

NAMIBIA - PARLIAMENTARY STRENGTHENING PROGRAMME

REPORT SUMMARY

WINDHOEK, NAMIBIA | 12 - 16 APRIL 2019



IMPACT & OUTCOMES

Impact

Members and staff of the National Assembly are more confident and skilled to conduct their parliamentary duties in an effective, accountable and inclusive manner. UK-Namibia relations are also strengthened as a result of the visit.

Outcomes

In reference to the Westminster model and through a programme of meetings, plenary sessions and interactive discussions, the programme delivered the following outcomes:

Outcome 1: Parliamentarians and parliamentary staff have strengthened their capacities to better manage committee and parliamentary business.

Outcome 2: Delegates have widened their networks through opportunities for knowledge exchange, peer support, and sharing of good practice, while furthering relations between the UK and Namibian legislatures.

UK DELEGATION

Lord Purvis of Tweed, *Member of the House of Lords (Delegation Leader)*

Kenneth Gibson MSP, *Member of the Scottish Parliament*

Maureen Watt MSP, *Member of the Scottish Parliament*

Jennifer Burch, *Senior Clerk, House of Commons*

Yashasvi Chandra, *Africa Regional Manager, CPA UK*

Umamah Basit, *Programme Officer, CPA UK*

PROGRAMME OVERVIEW

From 12-16 April 2019, CPA UK, in partnership with the Parliament of Namibia, organised a training workshop for parliamentary staff and members of the National Assembly of Namibia in Windhoek, Namibia.

Based on priority areas identified by the National Assembly, the programme was designed to benefit parliamentary staff and members, covering thematic areas including management of committees and parliamentary business, fostering better relations with clerk, and improving communication with internal and external stakeholders. The training programme was led by a delegation which included three parliamentarians, one clerk and two CPA UK staff. The programme was attended by more than 60 participants, including members, clerks and officials.

On the completion of the programme, participants agreed to work on implementing the knowledge and skills they learnt, improving their individual performance and paving the way for a more inclusive, effective,

and accountable Parliament. CPA UK looks forward to continuing its close engagement with the Parliament of Namibia through similar capacity-building activities and programmes in the years to come.

Key Highlights

- Participants expressed great satisfaction with the programme, stating that the skills and techniques learnt would be useful in enabling them to fulfil their parliamentary responsibilities efficiently and effectively.
- Participants displayed keen interest in additional training programmes to further strengthen their understanding of parliamentary practice and procedure.
- Areas highlighted for future engagement include: **strengthening report-writing skills; improving committee oversight; and enabling the Parliament of Namibia to transition towards an e-Parliament.**



Members of the Namibian, UK and Scottish Parliaments at the end of the training programme

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NAMIBIA - PARLIAMENTARY STRENGTHENING PROGRAMME

FULL REPORT

WINDHOEK, NAMIBIA | 12-16 APRIL 2019

Programme Background

CPA UK sent a delegation of UK parliamentarians to visit Windhoek, Namibia from 11-16 April 2019. The visit encompassed a three-day capacity building workshop for members and staff of the National Assembly, focused on management of committees and parliamentary business.

The programme also included bilateral meetings with key ministers, officials and civil society actors, providing an opportunity for UK parliamentarians to explore Namibia-UK relations and issues of mutual interest including modern slavery, human rights, trade, and sustainable development.

The programme forms part of CPA UK's Parliamentary Partnership Programme (PPP) with the Parliament of Namibia. Established in 2017, the PPP lays out a three-year engagement strategy to strengthen the technical skills of members and staff of the Namibian Parliament, based on priority areas identified by the Parliament.

In the last two years, members of the National Assembly and the National Council have participated in a series of CPA UK programmes and activities, both in Windhoek and Westminster, to discuss, learn and share best parliamentary practices, improving their



Participants of the Clerks' Programme on 12 April

CLERKS' PROGRAMME

SETTING THE SCENE

The one-day Clerks' Programme took place on 12 April at Hilton Hotel, Windhoek, and was led by Jennifer Burch, a senior clerk from the House of Commons. The training was specifically designed with the aim of strengthening soft skills of participants, such as developing techniques to better manage their workload as well as improve communication with members and parliamentary colleagues.

To ensure their needs and requirements were met, participants were asked to identify key challenges they face in their role. The following issues were highlighted:

- **Limited staff and financial resources**
- **Weak report-writing and minute-taking skills**
- **Unrealistic expectations from committee staff**
- **Lack of communication between members and clerks**
- **Lack of punctuality and absenteeism**
- **Lack of implementation of report recommendations**
- **Low salaries and overworked staff**

This exercise allowed the trainer to tailor the programme to meet the objectives and expectations of the participants. It was recognised that most legislatures around the world tend to face similar challenges and constraints, in particular when it comes to report-writing and implementation of recommendations. Participants were encouraged to maximise on opportunities available in the Commonwealth, to increase their exposure and learning from regional and international parliamentary colleagues.

ROLE OF CLERKS

A recurrent point of discussion, also raised frequently in previous training programmes organised by CPA UK, was the role and responsibilities of clerks. During the discussions, it was consistently raised that **many clerks lack a comprehensive understanding of their role and remit, often undertaking tasks that are not within their mandate**. For example, sometimes clerks are expected to undertake research that is not related to committee work or parliamentary duties; another common practice is that members expect clerks to reproduce documents right before a committee meeting, resulting in a lot of time and resources being wasted.

While trust plays a major part in a member-clerk relationship, **professionalism is equally important**. All parliaments have a duty to care for their employees, ensuring that they do not work excessive hours or be asked to undertake unreasonable tasks. In the UK Parliament, the **Behaviour Code** sets out clear guidelines on how those on the parliamentary estate should be treated and should treat others. In addition to this, **Standards of Service** provide guidance to committee staff and how they should operate in the parliament, focussing on key areas such as availability and contact; tasks and duties; prioritisation; and staffing.

"Clerks are an important institution within Parliament. They should act as a collective body."

Jennifer Burch, Second Clerk, House of Commons

Further, some committees in Westminster have introduced a **Traffic Light Document** (please refer to **Annex I** for a similar guide) to clearly outline what kind of support the committee team can provide to the chair and members of the relevant committee. This is a useful guide to enable clerks to better understand their role and the parameters of their work. Tasks and duties which fall beyond their remit are highlighted under the red column and as such, members should refrain from allocating tasks to clerks in the red column. It was emphasised that **similar codes and practices should be introduced in the Parliament of Namibia to enable clerks to fulfil their duties in a more accountable and responsible manner**.

