

COMMONWEALTH ASSOCIATION OF
PUBLIC ACCOUNTS COMMITTEES
REGIONAL WORKSHOP SERIES

CARIBBEAN

Port of Spain
Trinidad and Tobago
21 - 23 January 2020



Official Report

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OUTCOME & OUTPUTS

WORKSHOP OVERVIEW

From 21 - 23 January 2020, Commonwealth Parliamentary Association UK (CPA UK), in partnership with the Parliament of The Republic of Trinidad & Tobago, hosted the third and final Commonwealth Association of Public Accounts Committees Regional Workshop in Port of Spain, Trinidad. The workshop was attended by 11 Public Accounts Committees (PACs) from the Caribbean Region (Barbados, Belize, Bermuda, Cayman Islands, Grenada, Guyana, Jamaica, Montserrat, St Lucia, Trinidad & Tobago, Turks & Caicos Islands) with 31 delegates in total.

The planned outcomes and outputs of the Workshop were:

OUTCOME

Public Accounts Committees (PACs) in the Caribbean are more effective in their remit to scrutinise the value for money of public expenditure and hold their governments to account for the delivery of public services, and there is stronger regional cooperation.

OUTPUTS

1. PAC Chairs, members, and clerks will have enhanced technical skills and improved capacity to scrutinise and hold government to account
2. Participants will have strengthened their networks and built further contacts in the region
3. The CAPAC online portal will reflect the needs of Caribbean PACs and have the relevant resources available

KEY DELIVERABLES

1. A full workshop report to be distributed to all delegates
2. Further materials for the CAPAC Online Portal
3. Validation of the 1st phase of the biennial PAC survey

Over the course of the three days, delegates took part in a bespoke programme designed by CPA UK. Thematically, the programme covered areas familiar to all in attendance: working effectively across political parties to achieve consensus on reports; engaging with witnesses and gathering useful evidence; successful questioning techniques during oral evidence sessions. There was also a focus on regional and international cooperation, with sessions designed to give delegates the opportunity to share their experiences, common challenges and possible solutions. The CAPAC Online Portal was presented as an interactive tool to foster further cooperation. This report will highlight the key take away messages from the workshop and, along with reports from previous regional workshops, will help inform the final Pan-Commonwealth workshop in London, March 2020.



CAPAC Caribbean Workshop delegates

MEET THE TEAM

CAPAC REGIONAL WORKSHOP SERIES: CARIBBEAN 2020

CPA UK Team



Ruth Pope
Head of Multilateral Projects Team



Sarah Giles
CP4D Programme Manager



Rebekah Northall
Projects Officer



Fleur Ten Hacken
Regional Programme Manager,
Americas Caribbean & Europe

IN CONTEXT: PACS IN THE CARIBBEAN REGION

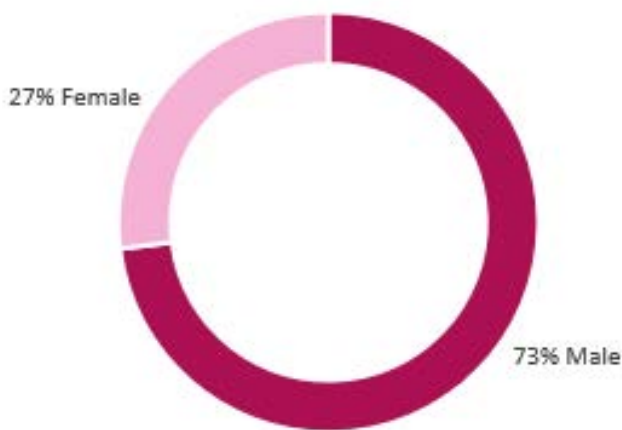
The basis for the workshop relied heavily on an understanding of the successes and challenges of PACs in the region and the contexts in which Caribbean PACs operate.

Prior to the Workshop, attendees completed the Public Accounts Committee Biennial Survey conducted by CPA UK. The survey asked members to rate themselves against core PAC principles and benchmarks and to fill in questions about their PAC, such as the number and gender breakdown of members, the number of inquiries held in the past 12 months and challenges for the PAC.

The biennial survey acted as an important self-reflection tool and discussion point. Delegates were presented with the results for their region as well as a comparison with other regions as a starting point for the workshop. Delegates then revisited their individual responses on the final day. This exercise not only served to set the scene in the region, but also allowed individual PACs to identify other committees in attendance working with similar challenges.

Make-up of Commonwealth Caribbean PACs

Breakdown of Caribbean PAC Members

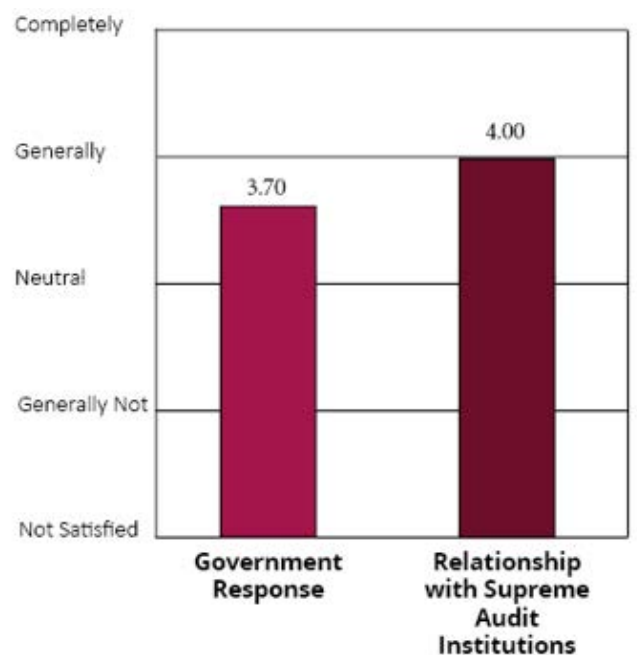


The average Caribbean PAC has:

- 7 members in total;
- 4 Government & 3 Opposition;
- 5 male & 2 female members.

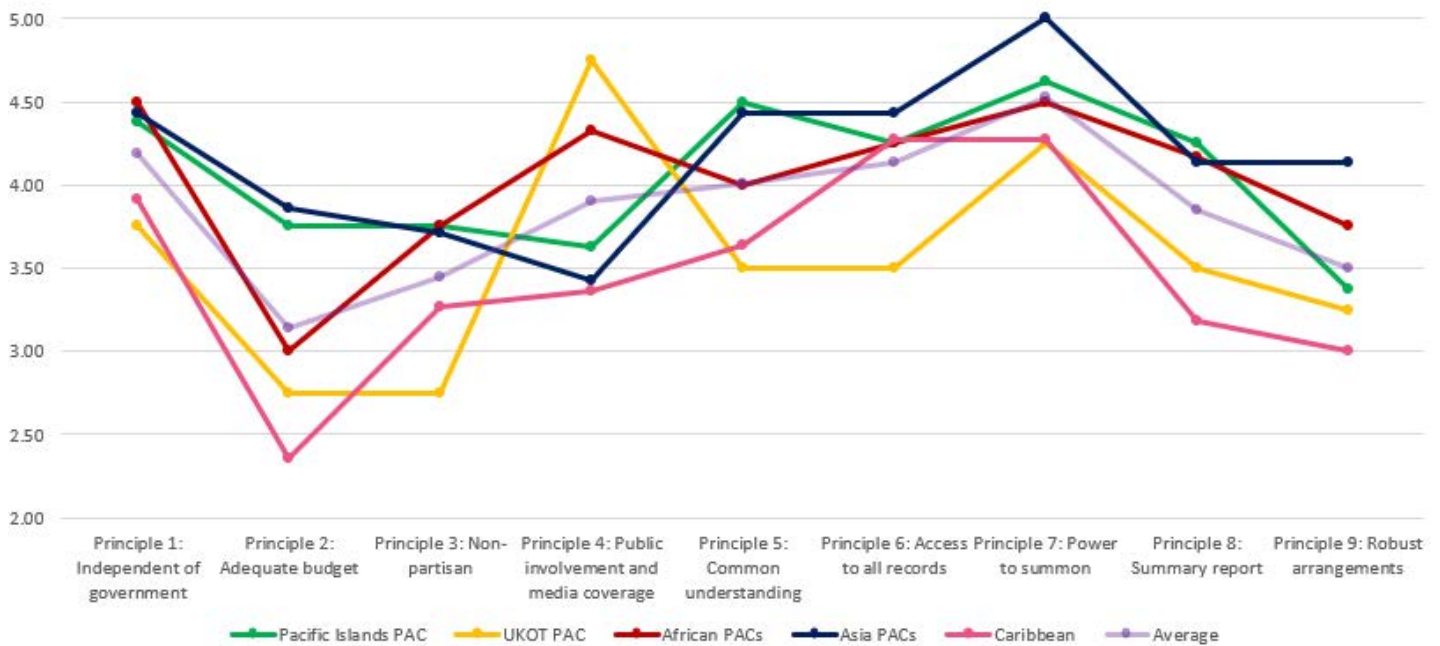
PAC RELATIONSHIPS

- How satisfied are PACs with the government response to inquiries?
- How effective is the working relationship with the Supreme Audit Institution?



