based on the Committee Hearing Exercise This session will allow the Committee to develop a set of recommendations based on the committee hearing exercise that was held earlier.
1145-1300	Session 15: Evaluation of the Committee Hearing Exercise This time will be used to have open conversations on how the exercise went, with feedback to members provided by those in attendance.
1300-1400	Lunch
1400-1500	Session 16: Closing Session and Reflections This session will be a chance to evaluate how the Workshop will impact the work of the Public Accounts Committee going forward and explore any future needs of the Committee.
1500-1600	Session 17: Media Briefing to the Press and Key Stakeholders The Falklands Islands PAC will hold a media briefing with key stakeholders and members of the media. It will focus on the role of the PAC in ensuring effective scrutiny in public expenditure, and outline the Workshop discussions and outcomes.
1600	<i>Group Photo</i> END OF DAY THREE

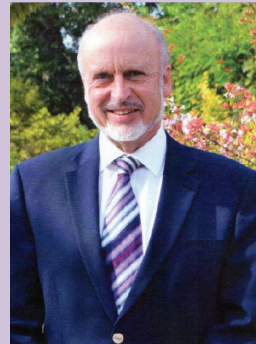
UK DELEGATION BIOGRAPHIES

John Le Bailly

Member of the Jersey Public Accounts Committee

Current Role: Connétable of the Parish of St Mary (Connétable is a similar role to that of a Mayor).

- Elected in June 2018 by parish ratepayers
- Member of the Government of Jersey – Vice Chair for the Public Accounts Committee and Member of the Housing Policy Review Board
- Left school at the age of 15 and took apprenticeship as a carpenter/joiner
- Self-employed at 20, carpentry & building, all aspects of trade
- Retired at 60
- Recruited to the Parish of St Mary Honorary Police as Constable's Officer in 1999 (6 months).
- Elected to Centenier (equivalent to police inspector) in 1999 for a term of 8 years
- Retired from St Mary Honorary Police in 2007
- Elected as Roads Inspector for the Parish of St Mary in 2008
- Elected as Parish Deputy (equivalent to Councillor) to represent the Parish of St Mary in the Government of Jersey 2011-2014
- Elected as Parish Connétable in 2018



Joanne Corkish

Clerk to the Tynwald Public Accounts Committee

Joined the Clerk of Tynwald's Office in 2009 as Head of the Chamber and Information Service.

Seconded to the Isle of Man Government Cabinet Office in 2014, for a year, as Change and Reform Programme Lead.

Returned to Tynwald in 2015 and took on the role of Third Clerk of Tynwald; Clerk to the Public Accounts Committee since 2016. In 2018 completed the International Professional Development Program for Parliamentary Staff with McGill University, after being sponsored by the CPA; currently studying for a law degree via distance learning.

Prior to this employed in the private sector in finance, business analyst and project management roles.



CPA UK STAFF BIOGRAPHIES

Mariam El-Azm **Head of UK Overseas Territories Project**

Mariam is an international relations professional and project manager with over seven years' experience managing projects on behalf of the UK Parliament. She currently heads the UK Overseas Territories Project, managing engagement with key stakeholders in the territories to strengthen good practices in oversight of public finances.

Mariam has a Master's degree in Global Governance and Ethics from University College London where she specialised in fairtrade and human capabilities, and a trilingual BSc in Business Administration from HEC Montreal. She is fluent in French, English and Spanish and is also a trained yoga teacher and a career coach.



Lydia Buchanan **Project Assistant, UK Overseas Territories Project**

Lydia is currently the Project Assistant for the CPA UK Overseas Territories Project. Before joining CPA UK, Lydia spent two years living in St Helena and working across Government and Parliament. This work has led Lydia to develop a keen insight into governance structures within an Overseas Territory context. After completing a degree in Politics, Lydia went on to complete a Masters in Public Policy and Practice at the University of Greenwich.



ABOUT CPA UK

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. 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 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.

Find out more at www.uk-cpa.org

This report has been written by Lydia Buchanan, CPA UK

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