Another point of discussion was how to effectively manage a heavy workload. Clerks are responsible for a multitude of tasks on a day-to-day basis, ranging from scheduling meetings, to liaising with stakeholders, and writing committee reports and recommendations. As in any other job, prioritisation and time management is key, including the ability to delegate tasks effectively and set realistic deadlines.

While managing their workload, clerks should maintain courtesy towards members and their colleagues. However, it is equally important to know where to draw the line. Clerks should also not feel restricted in their work; although they must remain impartial, they should take extra initiative where possible, to provide procedural and any other advice to members. There should be a **collective understanding and consensus on parliamentary responsibilities**, with official backing from senior parliamentary officials.

COMMITTEE WORK: PREPARING FOR EVIDENCE SESSIONS

Clerks play an influential role when it comes to the planning and organisation of committee inquiries. They undertake a range of tasks at various stages of the inquiry process, including proposing and liaising with witnesses; briefing committee members; suggesting lines of questioning during inquiries; and drafting the bulk of reports at the end of each inquiry.

During the programme, participants took the opportunity to discuss the various stages, identifying the workload associated with

knowledge and skills to undertake parliamentary responsibilities efficiently and effectively.

CPA UK last visited Windhoek in November 2017, to deliver a three-day training programme on legislative scrutiny, led by Sir Peter Bottomley MP.

Following this visit, it is hoped that CPA UK and the Namibian Parliament will strengthen their partnership and continue working on similar parliamentary strengthening programmes in the future.



Participants engaging in a group exercise on committee evidence sessions

each stage, common challenges and ways to overcome them. As highlighted above, **report-writing is a major challenge for many clerks, with the added difficulty of getting members, especially committee chairs, to read and take ownership of the reports.** To this end, **participants should use techniques to make reports as concise and as visually appealing as possible, in order to grab the attention of members.** It is also important to adopt different writing styles for different audiences, and the best reports are those that challenge the government. **When it comes to recommendations, these must be precise, specifying deadlines and measurable expectations.** Imprecise recommendations, for example, not only limit the impact on government action and policy, but also make follow-up work difficult. Regular meetings with the chair and members also help clerks draft reports in accordance with the committee's expectations.

A key highlight of the day was the group exercise where, from a set of behaviours, participants were asked to identify good and bad behaviours with regards to preparing for evidence sessions. They were also asked to highlight actions they most struggle with. While most participants were able to divide the different behaviours into the correct categories, a few challenges were shared such as the **difficulty of gathering a wide range of credible evidence and ensuring the diversity of witnesses and stakeholders.**

To ensure that evidence sessions achieve their objectives, clerks must regularly engage with committee chairs and members in order to thoroughly understand the expectations and needs of the committee. They should also take all necessary measures to verify sources and ensure evidence is catalogued and circulated in an efficient manner.

FOSTERING BETTER MEMBER-CLERK RELATIONS

The relationship between clerks and members was raised at various points throughout the programme. Participants shared anecdotes of uncomfortable situations they have been in, where they have been looked down on or have been asked to carry out unreasonable tasks from members and colleagues.

Participants benefited from the presence of UK members as panellists, which provided them with a member's perspective of clerks and what expectations they generally have from their staff. As stated earlier, **the UK Parliament has introduced various human resource mechanisms as a means to inculcate a culture of professionalism within Parliament.** While clerks are expected to display political impartiality and mutual respect, they are not expected to show deference towards committee chairs or members.

When it comes to supporting committees, it was stressed that clerks should feel comfortable challenging the committee chair, and they should do so in a professional way. **Members also stressed the value of a clerk in providing detailed and unbiased information to members.** Though clerks cannot be experts on every subject, they often have more knowledge of

certain issues, and this can be extremely useful when bouncing off ideas from each other. It is important to stress however, that while clerks are responsible for supporting members and providing them with the necessary information, it is not their duty to make a member's job easy. **Members must take responsibility of reading committee reports in detail, giving constructive feedback, and should also be able to ask their own questions during evidence sessions.**

Members and clerks must work in a collective manner, by meeting regularly and having one-to-one conversations to discuss committee priorities. Party politics should also be left behind when undertaking committee work. A strong working relationship between the committee chair and clerks is key to success. Weekly meetings should take place, and a meeting should be held at the end of evidence sessions to discuss key takeaways and the briefing for the next meeting. Although it is rare for chairs to be absent from meetings, in certain situations where they are unable to attend, key decisions should be made till after they are back.



Participant at the Clerks training

Lastly, while trust and honesty go a long way in building long-term relations, **members must always remain consistent in their response and approach, irrespective of personality or views.**

CONCLUDING REMARKS

Over the years, the UK Parliament has introduced various policies and guidance to streamline the role of clerks and provide the required support to parliamentary staff to help them perform their duties effectively and efficiently. Although there are challenges related to report-writing, implementation of recommendations, and lack of communication between members and clerks, clerks are making effective use of the guidance to navigate their roles and understand the different dynamics of parliamentary work. **As the clerk's role continually changes, parliament must constantly learn, adapt, and update existing documentation and handbooks to clarify the role of clerks and staff to members.**

Clerks of both Houses, the National Assembly and the National Council, should come together and discuss committee and parliamentary business, sharing ideas and best practices. The importance of communicating committee work effectively was also highlighted, in particular, the **use of social media and similar**

channels to strengthen public outreach and improve access to parliamentary information and documents.

At the end of the programme, participants stated that they would take steps to practically implement recommendations from the workshop, and identified specific changes they would like to see taking place in the National Assembly.



Interactive session during the Clerks' training

KEY RECOMMENDATIONS



- Introduce clear policies and guidance to streamline the role of clerks and inculcate a culture of professionalism within Parliament
- Introduce formal induction training for clerks and staff when they join Parliament
- Introduce rotational placements and secondments for clerks so they can acquire experience in different committees and government departments
- Instil a reading culture in Parliament, encouraging chairs and members to take ownership of committee reports and provide constructive feedback
- Organise regular meetings between committee chairs and clerks to monitor committee progress and identify future priorities
- Tailor report briefings to the appropriate format and include visuals to grab attention
- Use social media and other channels to publicise the work of the committee and reach out to a wider range of stakeholders

PARTICIPANT FEEDBACK

“The workshop was an eye opener in many ways. I am glad that the facilitators and participants were open and willing to share and learn from one another.”