Overall, Caribbean PACs feel 'neutral' with the government responses to inquiries and are 'generally' satisfied with the working relationship with the Supreme Audit Institution.

Self Rating Against PAC Principles - Comparison by Region



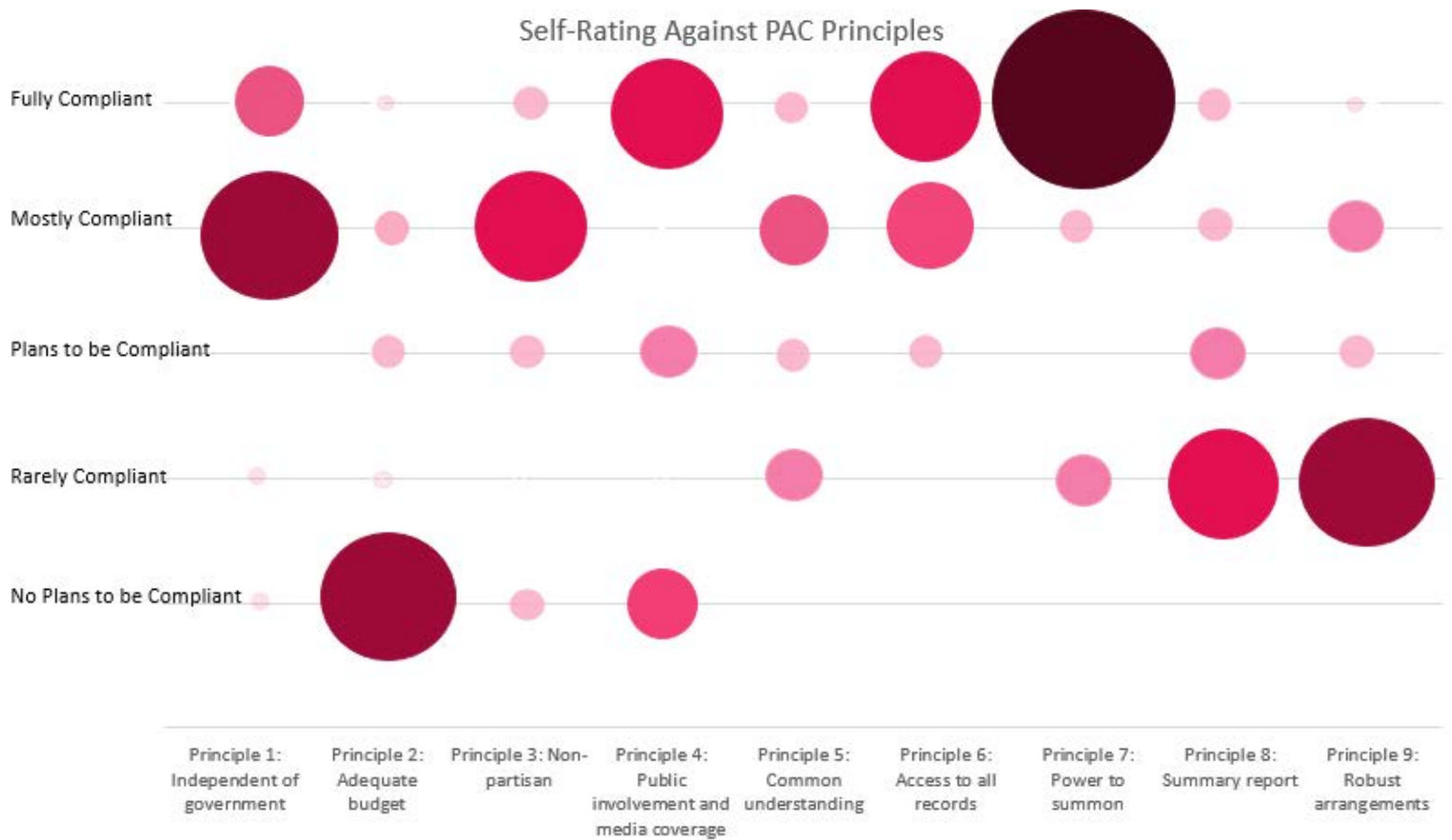
*UK Overseas Territories

In comparison to other regions surveyed:

- The results for the Caribbean are the most varied compared to Asia, Pacific, Africa and UKOTs;
- Caribbean PACs feel less compliant than all other regions across 6 of the 9 principles;
- Caribbean PACs rated themselves the lowest against Principle 2: Adequate Budget;
- Caribbean PACs rated themselves above the average against Principle 3: A PAC needed non-partisan and skilled support and Principle 6: A PAC should have access to all records.

Key Challenges faced by Public Accounts Committees in the Caribbean region

- **Committee:** Cross-party collaboration & ensuring member availability;
- **Resources:** human, time, financial
- **Government:** ensuring government responses are received, government not implementing recommendations
- **Witnesses:** confirming hearing attendance, unpreparedness of witnesses and getting adequate responses to questions.



The size of the circle represents the number of PACs that self-rated against that principle

Key points

- The majority of PACs feel ‘fully compliant’ in having the power to summon persons, papers & records.
- The most varied answers were when asked whether PACs have adequate budget (Principle 2), whether PAC members have a common understanding of the PACs mandate, roles and powers (Principle 5), whether PACs produce a summary report of its overall findings and whether its recommendations have been implemented ‘Principle 8’ and whether PACs ensure robust arrangements are in place to follow up their recommendations, including timelines (Principle 9).
- Principle 1: 1/3 of PACs feel ‘fully compliant’ in being independent from Government, 2/3 feel mostly compliant and 1/3 feel rarely compliant or have no plan to be compliant.

COMMON ENABLERS AND BLOCKERS

In a focussed session on the first day, and throughout the rest of the workshop, delegates shared their ‘blockers and enablers’. The ‘blockers’ prevent PACs from fully complying with the PAC principles and the ‘enablers’ help or support the committee in being fully compliant.

During the session, delegates identified that quite often, certain elements that could be seen as blockers to progression are very much seen as enablers for other countries in the region.



Esmalene Cox, St Lucia & Hon. Lindell Nurse, Barbados



Senator Wade Mark MP, Senator Amrita Deonarine MP & Senator Charisse Seepersad MP, Trinidad & Tobago



Dominic Stockbridge, UK



Hon. Anthony Boatman, Grenada



For example, PACs which do not allow the public or media to view committee hearings cited that this is a 'blocker' to the PAC's work because it often leads to a lack of public/media scrutiny and also to a lack of government action as the government do not feel the public pressure to implement or respond to recommendations. For those that do have public hearings, this was seen as a huge 'enabler' for some legislatures as the media can often be a great tool to strengthen a PAC's position. The media can be successful in encouraging witnesses to attend committee hearings by highlighting specific issues in the public realm and putting pressure on individuals to attend to best serve the public interest. The media was also seen as a good way to amplify the PAC's messages and raise public awareness of its work.

Relationship with the government was also seen as both an 'enabler' and 'blocker' for countries in the region. For some, the structure and size of the parliament means that there are a lot of government members (including in some instances Cabinet Ministers) on the PAC which was cited as difficult to achieve transparency and scrutiny. For others, however, a strong relationship with the government was mentioned as an 'enabler' to help the PAC in gathering government witnesses to attend hearings and to ensure timely responses to committee recommendations.



Mr Leslie Campbell MP & Dr Morais Guy MP, Jamaica



Dr Bhoendradatt Tewarie MP, Trinidad & Tobago



Hon. Akierra Missick MP, Turks & Caicos Islands, Mrs Veronica Dorsette-Hector MP & Hon. Lindell



Nigel Mills MP, Layla Moran MP, Dominic Stockbridge, UK

COMMITTEE EXERCISE

The second day of the programme focused primarily on PAC inquiries: preparation, delivery and results. Delegates took part in several sessions aimed at preparing them for an inquiry hearing. Members looked at selecting witnesses, gathering evidence and effective questioning techniques, whilst clerks focused on working with witnesses and delivering comprehensive briefings.

Following these preparatory sessions, delegates then took part in an interactive committee exercise. The aim of the exercise was to explore techniques of scrutiny using a real-life case study which looked at issues of overspend and value for money based on an inquiry from the Northern Ireland PAC from 2013.¹

The committee was made up of 10 delegates and chaired by Patricia Gordon-Pamplin, Chair of the PAC in Bermuda. The committee questioned two 'witnesses', the Head of the Department of Culture, Arts and Leisure (played by Akierra Missick, PAC Chair, Turks & Caicos Islands) and Finance Manager for the Capital Projects, Department of Culture, Arts and Leisure (played by Fleur Ten Hacken, CPA UK).