“I will practically implement suggestions made during the programme”

“The programme reminded me of my role and responsibilities as a clerk.”

“Such refresher trainings should be organised every few years.”



Hon. Prof. Peter Katjavivi, Hon. Speaker of the National Assembly, addressing participants of the Members' programme

MEMBERS' PROGRAMME

The two-day Members' Programme took place from 15-16 April at the Hilton Hotel in Windhoek, Namibia. The programme broadly focused on strengthening two skillsets: a) technical skills, including proficiency in and understanding of parliamentary procedures and committee practices; and b) soft skills such as communication, effective questioning and debating, and managing positive relationships with staff and external stakeholders.

SETTING THE SCENE

The Member's Programme was officially opened by the Speaker of the National Assembly, Hon. Prof. Peter Katjavivi. The Hon. Speaker helped the delegation gain a better understanding of the current challenges in the Parliament of Namibia, highlighting that **Parliament remains committed to improving its committee system in order to strengthen the role of Parliament in discharging its mandate.** The role of CPA UK will be extremely vital in providing the necessary guidance and support, and CPA UK reaffirmed its commitment to continue sharing experiences and learning in the years to come.

Over the course of two days, participants discussed and shared learnings on a variety of subjects including organisation and management of committees; managing parliamentary business; improving communication within and outside Parliament; and fostering better relations with parliamentary staff.

"We are here to share experiences as equal partners."

Lord Purvis of Tweed, Member of the House of the Lords

IMPROVING COMMITTEE PRACTICES

The position of parliament is enhanced if committees are respected by the public and their work is easily accessible and transparent. Indeed, **a committee's success is highly dependent on the composition of the committee itself, including the role and influence of the committee chair and the extent to which committee members work together to achieve common objectives.**

While the Namibian legislature has similarities with the Scottish Parliament – in terms of the size and number of committees – **the committee system in Namibia was only established in 1996 and is relatively new and evolving.** There are currently only seven standing committees in the Namibian Parliament. Members sit on at least three committees, which sometimes proves challenging, because committee meetings usually take place at the same time. **Aside from member absenteeism, participants raised other challenges including lack of committee discipline and partisan approach of some committee members.**

In the UK, it is recommended that Members should be part of no more than two committees, so that they can effectively contribute to each committee's work and be present for all engagements. The organisation of committees in Westminster also depends largely on whips, and various considerations are taken into account, including having a mix of old and new members, and appointing members with diverse expertise and knowledge. To ensure impartiality, members are encouraged to leave party politics behind, and be known as committee members as opposed to party members.

However, large parliamentary committees face similar challenges across the world when it comes to reaching consensus. In the UK, while committee reports are usually passed by consent, some committees, mainly on EU-related issues, have found it more difficult to reach consensus, as many committee members remain divided over Brexit.

Chairs play a major role in maximising the effectiveness of committees. Not only are they responsible for providing support and direction to committee staff, they are also the committee's public face and seek to ensure that all committee members are working together to achieve common objectives. **In order to establish cross-party consensus, chairs should review all relevant documents ahead of committee meetings and check reports before tabling.** They can also schedule private pre-meetings ahead of public sessions to clarify the committee's strategy, looking at issues that have been previously covered and reported on, as well as identifying issues that require further interrogation.

There was also some discussion on the passage of legislation and the allocation of resources for a proposed bill. In the UK, bills go through various stages before they are presented in the Chamber and voted on. **In the Scottish Parliament, all bills introduced must be accompanied by a Financial Memorandum (FM).** According to guidelines provided by the Scottish Parliament, *"The Financial Memorandum must clearly set out the best estimates of the costs and benefits arising as a result of the legislation, best estimates of the timescales over which these would be expected to arise, and finally an indication of the margins of uncertainty in such estimates."*¹

The concept of financial memoranda was very new for participants, as no such thing exists in the Parliament of Namibia. This presents significant challenges because while there may be many laws in place, many of these cannot be implemented

¹ [Website of the Scottish Parliament](#)

simply because there is no specific budget allocated to the piece of legislation. **Parliament therefore remains unaware of the financial implications and constraints of proposed legislation.**

In light of participants' limited understanding of this subject, parliamentarians were suggested to undertake formal training on the preparation of financial memoranda, to familiarise themselves with the different stages of the process and learn how to adapt the practice within their own parliamentary context.

MANAGING PARLIAMENTARY BUSINESS

Effective management of parliamentary business is crucial in any Parliament, and involves various elements such as allocating government and committee time, and ensuring a good balance between legislative procedure and oversight. **Parliamentary business must be clear so that members can prepare according to the parliamentary calendar and learn how to schedule business to their own advantage.** The weekly Business Statement in Westminster allows members to do exactly this. The Backbench Business Committee also plays a large role in managing parliamentary business in Westminster, by allocating time for backbench-led debates, questions, and any other government activity.



Lord Purvis addressing participants during the Members' Programme

In Namibia, there is no equivalent of the backbench committee. Although a parliamentary calendar is updated on the website, giving parliamentarians a rough idea of the different sessions that will be take place, **no formal business statement is presented, with an indication of how much time will be allocated to each activity.** One recurring point of discussion was the limited opportunity for members, in particular new members and backbenchers, to speak in the Chamber as time is more likely to be allocated to frontbenchers or more well-known members. **Interjections are also very common, limiting a member's opportunity to highlight key points as well as wasting a lot of time.**

These challenges are not unique to the Namibian Parliament. In Westminster for instance, following Parliament's rejection of the

Prime Minister's deal on Brexit, MPs have been seeking to exert greater control over what business is debated and voted on in the Commons. Under Standing Order 14, the government has precedence on each day of a parliamentary session, with certain exceptions, which include:

- **The 13 Private Members' Bill Fridays on which the Commons debates bills proposed by individual MPs**
- **The 20 days allocated to Opposition parties**
- **The 35 days given over to debates chosen by the Backbench Business Committee, which chooses topics on the basis of bids made by MPs**

While there have been concerns about the extent of the government's control over the Commons' time, and backbenchers still having little control over what is debated in Parliament, it is recognised that this is largely due to the unusual political circumstances shaping MPs' efforts to mould the rules.

Another point of discussion was legislative timetables, a practice which has not been adopted in the Parliament of Namibia. A legislative timetable is used by legislatures to plan their business during the legislative session. This is significant as it indicates the timescale over which a certain piece of legislation will be introduced and implemented. For example, in the Scottish Parliament, the Bureau will normally agree a timetable for completion of the stages of a Bill, considering the views of the convenors of the relevant committees. Additional time can be sought, should that prove necessary. This is particularly important during the second stage when the length of time required may depend largely on the number of amendments lodged.



Interactive session during the Members' training

In light of the various discussions, it was recommended that the Parliament of Namibia should consider introducing legislative timetables to allow for the effective passage of legislation. The importance of attaching financial memoranda should also be examined in depth.

EFFECTIVE CHAMBER SPEECHES AND QUESTIONING TECHNIQUES

A key challenge for many members in the Namibian Parliament is that English is not their first language. This prevents members,

especially from local and rural areas, to raise concerns in their constituencies and engage in informed debate. As highlighted earlier, interjections are also very common and often take up a lot of time in the Chamber.

When it comes to delivering speeches and debates in parliament, it is important to ensure that speeches have a clear tone and structure, and what is most important is to highlight the main points in the right order and within the time limit. In Westminster, frontbenchers are usually given 12 minutes for speeches and backbench speeches are typically between 6-7 minutes.

Participants explored various methods and strategies to deliver impactful speeches and keep the audience engaged throughout. It is vital to tailor the speech according to the audience. This goes back to the previous point of having a clear and detailed outline of parliamentary business, so that members can prepare their questions and debates according to the parliamentary agenda. Furthermore, in order to avoid duplication, members should work collectively with colleagues to emphasise similar points.

At the end of the discussion, participants were asked to refer to the **CPA UK Handbook on Communications²**, to refer to various tools, skills and advice to help parliamentarians, particularly women, be more effective and clear communicators, and effectively scrutinise, represent and advocate on behalf of the people they represent.

"Timing is as important as content."
Kenneth Kibson MSP, Member of the Scottish Parliament

INCREASING TRUST BETWEEN MEMBERS AND CLERKS

Committee work involves a strong relationship between clerks and committee members. As highlighted during the Clerks' Programme, the role of a clerk goes beyond simple report-writing and briefing members on what is going on. Members highlighted that clerks must also be given the chance to build up on the report and provide their valuable input, as they might have more knowledge of some issues than members themselves.

In the UK, although there is no time limit as to when committee reports need to be published, clerks are typically given two weeks to draft a report. In the House of Commons, reports must be published within two to six weeks after the end of a public evidence session. Although many clerks find it difficult to get members to read reports on time, clerks should employ techniques and strategies to grab member's attention and encourage members to take ownership of these reports.

Ultimately, it is about regularly engaging with one another and working collectively to achieve common objectives. Members

² The [Handbook](#) has been written and developed by a leading communications specialist with experience and expertise in working with women parliamentarians from across the Commonwealth and is tailored to meet many of the challenges they can face within their unique national political, cultural and social context

must also demonstrate consistency at all times, regardless of what their personal views might be.

COMMUNICATION OUTSIDE PARLIAMENT

Members of parliament have a constitutional responsibility to initiate, deliberate, pass, review and amend legislation. However, as elected representatives, they are also responsible for ensuring that they are responding to constituents' needs efficiently and effectively.



Delegation leading the the Members' Programme

Constituency outreach forms a significant component of a parliamentarian's role; however, this area has not been given much attention by members in the Parliament of Namibia. Participants shared that they often feel very alienated from the public. Language poses a significant barrier, with many members finding it difficult to get their message across effectively as everything is in English. In order to overcome these challenges, members need to identify the right mechanisms to articulate their vision for their constituency and promote their development plans, including activities and programmes that they are undertaking. **Media coverage of development initiatives is also a powerful tool for constituents, as well as for partners and donors funding and supporting such initiatives.** Not only does this increase a member's stature in the constituency but also builds confidence in individuals and institutions that could potentially support their vision. The role of a constituency office is therefore critical in ensuring that the elected representative receives the necessary publicity.

UK parliamentarians also spoke about the **importance of devising outreach programmes targeted at specific regions. It was suggested that members should increasingly use social media and other channels as it allows them to have direct control over the content being communicated.** In fact, the House of Commons and House of Lords have a comprehensive media strategy in place to support and guide members in effectively communicating with the press and external stakeholders. The fact that Namibia has a free and open media is positive, and parliamentarians can benefit from this by communicating key messages about their work on a regular basis.

CLOSING REMARKS

The Members' training proved to be beneficial for parliamentarians, particularly in helping them identify key challenges within their legislature and techniques to overcome them. In feedback to CPA UK staff, participants expressed an interest in continuous engagement with CPA UK through similar capacity building activities, with a particular focus on improving public speaking and presentation skills and learning about the preparation and scrutiny of bills. It is hoped that participants will take steps to implement the lessons learnt from the programme, and work towards a more accountable, inclusive and accessible Parliament.

KEY RECOMMENDATIONS



- Encourage diversity within committees
- Expand media coverage of parliamentary business
- Introduce formal induction programmes to sensitise members on their roles and responsibilities
- Consider introducing legislative timetables in Parliament to monitor the passage of legislation
- Consider forming a Committee of Chairs to coordinate the work of each committee
- Undertake relevant training on the preparation of financial memoranda for proposed bills
- Use social media to engage with the public and establish continuous outreach programmes
- Facilitate grassroot public engagement
- Develop a comprehensive stakeholder engagement strategy

PARTICIPANT FEEDBACK

“The learning from this programme is life-long.”

“The contents of the programme were discussed in detail and enabled me to gain an in-depth understanding of many areas.”

“The Honourable Members were well-equipped with informative knowledge and skills. We learnt a lot in two days.”