Questions focussed on four thematic areas: cost increases and project management, delays, the role of the Central Procurement Division (CDP) and the tender process.

Through a 'freeze-frame' facilitation technique, participants and observers were encouraged to pause proceedings throughout to make constructive comments or suggestions on the techniques of the committee. As part of the exercise, the following observations were made:

- 1 The committee hearing started with very specific details. Start with more general questions, for example 'how do you feel this project has gone?'
- 2 Questions from committee members tended to jump around the brief and from theme to theme – try to stay on one track for longer before moving on to the next line of questioning.
- 3 The witness is waffling! Interject - do not allow them to continue if they are not answering your questions.
- 4 Dig deeper – if a witness tells you 'discussions were had', then probe further. Ask 'when?', 'with who?'
- 5 Refrain from asking two questions at once, otherwise the witness will answer only one or neither of your questions
- 6 Do not let one witness off the hook by directing all questioning at the other witness. Focus your attention on both.
- 7 If the demeanour of the witness changes, ask them why. Pursue further questions, they may have more to say or may not be disclosing certain information.

1. <http://www.niassembly.gov.uk/globalassets/documents/reports/public-accounts/report-on-dcal-management-of-major-capital-projects.pdf>



Hon. Patricia Gordon-Pamplin, Bermuda ('Chair') & Dominic Stockbridge, UK ('Clerk')



Fleur Ten Hacken, CPA UK & Hon. Akierra Missick MP, Turks & Caicos Islands as 'Witnesses' being questioned by 'Committee Member' Hon. Kareem Musa MP, Belize



Clerks observing the Committee Inquiry Exercise

Extended Training on Questioning Techniques: Running parallel to the Committee Inquiry session, delegates took part in an intensive training session on questioning techniques involving a group discussion and role play exercises. This session focused on the key challenges that delegates face when regularly questioning witnesses during PAC inquiries with the following key lessons emerging:

The **Chair has an important role** to ensure that PAC Members from different political parties are collaborating to ask questions and seek out valuable information. This is an important step to strengthen relationships and to achieve consensus. The Chair should encourage all members to ask questions during the session in order to foster greater collaboration within the committee. Planning is also crucial to agree who is asking which questions in advance.

Members with **different skills and personalities can work together** to achieve results. For example, a quieter member who asks more technical questions can sometimes have their line of questioning cut short if the witness cannot answer. A member with a more energetic questioning style could then support the more technical member by continuing to inquire why the witness has not answered their colleague's question.

It is **important to build a rapport with witnesses**. If a witness is not cooperating with the PAC, it is valuable to consider whether their colleague is a more reliable or useful witness during the session. Questions can be repeated to another witness in the same session if the PAC is unsatisfied with the original answer.



Delegates from Trinidad & Tobago and Jamaica taking part in the extended questioning session

Following the Committee Inquiry Exercise a brief reflection showed that delegates found the freeze-frame facilitation very useful in receiving real-time feedback and for allowing members to build on what they had learned earlier in the day. Members also commented on the importance of probing further and drilling down to detail, whilst clerks commented that they had found it useful to observe the committee session rather than serving as the clerk and learned the importance of helping to prepare members by providing questions and a comprehensive brief.

Delegates also noted that the exercise highlighted the need to know your committee and the interests of fellow members. This enables the Chair to apply the 'Lead-Member system' to play to the strengths and interests of committee members and allows the committee to work together as a whole more effectively.

Clerks then participated in an active session focussing on recommendations and reports. They discussed the importance of reports as the main formal output of a PAC's work which represent the formal position of the committee. During the session, practical guidance was given on how to ensure recommendations reflect the findings of the inquiry and bring about government action. Delegates also discussed what makes a strong recommendation, following the SMART method (specific, measurable, achievable, realistic, time-bound). It was discussed that phrases such as 'we expect this to include' are useful for recommendations.

Following this, clerks then discussed the outcomes of the Committee Inquiry Exercise and drafted recommendations which were then presented to the members. The recommendations were as follows:

1. The government must put in place a robust system to improve its procurement oversight. The Accounting Officer of the department must be responsible for ensuring that the process is followed, and collating data on the performance of project managers in following new arrangements. The Accounting Officer should write to us by July 2020 setting out:

- A) the functions of the new system;
- B) how many projects' procurements have been carried out under it;
- C) committing to a time frame for system review.

2. The department must carry out a comprehensive review and investigation into its internal commercial skills shortages, to be completed and provided to Ministers before the end of the financial year.

3. The department must immediately thereafter provide the committee with an update on what those gaps are, and how they intend to fill them, and in what time frame. This should be completed no later than July 2020.



Dominic Stockbridge, UK, Sheranne Samuel, Trinidad & Tobago, Manesa Webb, Cayman Islands, Esmalene Cox, St Lucia and Justin Jarrette, Trinidad & Tobago

INDEPENDENCE & NEUTRALITY

Throughout the workshop, many discussions took place on the varied membership of Caribbean PACs, the challenges and successes that PACs face with neutrality, and how members work together in order to be more effective as a committee and to build consensus.

One of the key themes explored during the workshop was independence and neutrality. This emerged from the results of the biennial survey as well as discussions throughout the workshop on reluctance from some government members to show independence when engaging as part of the PAC. Delegates noted that in some cases, these government members hope to become ministers and are reluctant to speak out on issues.

A session was dedicated to how to achieve an independent and neutral PAC. This session sought to explore some of the challenges involved in remaining neutral and best practice for ensuring that PACs perform their mandate effectively.

Panellists spoke about the challenges of serving with members with whom they may have had significant political disagreements with in the past. Questions arose on how to move past that and speakers mentioned the importance of leaving political differences at the door, seeking to build trust with fellow PAC members and showing integrity. The importance of a strong Chair was also cited as a key tool in addressing this. It is the Chair's role to maintain impartiality, to release non-partisan statements and to remain principled by being truthful, fair and honest.

It was also discussed that remaining neutral and independent requires a change in mindset. Panellists spoke of the importance of remembering that the role of a PAC member is not to scrutinise the policies. Rather, the role is to look at the impact of the policy on people and value for money.

For government members, the point was made that if the key aim of a member is to defend the government, then they are probably on the wrong committee. An example was given that if tax payer's money has not been well spent, even if it is due to your own party's policy, it has a far better impact if constituents see members scrutinising poor value for money and recommending ways to improve spend. It is the duty of all members to do the best they can to hold the government to account.



Manesa Webb, Cayman Islands, Hon. Paul Lewis MP, Montserrat



Panellists from the UK, Belize and Bermuda on 'How to Achieve an Independent & Neutral PAC'



Senator Wade Mark, Trinidad & Tobago



Hon. Julius Espat MP, Belize



Senator Christopher DeAllie MP, Grenada

LEAD MEMBER SYSTEM

Throughout the workshop, delegates discussed the 'Lead Member' system which the UK and some Caribbean countries such as Bermuda.

The Lead Member system allows PAC members to champion and lead on inquiries on particular areas of interest. Members are able to take ownership of specific issues, lead evidence sessions on related topics and become experts on particular thematic areas.

The benefit of this system is that members are invested in the topic and in the work of the PAC, which makes their time on the committee worthwhile and allows PACs to be more focussed and efficient as it does not require all members to attend all sessions/inquiries. This enables members to invest more time into preparing for particular inquiries than others, allowing them to attend some other inquiries to achieve quorum without needing to prepare significantly in order to attend.

Key points of the Lead Member system:

- 1 Forward programming is crucial. It is important to have a sense of where the PAC wants to go. Meetings with the Auditor General are useful to discuss which reports are coming up. This allows Lead Members to think about what is coming up and what their interests are.
- 2 Try to have two Lead Members (one government, one opposition) plus the Chair in every meeting (although if your PAC has a reputation for being neutral then this should not matter too much).
- 3 Try to have a Lead Members' briefing to coordinate what members want to get out of the hearing. Decide which questions/themes to take. This can be done informally. This is a good time to start developing questions starting open-ended and then moving into the detail. It is useful here to consider the different styles of the members rather than simply dividing the questions equally.
- 4 The Lead Members are told in advance that they will be the lead. The role of the Chair during the hearing is to weave the leads in carefully at the appropriate moment and members know not to try to jump in, having been properly briefed.
- 5 During the hearing, the Chair then hands over to the lead members. This system does require other members in the room who are listening intently. This is quite hard for Lead Members who have a particular direction they want to go in and may be thinking ahead to their next question. However, non-Lead Members as well as the Chair can be useful in picking up on things that need follow up or further scrutiny.
- 6 A key advantage to this system is having a developed line of questioning. This avoids members jumping in or interrupting, but relies on trusting the lead members and gives them 20 minutes or so to really focus on a particular line of questioning.
- 7 Following the hearing, clerks and members stay behind to have an immediate debrief. This meeting is very important and gives members the opportunity to be honest about what happened in the hearing. This time between clerks and members gives the whole team an idea of coming up with the recommendations.
- 8 The clerks will then draft the report and the Lead Members will have some influence over the report and/or recommendations.
- 9 The Lead Members may step in to cover the media, particularly if the Chair is unavailable.