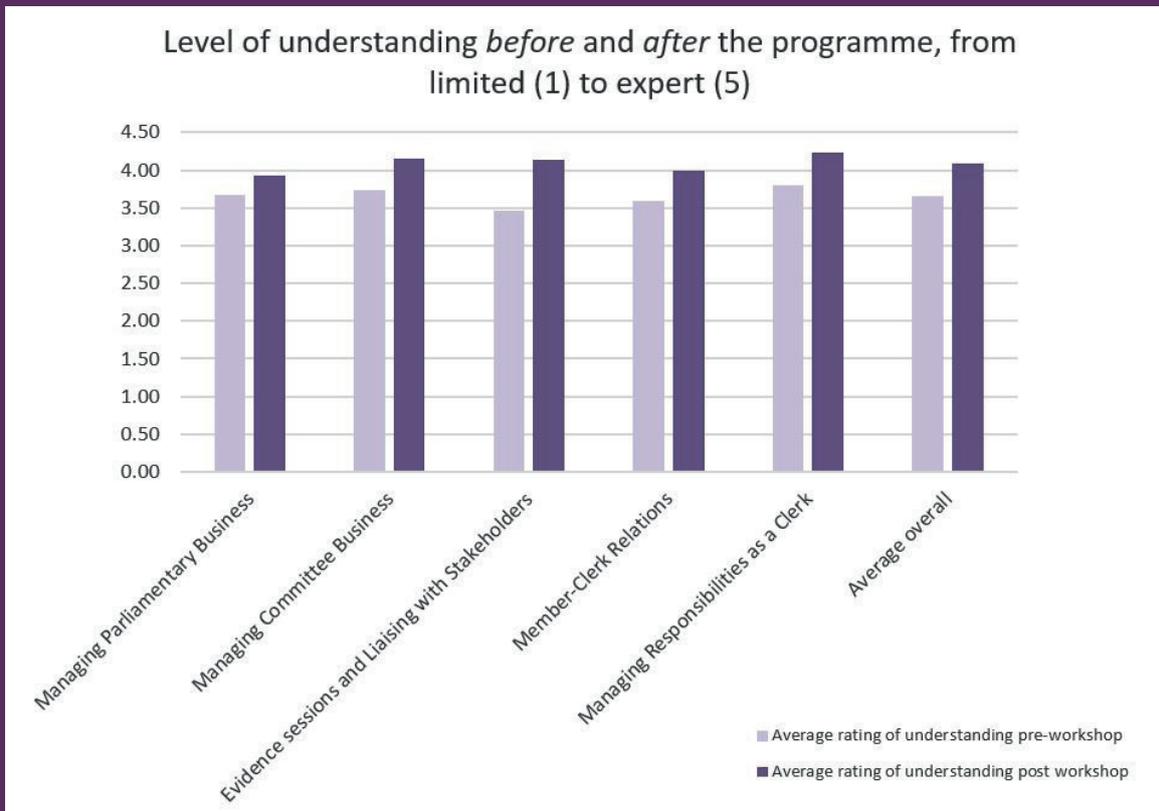
“The programme was relevant and also very practical to the work we are doing. The atmosphere was conducive and relaxed, which also enhanced engagement.”

MONITORING & EVALUATION: KEY RESULTS (CLERKS)

This workshop was designed to meet the needs of clerks to deliver their parliamentary responsibilities efficiently and effectively. The participants expressed a high degree of satisfaction with the training workshop. The evaluation results indicate almost all participants experienced an increase level of understanding on both technical and soft skills. Likewise, all participants found the workshop sessions useful and relevant, and feel more confident in delivering their parliamentary responsibilities.

Finally, participants suggested that CPA UK should regularly organise refresher trainings so that more parliamentarians and staff can benefit from such programmes.

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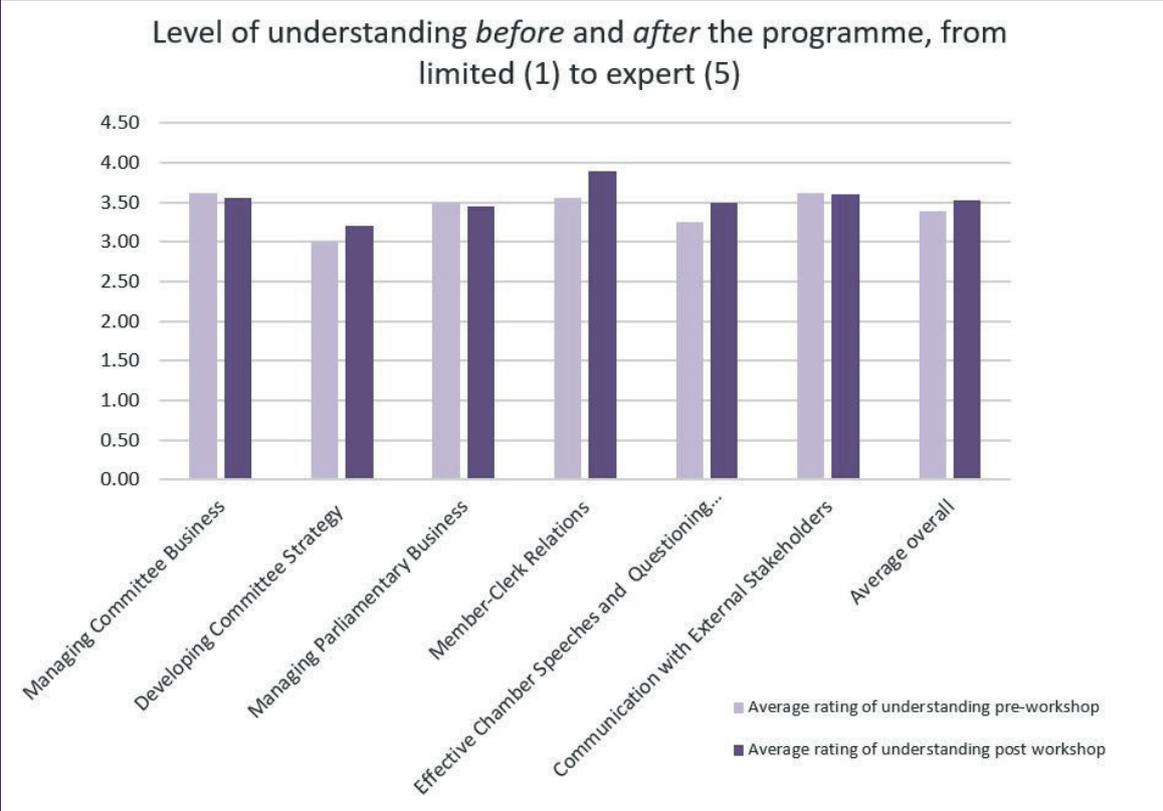
MONITORING & EVALUATION: KEY RESULTS (MEMBERS)

This workshop was designed to meet the needs of members to deliver their parliamentary responsibilities efficiently and effectively. The participants expressed great satisfaction with the training workshop. The evaluation results indicate almost all participants experienced an increase level of understanding on both technical and soft skills. Likewise, all participants found the workshop sessions useful and relevant, and feel more confident in delivering their parliamentary responsibilities.

Some participants suggested that the workshop could have been longer, perhaps three or four days. Others recommended that the sessions could have included more interactive sessions and practical working groups to better engage participants.

CPA UK will take these recommendations into account when designing its next programme with the Parliament of Namibia.

100%
of participants found the programme relevant and said that it met their expectations, giving them added confidence to fulfil their role responsibly



DIPLOMATIC MEETINGS

As part of its visit to Namibia, the CPA UK delegation also met with senior ministers, the Ombudsman, the parliamentary leadership, and a wide range of external stakeholders to better understand the current socio-political context of Namibia.

THE ROLE OF THE OMBUDSMAN IN NAMIBIA

The office of the Ombudsman of Namibia, headed by John Walters, is an independent body enacted by an Act of Parliament and has four broad mandates: a) protect human rights; b) promote fair and effective administration; c) combat misappropriation or misuse of public resources; and d) protect the environment and natural resources of Namibia. **To implement its core aims, the office conducts impartial and independent investigations, resolves complaints, and raises public awareness of pertinent issues.** The Ombudsman is accountable to Parliament.



UK delegation calls on the Ombudsman, John Walters

While the role of the Ombudsman is becoming increasingly significant, the size of the country along with limited staff are proving to be a great challenge. The Ombudsman is unable to cover the length and breadth of the country with inadequate human resources. **They receive around 4,000 applications a year – the majority of which are against the government – which, when compared to the country's population, is quite enormous.** This creates a huge backlog of applications, delaying the decision-making process. **The Ombudsman's priority thus is to establish complaint-intake offices in different regions and ensure that these offices are sufficiently funded, well-staffed, and accessible.** In addition to this, the Ombudsman has also assumed responsibility for raising awareness of human rights across different parts of the country.

Another issue which is quite alarming is the high rate of detention by government authorities resulting in over-crowded prisons and assault on inmates. Other issues assuming significance are a rise in gender-based violence – although it is not clear if there are more offences or more cases being reported – and violations of the rights of indigenous people.

GENDER EQUALITY

Women's representation in the Parliament of Namibia is close to 50 per cent, placing them at number six in the world. Prime Minister Saara Kuugongelwa-Ahmadhila is the only female head of the government in Africa, and close to one-third women are in ministerial positions. Namibia has also met significant targets to achieve gender equality including increasing the number of girls in primary and secondary education. Moreover, **the government has adopted a 50:50 policy to increase gender equality at all levels including regional and local level, as well as improve women's participation in the socio-economic sphere.**

However, while these measures are laudable, further progress is required for Namibia to achieve full gender equality. For instance, **in the labour force, only 56 per cent of women are employed or actively searching for work. Further, although the gender pay gap does not exist in the law, it is very much practised by employers, particularly in the private sector where there is limited monitoring by the government.** In rural areas too, significant gender pay gaps exist partly because of less or no awareness of laws and partly because of the nature of the jobs, which requires physical activity.

On the one hand, Namibia continues to make progress in gender-related issues; on the other hand, new challenges related to gender issues are emerging, hindering the country's commitment to achieving gender equality. Some of these challenges include rise in domestic violence, child marriage, teenage pregnancy, and human trafficking (for more information on human trafficking in Namibia click [here](#).)

While Namibia has adopted progressive legislative measures such as the Combatting of Domestic Violence Act (2003) and the Combatting of Rape Act (2000) to curb gender-based violence, there has been an exponential increase in the number of reported cases. Namibia has ratified and adopted key international and regional agreements for promoting the empowerment of women and girls, and gender equality. A recent survey indicated that around 33 per cent of married women aged 15-49 years have experienced physical, sexual and emotional violence from their partner. This includes 32 per cent of adolescent girls aged 15-19 and 35 per cent of young girls aged 20-24 experiencing physical violence from a partner on a regular basis.

Furthermore, while the child marriage rate in Namibia is not as high as other African countries, it is a rising phenomenon. **According to government data, only 7 per cent of girls under 18 are married, however experts claim that the figures could be several times higher, as the majority of cases are not reported.** However, with the growing level of awareness and a more inclusive education system, more and more people are coming forward, which explains the reason for the rise in child marriage cases.



Meeting with the Minister of Gender Equality and Child Welfare, Hon. Doreen Sioka

Namibia also faces a growing challenge of teenage pregnancies. A report published by the United Nations Population Fund (UNPFA), titled *'Investing in Teenage Girls'*, claimed that 127 teenage girls become pregnant every day in Namibia. The number in rural areas is much higher than in urban areas. While the lack of education in rural areas is a major reason for teenage pregnancies, other reasons such as the absence of sex education and access to contraceptives are equally vital.

HIV

Around 250,000 people in Namibia are living with HIV, which translates into 10 per cent of the total population of Namibia. The national prevalence rate is 14 per cent, one of the highest rates in the world. However, Namibia's progress in countering HIV is remarkable. It has become the first country in Africa to have more than three-quarters of its HIV-affected population virally suppressed, surpassing the target set by UNAIDS three years in advance. It also exceeded the 90-90-90 target – the targets call for countries to get 90 per cent of people living with HIV diagnosed; 90 per cent of those diagnosed accessing treatment; and 90 per cent of people on treatment to have suppressed viral loads by 2020 – before the set deadline.



Delegation meets with the Minister of Justice, Hon. Sakeus Shanghala, at the British High Commissioner's Residence

Despite these outstanding achievements, addressing social issues such as equity, stigma and violence against women, remains a challenge for the government. The stigma attached to HIV is so high that people with HIV face difficulties in finding employment, leading to a high unemployment rate. The issue is more prominent in the northern regions of Namibia.

"There is no discrimination in the law. Namibia promotes equal pay for equal opportunities."