ENVIRONMENTAL RESILIENCE

The role of PACs in disaster response and building environmental resilience

A technical session with experts from the Caribbean Development Bank and the World Bank engaged delegates in discussions on the role of Public Accounts Committees in disaster response and building environmental resilience. According to recent IMF research, the likelihood and cost of natural disasters are six times higher in the Caribbean than elsewhere in the world.

Through presentations, group discussions and interactive exercises, delegates explored the role of Public Accounts Committees in disaster response:

- PACs can hold government agencies to account for how public funds are spent during disaster response and relief programmes immediately after a natural disaster has taken place;
- By televising their inquiries, PACs can play a role in educating the public on how public funds are spent on disaster relief;
- It is significant for every parliament to ensure that a committee or relevant body scrutinises how environmental resilience is being developed across Government agencies;
- In some parliaments, PACs have called for more contingency planning by parliament and government agencies to prepare for natural disasters and relief efforts.

Key considerations for PACs include:

- Which committee reviews actions by government agencies during a natural disaster?
- How can controls and oversight be improved during a natural disaster or emergency?
- Does the Auditor General's office have contingency plans for natural disasters affecting them?
- Does the PAC have the inherent mandate to provide oversight irrespective of provision of reports from the Auditor General's office?
- Are there contingency plans for a PAC to meet if the parliament building is affected during a natural disaster? For example, an 'adjourning from place to place' power?



Jason Cotton, Caribbean Development Bank & Mitchell O'Brien, World Bank during a Q&A session and discussing with delegates

GENDER RESPONSIVE APPROACHES TO PAC SCRUTINY



Patricia Gordon-Pamplin, Bermuda



Veronica Dorsette-Hector MP, Montserrat, Alva Baptiste, St Lucia, Esmalene Cox, St Lucia

On the third day of the workshop, delegates discussed different approaches to Gender Sensitive Scrutiny (GSS) of financial statements and public spending. GSS is a tool to achieve gender equality and involves scrutinising how both men and women are affected differently by public spending. This is an important consideration when PACs are reviewing the value for money of a public programme or agency. GSS involves the PAC employing a 'gender lens' when scrutinising every aspect of spend and focuses on achieving gender equality by ensuring that interventions to eliminate inequalities between men and women are adequately financed.

The role of the PAC is to ask how decisions on public spending were made. This includes considering how decisions have affected both men and women, boys and girls, and wider groups across society.

GSS involves the following characteristics:

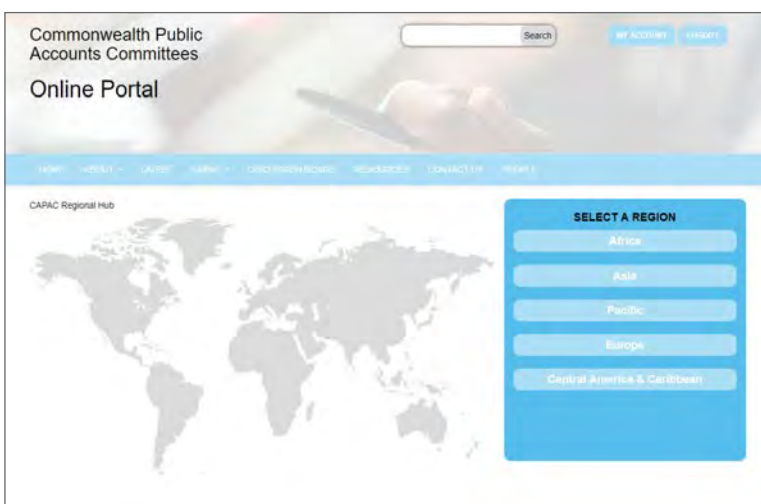
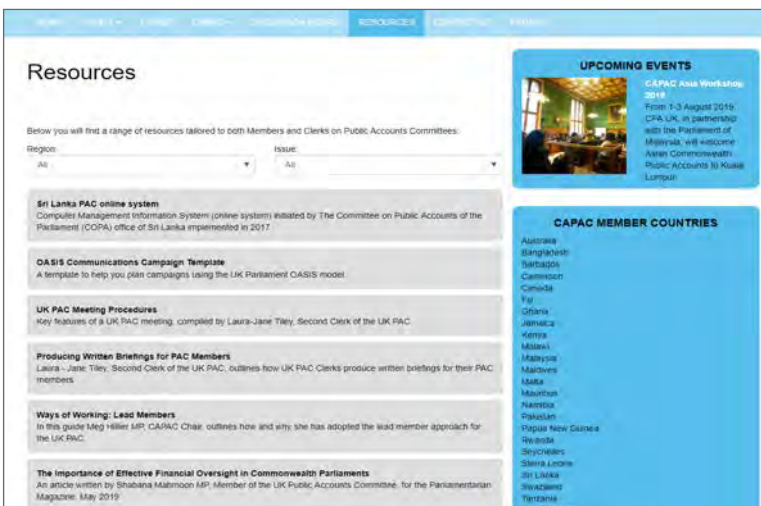
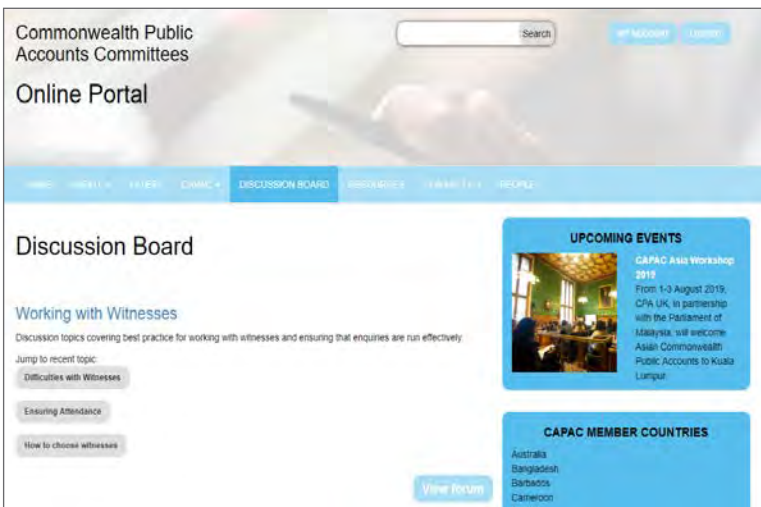
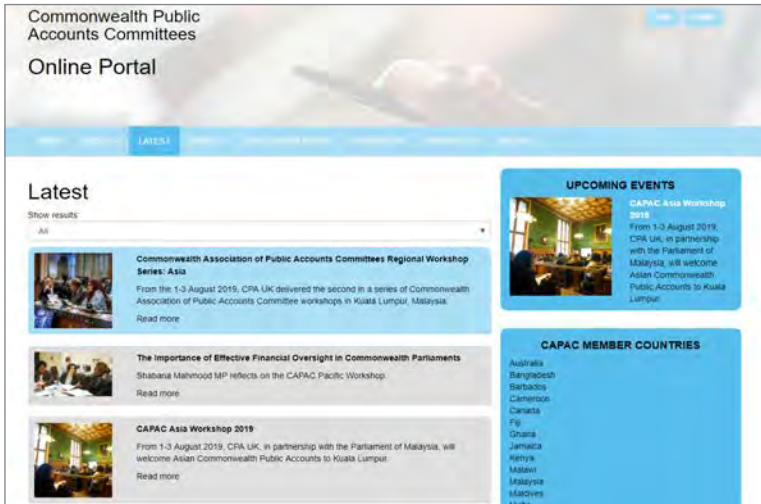
- Recognising the different needs, interests and realities between men and women;
- Incorporating a gender perspective at all levels of budgeting;
- Allowing follow up and evaluation of the impact of public spend;
- Promoting effective use of resources;
- Reworking spending priorities, not necessarily increasing budgets;
- Restructuring programmes.

PACs can integrate GSS into their existing work by:

- Writing to ministries and government agencies to request information on future plans for gender-responsive budgeting and financial planning;
- Formulating gender sensitive questions and report recommendations e.g. ensuring that all government data is dis-aggregated by sex to allow for better spending analysis;
- Ensuring a gender balance across inquiry witnesses and requests for written evidence;
- Continuous training for staff on how to incorporate a gender lens into existing scrutiny work.



Hon. Lindell Nurse, Beverley Gibbons & Bishop Joseph Atherley, Barbados



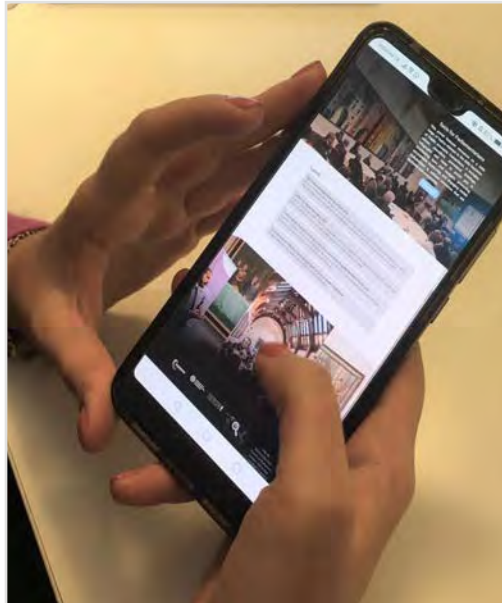
COMMONWEALTH PUBLIC ACCOUNTS COMMITTEE ONLINE PORTAL

On the final day of the Workshop, delegates were introduced to the Commonwealth Public Accounts Committee Online Portal, an online learning hub for members and clerks working on PACs across the Commonwealth.

As part of CPA UK's work for the Commonwealth Partnership for Democracy (CP4D), CPA UK has developed this online tool to promote cross-Commonwealth learning on topical issues in public financial management and government scrutiny.

This portal also serves as a platform for engagement, where users can easily post or follow topics of discussion on PAC-related content, such as procedural questions or tips for interacting with witnesses.

CPA UK welcomes feedback on how members or clerks on a PAC might use or benefit from this online tool.



Presentation of the CAPAC Online Portal to delegates, who registered for the Portal during the workshop.

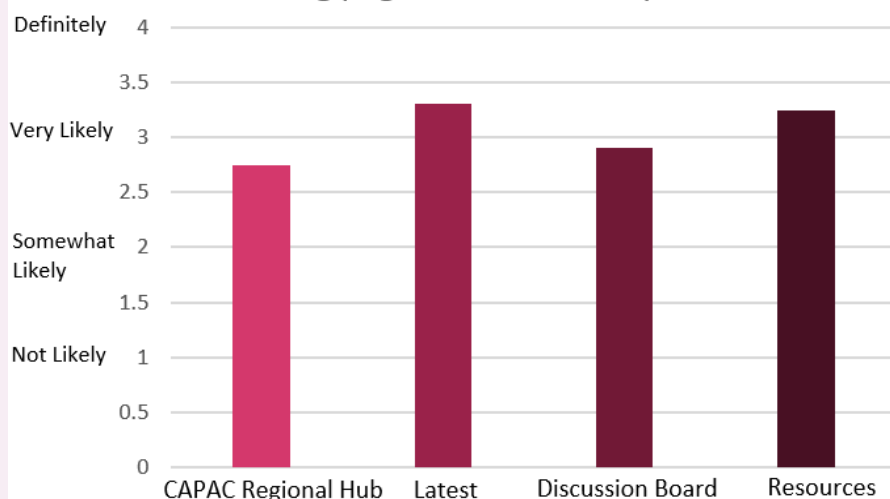
PORTAL FEEDBACK

After being registered as a user, delegates were asked for their thoughts and initial feedback on the CAPAC online portal and its functions.

On average, delegates stated that they are 'very likely' to use the different pages on the portal including: Latest, Resources, Discussion Board and the CAPAC Information Page. When asked what delegates would most like covered on the portal and which resources they would find most useful from their colleagues in the region, the most recurring responses included information about inquiries, reports and standing orders.

Feedback from Members & Clerks

CAPAC Portal: How likely are you to use the following pages on the online portal?



*4 = maximum rating 1 = minimum rating

When asked 'What would you like to learn from your colleagues on PACs from other countries?', the most common answers were 'Inquiries & Reports' and 'Standing Orders'

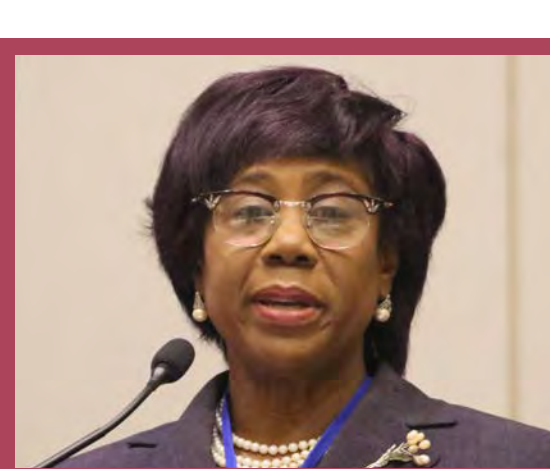
WORKSHOP FEEDBACK

CPA UK asked delegates to complete pre and post-workshop assessment forms to measure key learning outcomes from the workshop.

The PACs in attendance varied considerably in terms of size, maturity and practices. However, feedback indicated that the workshop was fully relevant to 84% of delegates and had either exceeded expectations for 75% of attendants and met expectations for 25% of delegates.

When asked what learning delegates will take back to their PACs, members cited 4 key areas: working on and adapting their questioning techniques; thinking more critically about the role of the PAC – the “Lead Member” concept, having a more purposeful role, functionality of the PAC; thinking about/pushing for more PAC involvement in environmental resilience; and recommending changes in standing orders to improve efficiency, e.g. provide timelines for ministry responses. Clerks reported that they will implement learning on: how to better prepare briefing documents for committee members and improve the formulation of questions and recommendations for members; involving the public more in the PAC’s work; paying more attention to recommendation time-frames; and asking more questions to members to ensure that clerks know what they should be offering.

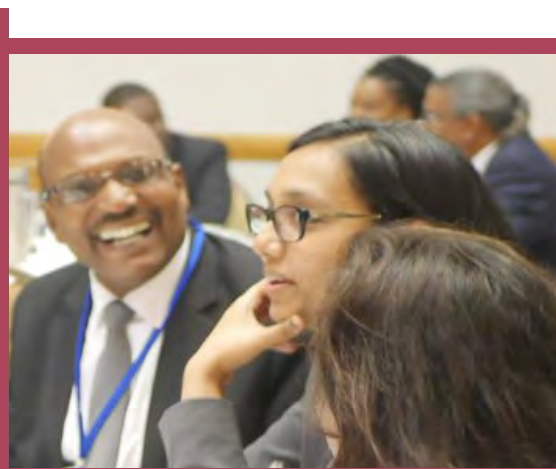
The Committee Inquiry Exercise was highlighted as a very useful session, with many noting that it was a good opportunity to put learning into practice.



*Hon. Madam Speaker Brigid Annisette-George MP,
Trinidad & Tobago*



Hon. Paul Lewis MP, Montserrat



Senator Wade Mark MP & Senator Amrita Deonarine MP

ACKNOWLEDGEMENTS

CPA UK would like to thank the Parliament of Trinidad & Tobago and the British High Commission in Port of Spain for their generosity in supporting this regional workshop. The team would also like to thank delegates and speakers who came from across the region to take part in the workshop. Their openness, willingness to share experiences with each other and to reflect on their PAC’s’ practices was invaluable to the success of the workshop.

DELEGATE LIST

BARBADOS

Bishop Joseph Atherley MP
Hon. Lindell Nurse MP
Ms Beverley Gibbons

BELIZE

Hon. Kareem Musa MP
Hon. Julius Espat MP
Mrs Clarita Pech

BERMUDA

Hon. Patricia Gordon-Pamplin MP

CAYMAN ISLANDS

Hon. Mckeeva Bush MP
Miss Manesa Webb

GRENADA

Hon. Anthony Botswain MP
Senator Christopher DeAllie MP
Mr Andrew Augustine

GUYANA

Ms Michelle Singh

JAMAICA

Ms Juliet Cuthbert-Flynn MP
Dr Morais Guy MP
Mr Leslie Campbell MP
Ms Rosemarie Douglas-Beckford

MONTESERRAT

Hon. Paul Lewis MP
Mrs Veronica Dorsette Hector MP

ST LUCIA

Hon. Bradley Felix MP
Hon. Alva Baptiste MP
Mrs Esmalene Cox-Jn Louis

TRINIDAD AND TOBAGO

Hon. Madam Speaker Bridgid Annisette-George MP
Dr Bhoendradatt Tewarie MP
Senator Charisse Seepersad MP
Senator Wade Mark MP
Senator Amrita Deonarine MP
Mrs Ayanna Webster-Roy MP
Ms Sheranne Samuel
Ms Keiba Jacob