Hon. Doreen Sioka, Minister of Gender Equality and Child Welfare

OTHER SOCIO-ECONOMIC CHALLENGES

Since independence, Namibia has made significant social, economic and political reforms. It has enacted various laws to enable the country to become a strong and vibrant democracy. Some key legislation introduced include **the Anti-Corruption Act, the Maintenance Act, the Combatting of Organised Crime Act (which is now being further amended to make it more effective), the Whistle-blower Protection and Witness Protection Act, and more recently, the Anti-Trafficking Act.** Furthermore, the government is actively promoting the 50:50 policy to increase gender representation at all levels and there is a widespread campaign against domestic violence.



Meeting with the Minister of Home Affairs and Immigration, Hon. Franz Kapofi

In spite of these strong measures, the Namibian government continues to struggle with the implementation of these laws, along with raising awareness where it is most needed. For instance, the Human Trafficking Act, which was adopted by the Parliament in December 2017, received the President's accent in January 2018 and came into full force immediately after; however in practice, it has not been implemented in the real sense. Government departments, including the Ministry for Home Affairs and the Ministry for Gender and Social Equality, should be involved in the awareness-raising stage, as departments are not fully aware of how the Act will affect them vis-à-vis implementation. Equally, the public should also be made aware of the laws available to protect them from trafficking.

"The disease of human trafficking is still widespread in the country."

Hon. Franz Kapofi, Minister of Home Affairs and Immigration

Another challenge is poor legislative scrutiny at the parliamentary stage, as bills are rushed through without a comprehensive debate in the chamber, leading to bad legislation, although often the intention of the government is good. As such, on many occasions, a legal challenge against the legislation is successfully mounted in the court.

Namibia is also paying considerable attention to national security. Although national security is not a big challenge compared to other neighbouring countries, the Ministry of Home Affairs has initiated a series of reforms to strengthen the country's security.

One of the measures undertaken by the ministry is e-reforms. The country is quickly moving towards increasing use of ICT in government departments, which include use of online application forms, making police and security forces more adept in technology, and use of digital platforms across the government to make it easier to use government services and keep citizens' information and strategic interests safe. At the same time, the government is working with international organisations like the Commonwealth and the British Government to improve its cybersecurity. Cybercrime in Namibia is not a huge threat but it is an increasing problem and needs special attention.



Delegation calls on the Hon. Speaker of the National Assembly, Hon. Prof. Peter Katjavivi

CPA UK DELEGATION MET WITH THE FOLLOWING DIGNITARIES:

- HON. PROF. PETER KATJAVIVI, SPEAKER OF THE NATIONAL ASSEMBLY
- JOHN WALTERS, OMBUDSMAN OF NAMIBIA
- HON. DR. ALBERT KAWANA, ATTORNEY-GENERAL
- HON. DOREEN SIOKA, MINISTER OF GENDER EQUALITY AND CHILD WELFARE
- HON. FRANZ KAPOFI, MINISTER OF HOME AFFAIRS AND IMMIGRATION
- HON. SAKEUS SHANGHALA, MINISTER OF JUSTICE
- MEMBERS OF THE COMMITTEE ON CONSTITUTIONAL AND LEGAL AFFAIRS
- MEMBERS OF THE COMMITTEE ON GENDER EQUALITY, SOCIAL DEVELOPMENT AND FAMILY AFFAIRS
- H.E. JANA HYBASKOVA, EU AMBASSADOR TO NAMIBIA
- H.E. KATE AIREY, BRITISH HIGH COMMISSIONER TO NAMIBIA
- STAFF OF KONRAD ADENAUER STIFTUNG (KAS)

MEETINGS WITH THESE DIGNITARIES PROVIDED THE DELEGATION WITH VALUABLE INSIGHT INTO NAMIBIA'S POLITICAL, SOCIAL AND ECONOMIC LANDSCAPE.

FULL PROGRAMME

Thursday 11 April 2019

Windhoek, Namibia

| TIME | SESSION |
|------|---------|
|------|---------|

| | |
|---------------|---|
| 07:30 - 08:15 | Breakfast meeting with the British High Commissioner, H.E. Kate Airey Location: Hilton Hotel |
| 08:30 - 09:30 | Meeting with the Ombudsman, John Walters Location: Office of the Ombudsman |
| 10:00 - 11:00 | Meeting with the Attorney-General, Hon. Dr. Albert Kawana Location: Office of the Attorney-General |
| 11:00 - 12:00 | Meeting with the Minister of Gender Equality and Child Welfare, Hon. Doreen Sioka Location: Ministry of Gender Equality and Child Welfare |
| 12:00 - 13:00 | Meeting with the Minister of Home Affairs and Immigration, Hon. Franz Kapofi Location: Ministry of Home Affairs and Immigration |
| 13:00 - 14:15 | Lunch with the Minister of Justice, Hon. Sakeus Shanghala Location: British High Commissioner's Residence |
| 14:30 - 15:30 | Meeting with the Chair and Members of the Committee on Constitutional and Legal Affairs (tbc) Location: Parliament |
| 15:30 - 16:30 | Meeting with the Chair and Members of the Committee on Gender Equality, Social Development and Family Affairs Location: Parliament |
| | Free evening |

Friday 12 April 2019

Windhoek, Namibia

| TIME | SESSION |
|------|---------|
|------|---------|

| | |
|---------------|--|
| 09:30 - 16:15 | Clerks' Training Programme Location: Hilton Hotel |
| 09:00 - 10:00 | Meeting with the EU Ambassador to Namibia, H.E. Jana Hybaskova Location: tbc |
| 19:00 | Team Dinner |

Saturday 13 April 2019

Windhoek, Namibia

TIME SESSION

| | |
|---------------|---|
| 10:00- 12:00 | Roundtable Discussion with CSOs Location: Konrad-Adrenauer-Stiftung office |
| 12:30 - 13:30 | Visit to the Independence Memorial Museum The museum focuses on the anit-colonial resistance and the national liberation struggle of Namibia. |
| 13:30 - 14:30 | Lunch |
| 19:00 | Team Dinner |

Monday 15 April 2019

TIME SESSION

| | |
|---------------|--|
| 09:30 - 16:00 | Members' Training Programme Location: Hilton Hotel |
| 18:00 - 20:00 | Dinner hosted by the British High Commissioner, H.E. Kate Airey |