TURKS AND CAICOS

Hon. Akierra Missick MP

UNITED KINGDOM

Mr Nigel Mills MP
Ms Layla Moran MP
Mr Dominic Stockbridge

SPEAKERLIST

DAVID CHRISTOPHERSON

Former Chair and Member, Standing Committee on Public Accounts, Canada

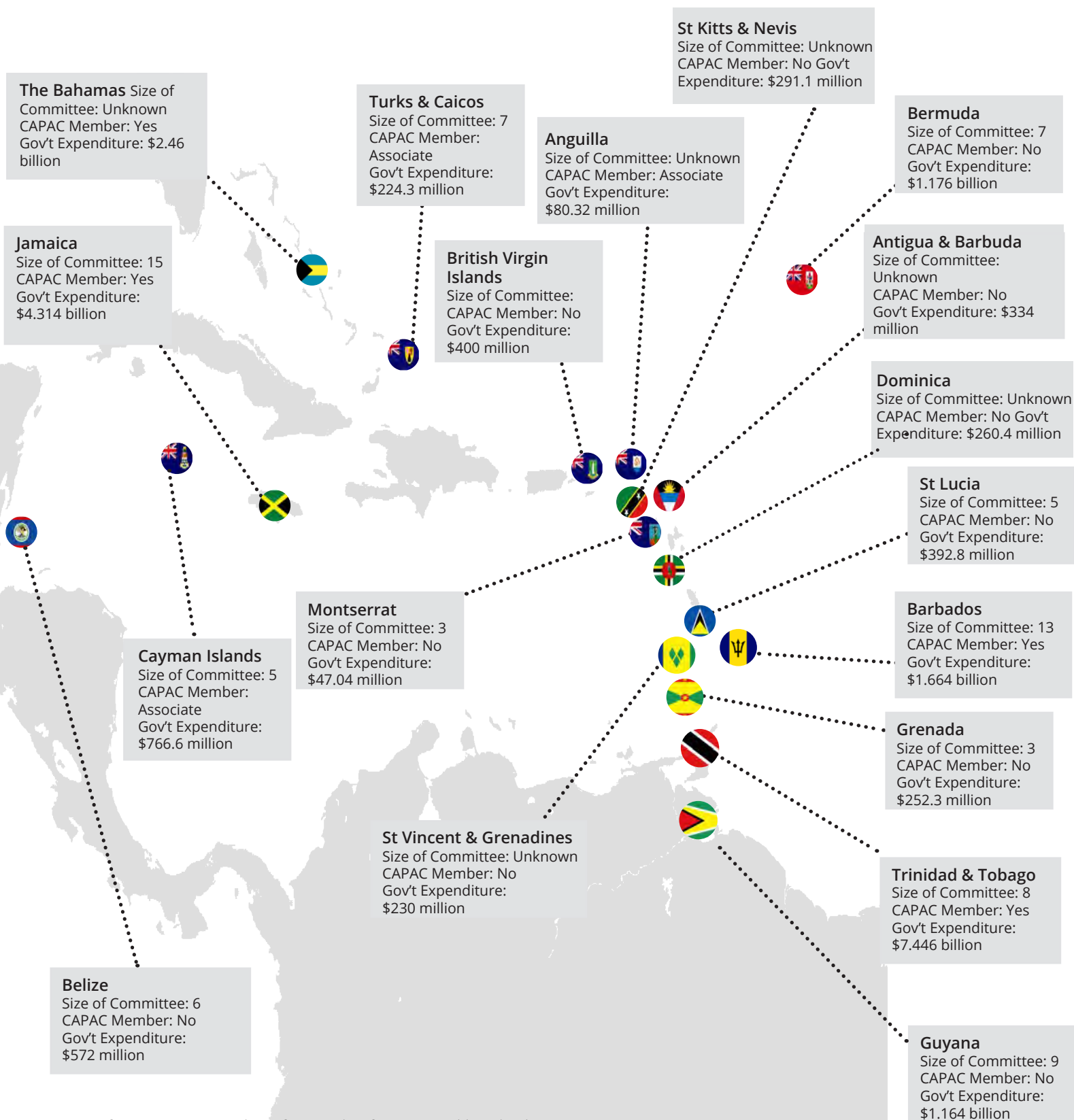
CARIBBEAN DEVELOPMENT BANK

Marlene Johnson, *Operations Officer, Gender and Development*
Jason Cotton, *Country Economist (Barbados & Jamaica)*
Wayne Elliott, *Economic Research Analyst*

WORLD BANK

Mitchell O'Brien, *Senior Governance Specialist*

Public Accounts Committees at a Glance: CARIBBEAN



Source of government expenditure figures taken from CIA World Factbook in USD

SESSION FORMATS

The CAPAC Asia Workshop consisted of a variety of interactive sessions to give delegates the opportunity to learn from peers, experts, skill based training sessions and self-reflection to build their own skills and capacity:



EXPERT PLENARY SESSIONS

A panel of experts in a particular area each give a short presentation or opinion, before opening up the floor to questions for the panel from the audience. Moderated by a session Chair, plenaries allow delegates to hear a variety of expert opinions in a short period of time, building their knowledge and allowing time for questions. Because panellists often take different perspectives and offer different solutions to problems, these sessions are great for open conversations on issues that are common to many audience members.



NETWORKING

Networking lunches, dinners and receptions offer participants an informal opportunity to make connections with their peers and explore ideas and themes of the workshop in more detail on a one-to-one or small group basis. Networking forms the basis for ongoing exchange, learning and support following the Workshop by individuals and organisations.



KEYNOTE

A keynote address provides a new or inspiring perspective on a key theme, idea or challenge. One high-profile speaker makes a short address or contribution on their experience or insight on a central topic, setting the scene and inspiring further discussion.



SPLIT SESSION

Split sessions allow participants to explore issues in greater detail in smaller groups. The group size allows more time for interaction with expert panellists and moderators, as well as more space for individual questions, contribution and discussion. Groups can split according to their roles, allowing for valuable, focussed and relevant peer to peer exchange in a particular area.



TRAINING

Training sessions are skills based and highly interactive, where participants work in small groups with an expert facilitator or trainer. Participatory exercises develop, practice and refine key skills to build participants' capacity to use them in real life settings.



WORKSHOP

Workshops are collaborative processes bringing together a variety of stakeholders to develop an understanding of a problem and then innovating new solutions. Workshop sessions look at a particular topic or theme in more detail, exploring different aspects through a variety of interactive activities.



COMMITTEE HEARING EXERCISE

This interactive and highly participatory exercise gives participants the opportunity to practice their skills in a 'live' session by questioning a panel of expert witnesses in a committee hearing setting. Facilitated by experienced Chairs and Clerks as moderators and conducted in the Westminster committee hearing style, participants can gain experience of working with practice, procedure and protocol whilst engaging with a complex subject in a different way through committee questioning. This session will include 'freeze frame' segments.

PROGRAMME

Day 1 - Tuesday 21 January 2020
Setting the Scene

| TIME | SESSION | Hyatt Regency Trinidad & Tobago |
|-------------|--|-----------------------------------|
| 0800 - 0900 | Delegate Registration in the Conference Foyer, Hyatt Regency Trinidad | |
| 0930 - 0945 | <i>Official Workshop Opening - The Hon. Bridgid Annisette-George MP, Speaker of the House and Chair of the Public Accounts and Administration Committee (PAAC), Trinidad and Tobago</i> | |
| 0945 - 1000 | <p>Welcome and Introductions from CPA UK</p> <p>This session will outline the aims and objective of the Workshop and give delegates the opportunity to familiarise themselves with each other and the CPA UK team.</p> <p>Speakers: Sarah Giles, Programme Manager, CPA UK Ruth Pope, Head of Multilateral Projects, CPA UK</p> | |
| 1000 - 1030 | <p>Session 1: Keynote Address - The Learning Committee (video message)</p> <p>Meg Hillier MP will reflect on her time as former Chair of the UK PAC. This will be followed by a Q&A session with Nigel Mills MP and Layla Moran MP, former Members of the UK PAC.</p> <p>Format: Keynote Address</p> <p>Speakers: Meg Hillier MP, Former Chair, Public Accounts Committee, UK (video message) Nigel Mills MP, Former Member, Public Accounts Committee, UK Layla Moran MP, Former Member, Public Accounts Committee, UK</p> | |
| 1030 - 1130 | <p>Session 2: Results of the Commonwealth Public Accounts Committee Biennial Survey</p> <p>This session will officially launch the Commonwealth Public Accounts Committee Biennial Survey in the Caribbean region and present the results and analysis from public accounts committees in the region. This survey, which will be conducted every two years, will observe the changing experiences, shifts, and outcomes of public accounts committees across the Commonwealth. This session will also invite delegates to input into the survey design and future development.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Sarah Giles, Programme Manager, CPA UK Rebekah Northall, Projects Officer, CPA UK</p> | |
| 1130 - 1200 | <i>Tea and Coffee Break</i> | |









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| 1200 - 1315 | <p>Session 3: What Is Needed For Effective PAC Scrutiny?</p> <p>This session will explore the key strengths PACs need to have to be a strong and effective PAC. This will include meeting regularly, a strong secretariat, and effectively working cross-party to achieve results.</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> <p>Speakers: Hon. Bridgid Annisette-George MP, <i>Speaker of the House and Chair of the Committee on Public Administration and Appropriations, Trinidad and Tobago</i> David Christopherson, <i>Former Chair and Member, Standing Committee on Public Accounts, Canada</i> Hon. Juliet Cuthbert-Flynn MP, <i>Governing Member, Jamaica</i> Layla Moran MP, <i>Former Member, Public Accounts Committee, UK</i></p> |
| 1315 - 1400 | <p>Networking Lunch</p> |
| 1400 - 1515 | <p>Session 4: Blockers, Enablers and Collaboration</p> <p>Derived from the responses to the Public Accounts Committee Biennial Survey, CPA UK will use a pre-designed simple matrix for delegates to identify 'clusters' of like PACs within the region to share their key blockers and enablers and to connect on collaborative approaches.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Rebekah Northall, <i>Projects Officer, CPA UK</i> Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> |
| 1515 - 1530 | <p><i>Tea and Coffee Break</i></p> |
| 1530 - 1645 | <p>Session 5: Effective Scrutiny of Financial Statements</p> <p>Scrutinising financial statements produced by government departments and projects funded by public money is central to the role of PACs. This interactive session will map the process of scrutinising financial statements and key considerations for Chairs, Members and Clerks. Through practical examples, delegates will explore different approaches to scrutiny of financial statements.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Keiba Jacob, <i>Clerk of the Public Accounts (Enterprises) Committee, Trinidad and Tobago</i> Gary Peters, <i>Assistant Auditor General, Trinidad and Tobago</i></p> |
| 1645 - 1725 | <p>Session 6: Briefing on Committee Exercise</p> <p>Delegates will be briefed on the interactive committee exercise taking place on Day Two. This will also be an opportunity for delegates to ask questions ahead of the exercise.</p> <p>Format: Briefing</p> <p>Facilitators: Rebekah Northall, <i>Projects Officer, CPA UK</i> Dominic Stockbridge, <i>Second Clerk, UK</i></p> |
| 1725 - 1740 | <p><i>Debriefing Exercise - Day One</i></p> |
| 1740 - 1800 | <p><i>Travel to Joseph's Restaurant by coach</i></p> |
| 1800 - 1930 | <p><i>Reception Dinner hosted by the Parliament of Trinidad and Tobago at Joseph's Restaurant</i></p> |
| 1930 - 2000 | <p><i>Travel to the hotel by coach</i></p> |





Day 2 - Wednesday 22 January 2020

The PAC Inquiry: Preparation, Delivery and Results

| TIME | SESSION Hyatt Regency Trinidad & Tobago | |
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| 0915 - 0930 | Review of Day 1 & Overview of Day 2 Facilitator: Rebekah Northall , <i>Projects Officer, CPA UK</i> | |
| 0930 - 1045  | Session 7: Budgeting for Environmental Resilience How can PACs factor environmental issues into their work? What impact do financial decisions have on the environment? And what impact do environmental risks have on financial planning? Technical experts from the Caribbean Development Bank and the World Bank will share their expertise during an engaging discussion with delegates. Session Format: Interactive Workshop Speakers: Jason Cotton , <i>Caribbean Development Bank</i> Wayne Elliott , <i>Caribbean Development Bank</i> Mitchell O'Brien , <i>World Bank</i> | |
| 1045 - 1115 | <i>Tea and Coffee Break</i> | |
| 1115 - 1200  | Session 8A: Chairs and Members: Selecting Witnesses and Gathering Evidence Gathering evidence is critical for effective inquiries. In this session, delegates will discuss the different sources of evidence that can be gathered during an inquiry, and good practice for selecting witnesses. Format: Expert Plenary Chair: Fleur Ten Hacken , <i>Programme Manager, CPA UK</i> Speakers: Nigel Mills MP , <i>Former Member, Public Accounts Committee, UK</i> Dr. Morais Guy MP , <i>Shadow Minister on Health & Wellness, Leader of Opposition Business in the House, Jamaica</i> | Session 8B: Clerks: Gathering Evidence and Working with Witnesses Clerks play a key role in gathering evidence during an inquiry and working with witnesses. This session will explore good practice for working with witnesses and practical guidance for effectively gathering evidence. Format: Interactive Workshop Facilitators: Michelle Singh , <i>Assistant Clerk of Committees, Guyana</i> Dominic Stockbridge , <i>Second Clerk, Home Affairs Committee, UK</i> |

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| <p>1200 - 1245</p>  | <p>Session 9A: Chairs and Members: Effective Questioning Techniques</p> <p>This practical session will explore good practice for questioning techniques and working effectively as a committee to question witnesses, both of which are critical to the success of inquiries.</p> <p>Format: Interactive Workshop</p> <p>Speakers: Layla Moran MP, <i>Former Member, Public Accounts Committee, UK</i> David Christopherson, <i>Former Chair and Member, Standing Committee on Public Accounts, Canada</i> Senator Mark Wade, <i>Chair of Public Accounts (Enterprises) Committee, Trinidad and Tobago</i></p> | <p>Session 9B: Clerks: Delivering Comprehensive Briefings</p> <p>Providing informative and concise briefings for Committee members is a key role of the Clerk before a Committee takes place. This practical session will explore best practice for delivering briefings, including writing draft questions for evidence sessions.</p> <p>Format: Interactive Workshop</p> <p>Facilitator: Keiba Jacob, <i>Clerk, Public Accounts (Enterprises) Committee, Trinidad and Tobago</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> |
| <p>1245 - 1330</p> | <p>Networking Lunch</p> | |
| <p>1330 - 1400</p>  | <p>Session 10: Committee Exercise: Clerk-led Committee Briefing</p> <p>Clerks will deliver a briefing to their committee members on the upcoming committee exercise.</p> <p>Facilitators: Keiba Jacob, <i>Clerk, Public Accounts (Enterprises) Committee, Trinidad and Tobago</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> | |
| <p>1400 - 1500</p>  | <p>Session 11A: Committee Inquiry</p> <p>A public hearing is a major tool through which a PAC gathers evidence by calling witnesses before the committee to provide testimony on issues raised in the audit report.</p> <p>This interactive exercise will give participants the opportunity to practice their skills in a 'live' session by questioning a panel of witnesses in a committee hearing setting.</p> <p>Format: Committee Hearing Exercise</p> <p>Facilitators: Nigel Mills MP and Layla Moran MP, <i>Former Members, Public Accounts Committee, UK</i> Rebekah Northall, <i>Projects Officer, CPA UK</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> | <p>Session 11B: Extended Training on Effective Questioning Techniques</p> <p>Drawing on the same information being used in the Committee Inquiry, this interactive session will further develop effective questioning techniques through a series of role play exercises.</p> <p>Facilitators: David Christopherson, <i>Former Chair and Member, Standing Committee on Public Accounts, Canada</i> Mitchell O'Brien, <i>World Bank</i> Sarah Giles, <i>Programme Manager, CPA UK</i></p> |
| <p>1500 - 1515</p> | <p><i>Tea and Coffee Break</i></p> | |
| <p>1515 - 1600</p>  | <p>Session 12A: Chairs and Members: Getting a Government Response</p> <p>Engaging with Government to get a response to an inquiry is a central part of the role of any committee. Through interactive discussions, delegates will discuss the challenges faced by Public Accounts Committees to engage with Governments, and good practice to drive forward recommendations.</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> <p>Speakers: David Christopherson, <i>Former Chair and Member, Standing Committee on Public Accounts, Canada</i> Hon. Akierra Missick, <i>Chair of Public Accounts Committee, Turks and Caicos</i> Layla Moran MP, <i>Former Member, Public Accounts Committee, UK</i></p> | <p>Session 12B: Clerks: Writing Effective Recommendations and Reports</p> <p>The report is the main formal output of a PAC's work, containing the formal position of the committee. Using the SMART approach, practical guidance will be given in this hands-on session on how to ensure recommendations reflect the findings of the inquiry and bring about government action.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Rosemarie Douglas Beckford, <i>Senior Committee Clerk, Jamaica</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> |

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| <p>1600 - 1630</p>  | <p>Session 13: Committee Exercise Part Three: Achieving Impact</p> <p>In this final part of the Committee Exercise, Clerks will present their recommendations to the wider delegates. All delegates will then discuss next steps for engaging effectively with the Government to implement their recommendations.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Rebekah Northall, <i>Projects Officer, CPA UK</i> Sarah Giles, <i>Programme Manager, CPA UK</i></p> |
| <p>1630 - 1700</p>  | <p>Session 14: Keynote Address from Ms. Lorelly Pujadas, Auditor General, Trinidad and Tobago</p> <p>Ms. Lorelly Pujadas will reflect on her time as Auditor General, Trinidad and Tobago, and the Auditor General Department's relationship with the PAC, PAEC and PAAC.</p> <p>Session Format: Keynote Address</p> <p>Speaker: Ms. Lorelly Pujadas, <i>Auditor General, Trinidad and Tobago</i></p> |
| <p>1700 - 1715</p> | <p><i>Debriefing Exercise - Day Two</i></p> |
| <p>1715</p> | <p><i>End of Day Two</i></p> |




Day 3 - Thursday 23 January 2020

Communicating and Collaborating

TIME

SESSION

Hyatt Regency | Trinidad & Tobago

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| 0915 - 0930 | <p>Review of Day 2 & Overview of Day 3</p> <p>Facilitator: Rebekah Northall, <i>Projects Officer, CPA UK</i></p> |
| <p>0930 - 1045</p>  | <p>Session 15: Gender Responsive Approaches to PAC Scrutiny</p> <p>How can the work of PACs be inclusive of gender responsive approaches? A technical expert from the Caribbean Development Bank will share insight into their work in this area and engage in discussions with delegates.</p> <p>Format: Interactive Workshop</p> <p>Chair: Sarah Giles, <i>Programme Manager, CPA UK</i></p> <p>Speakers: Hon. Bridgid Annisette-George MP, <i>Speaker of the House and Chair, Public Administration and Appropriations Committee, Trinidad and Tobago</i> Marlene Johnson, <i>Caribbean Development Bank</i> Layla Moran MP, <i>Former Member, Public Accounts Committee, UK</i></p> |
| 1045 - 1100 | <p><i>Tea and Coffee Break</i></p> |
| <p>1100 - 1200</p>  | <p>Session 16: Maximising Strategic Relationships</p> <p>Through an interactive relationship mapping exercise, CPA UK staff will guide delegates in identifying their key stakeholders and the role they play in public financial oversight in relation to the PAC.</p> <p>Format: Interactive Workshop</p> <p>Speaker: Nigel Mills MP, <i>Former Member, Public Accounts Committee, UK</i></p> <p>Facilitators: Rebekah Northall, <i>Projects Officer, CPA UK</i> Fleur Ten Hacken, <i>Programme Manager, CPA UK</i></p> |
| <p>1200 - 1300</p>  | <p>Session 17: How to Achieve an Independent and Neutral PAC</p> <p>Achieving a PAC which is independent and neutral can be a challenge for Chairs, Members and Clerks. Through interactive discussions and wider reflections, delegates will explore some of the challenges involved and best practice for ensuring that their PACs are both neutral and independent to perform their mandate effectively.</p> <p>Format: Expert Plenary</p> <p>Chair: Rebekah Northall, <i>Projects Officer, CPA UK</i></p> <p>Speakers: Hon. Julius Espat, <i>Chair, Public Accounts Committee, Belize</i> Hon. Patricia Gordon-Pamplin JP MP, <i>Chair, Public Accounts Committee, Bermuda</i> Nigel Mills MP, <i>Former Member, Public Accounts Committee, UK</i> Layla Moran MP, <i>Former Member, Public Accounts Committee, UK</i></p> |

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| 1300 - 1345 | Networking Lunch | |
| 1345 - 1430 |  <p>Session 18A: Maximising Impact: Outreach and Public Engagement – Chairs and Members</p> <p>Outreach activities can act as a powerful tool for PACs. They can help amplify key messages, reach target audiences and enhance their influence. By engaging with a wider audience PACs also play a key role in building strong and transparent democracies. How can PACs effectively utilise the media and other channels to engage with new stakeholders?</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> <p>Speakers: Bishop J. Atherley MP, <i>Chair, Public Accounts Committee, Barbados</i> Nigel Mills MP, <i>Former Member, Public Accounts Committee, UK</i> Dr. Bhoendradatt Tewarie MP, <i>Chair, Public Accounts Committee, Trinidad and Tobago</i></p> | <p>Session 18B: Maximising Impact: Outreach and Public Engagement – Clerks</p> <p>This interactive session will deliver guidance on how Clerks can design and deliver communications strategies to raise the profile of the committee and its work, including through social media and press releases.</p> <p>Format: Interactive Workshop</p> <p>Facilitators: Keiba Jacob, <i>Clerk, Public Accounts (Enterprises) Committee, Trinidad and Tobago</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> |
| 1430 - 1500 |  <p>Session 19: CAPAC and the Online Portal: presentation and feedback</p> <p>Delegates will be introduced to the CAPAC and the CAPAC Online Portal. Delegates will be invited to give feedback and offer suggestions on how the portal can be developed further to ensure it is relevant for all CAPAC Members. Information will be provided to delegates on how to apply to join CAPAC.</p> <p>Format: Interactive Workshop</p> <p>Speakers: Sarah Giles, <i>Programme Manager, CPA UK</i> Rebekah Northall, <i>Projects Officer, CPA UK</i></p> | |
| 1500 - 1515 | <i>Tea and Coffee Break</i> | |
| 1515 - 1600 |  <p>Session 20: Measuring Effectiveness and Impact of PACs</p> <p>PACs need to ensure they monitor and follow up on their hearings, recommendations, government responses and the implementation of those responses. This important work, overlooked by many time pressured committees, is vital in ensuring ongoing effectiveness and impact. How can committees plan to include follow up? Which areas need further investigation? What monitoring strategies can be used?</p> <p>Format: Expert Plenary</p> <p>Chair: Ruth Pope, <i>Head of Multilateral Projects, CPA UK</i></p> <p>Speakers: David Christopherson, <i>Former Chair and Member, Standing Committee on Public Accounts, Canada</i> Senator Christopher DeAllie, <i>Deputy Speaker of the Senate, Grenada</i> Dominic Stockbridge, <i>Second Clerk, Home Affairs Committee, UK</i></p> | |
| 1600 - 1630 |  <p>Session 21: Look Forward</p> <p>Revisiting the blockers and enablers identified on the first day, delegates will outline their next steps for continuing to implement their learning and to collaborate with PACs across the region.</p> <p>Session Format: Interactive Workshop</p> <p>Facilitator: Rebekah Northall, <i>Projects Officer, CPA UK</i></p> | |
| 1630 - 1700 | <p>Reflection and Final Evaluation</p> <p>Delegates will be asked to feedback from the previous interactive session and reflect on key learning from the Workshop, using the CAPAC Online Portal as a platform to seek further guidance from their colleagues.</p> <p>Facilitators: Sarah Giles, <i>Programme Manager, CPA UK</i> Rebekah Northall, <i>Projects Officer, CPA UK</i></p> | |
| 1700 | <i>End of Day Three and Workshop</i> | |

ABOUT CPA UK

CPA UK's Strategic Objectives are:

1. To strengthen parliamentary democracy
2. To link Westminster with the Commonwealth
3. To set and demonstrate high performance standards

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.

CPA UK supports and strengthens parliamentary democracy throughout the Commonwealth. We focus on key issues including women in parliament, modern slavery, financial oversight, security and trade.

Peer to peer learning is central to the way CPA UK works. CPA UK brings together UK and Commonwealth parliamentarians and officials, to share knowledge and learn from each other. We aim to improve parliamentary oversight, scrutiny and representation. CPA UK is located in, and funded by, the UK Parliament.

For more information, please visit the CPA UK website www.uk-cpa.org or the CPA UK twitter @CPA_UK.

VISION

Inclusive, representative and transparent Commonwealth Parliaments; fully effective in enforcing the accountability of the executive and representing the interests and concerns of the electorate.

PURPOSE

To learn from and strengthen Commonwealth Parliaments to deliver effective oversight, scrutiny and representation.

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 women in Parliament, modern slavery, public accounts committees, security, and trade.

CPA UK is also the secretariat for the CPA British Islands and Mediterranean Region, 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, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), Organization of American States and the UK Government.

COMMONWEALTH PARTNERSHIP FOR DEMOCRACY (CP4D)

The Commonwealth Partnership for Democracy (CP4D) aims to build trust in democratic institutions and support the political engagement of minorities and vulnerable groups in 18 developing countries across the Commonwealth.

The £4m two-year programme was launched at the 2018 London meeting of Commonwealth Heads of Government. It is managed by the UK Foreign and Commonwealth Office and implemented by Westminster Foundation for Democracy in partnership with the CPA Headquarters Secretariat, CPA UK and the Commonwealth Local Government Forum.

The CAPAC Asia Workshop is part of a wider programme for Commonwealth Public Accounts Committees delivered by CPA UK and funded by CP4D. The programme will include one more regional workshops in the Caribbean (January 2020). The programme will culminate in a pan-Commonwealth workshop in London in March 2020.

The programme aims to:

- **Work with Commonwealth Public Accounts Committees (PACs) to promote best practice and effective scrutiny of public expenditure.**
- **Embed a network of Commonwealth wide PACs with a culture of shared best practice and expertise and peer to peer learning.**

For more information please contact Sarah Giles at giless@parliament.uk or Rebekah Northall at northallr@parliament.uk.



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