Tuesday 16 April 2019

Windhoek, Namibia

TIME SESSION

| | |
|---------------|---|
| 08:00 - 09:00 | Meeting with the Hon. Speaker of the National Assembly, Hon. Prof. Peter Katjavivi Location: Speaker's Office |
| 09:00 - 13:15 | Members' Training Programme Location: Hilton Hotel |
| 13:15 - 14:30 | Lunch |
| 15:15 - 16:15 | Observe National Assembly Chamber Proceedings |
| 16:30 - 17:00 | Visit to the Heroes' Acre |

Friday 12 April 2019

Hilton Hotel, Windhoek

| TIME | SESSION |
|---------------|--|
| 09:30 - 10:00 | Registration |
| 10:00 - 10:15 | Welcome and Keynote Address |
| 10:15 - 10:45 | Session 1: Identifying Challenges and Opportunities in the Parliament of Namibia <p>This interactive session identified some of the key challenges clerks face in the Parliament of Namibia, and explored opportunities to enable them to undertake parliamentary work effectively and efficiently.</p> <p>Speakers: Jennifer Burch, Protasius Nghileendele and Job Nelson Kisaka Facilitator: Umamah Basit</p> |
| 10:45 - 11:00 | Tea/coffee break |
| 11:00 - 12:00 | Session 2: Supporting Members – Do's and Don'ts for Clerks <p>This session explored how clerks can better support members, focusing on what they should and should not do. The session offered an opportunity for participants to share their personal challenges across different contexts.</p> <p>Speakers: Jennifer Burch and Theresa Philemon Facilitator: Umamah Basit</p> |
| 12:00 - 13:00 | Session 3: Managing Responsibilities and Expectations <p>Clerks are responsible for multiple tasks on a day-to-day basis including organising committee inquiries, preparing briefing papers, travelling with the committee in the country and abroad, and helping prepare draft reports and recommendations. This session explored how clerks can develop skills to better manage their workload and members' expectations.</p> <p>Speakers: Jennifer Burch and Charmaine Groenewald Facilitator: Umamah Basit</p> |
| 13:00 - 14:00 | Lunch |
| 14:00 - 15:00 | Session 4: Preparing for Evidence Sessions and Liaising with Witnesses and other Stakeholders <p>This session explored how committee clerks can gather and deploy the right resources and tools to prepare for evidence sessions as well as deal effectively with witnesses and external stakeholders. The session shed light on a number of areas such as holding meetings with committee members and chairs, gathering oral and written evidence from outside, and the use of social media and other media outlets.</p> <p>Speakers: Jennifer Burch, Andreas Shivute and Ivan Skrywer Facilitator: Yash Chandra</p> |
| 15:00 - 16:00 | Session 5: Building Trust and Positive Relations with Members <p>Communicating effectively and purposefully is key for developing successful relationships and ensuring that correct processes and procedures are followed by parliamentary staff and members. Communicating clearly can be challenging in a fast-paced, stressful environment. This session looked at the importance of communicating roles and responsibilities and how poor communication can affect long-term member-clerk relations.</p> <p>Speakers: UK Members and Belinda Karuaera Moderator: Jennifer Burch</p> |
| 16:00 - 16:15 | Feedback and Close <p>The final session provided an opportunity for participants to discuss the programme and to raise any questions that weren't addressed during the programme.</p> |

MEMBERS' PROGRAMME

Monday 15 April 2019

Hilton Hotel, Windhoek

| TIME | SESSION |
|---------------|--|
| 09:30 - 10:00 | Registration |
| 10:00 - 10:30 | Welcome remarks Speaker: Hon. Prof. Peter Katjavivi, Speaker, National Assembly of Namibia |
| 10:30 - 11:30 | Session 1: Committee Chairs and Management of Committee Business This interactive session identified the main challenges parliamentarians face in relation to the organisation of committees, focusing on the soft and technical skills required to undertake their work more effectively. This session also discussed the work of the Liaison Committee and explored various aspects of the committee chair's role, including providing support and direction to committee staff; ensuring committee members can contribute to the choice of inquiry topics, oral evidence sessions and reports; and providing the committee's public face. Speakers: UK Members Facilitator: Umamah Basit |
| 11:30 - 12:00 | Tea/coffee break |
| 12:00 - 13:00 | Session 2: Developing Committee Strategy and Evaluating Performance This session explored how committee members develop their committee strategy. This includes identifying key objectives and priorities and whether the committee has the means to achieve them, in terms of plans, resources, skills, capabilities and management information. Speakers: UK Members Facilitator: Umamah Basit |
| 13:00 - 14:00 | Lunch |
| 14:00 - 15:00 | Session 3: Effectively Managing Parliamentary Business This session explored how members can strengthen their capacity in effective parliamentary management, looking at areas such as the introduction of legislative timetables, administration and coordination of joint committees, and smooth functioning of standing committees. Speakers: UK Members Facilitator: Yash Chandra |
| 15:00 - 16:00 | Session 4: Role of Backbench Committee in Westminster The session provided an overview of the Backbench Business Committee in the UK and the role of the Leader of the Commons in scheduling parliamentary business. It was also an opportunity for participants to share details of how business is scheduled in Namibia, the current funding model in Namibia and proposed reforms to parliamentary funding. Speakers: UK Members and Jennifer Burch Facilitator: Yash Chandra |

Tuesday 16 April 2019

Hilton Hotel, Windhoek

TIME SESSION

09:30 - 10:00

Session 5: Fostering Better Relations with Members and Clerks

Efficient management of parliamentary business heavily depends on constructive and sound working relationships between members and staff. This session addressed the key challenges members face in maintaining good relations with their staff.

Speakers: UK Members and Jennifer Burch

Facilitator: Umamah Basit

10:00 - 11:00

Session 6: Delivering Chamber Speeches and Effective Questioning Techniques

This session provided an opportunity to explore how to write effective speeches and how to deliver them. The session also examined how members can effectively question ministers and officials about matters for which they are responsible.

Speakers: UK Members

Facilitator: Umamah Basit

11:00 - 11:30

Tea/coffee break

11:30 - 12:30

Session 7: Communication Outside Parliament

This session looked at the importance of communication for parliamentarians and what kind of challenges parliamentarians with poor communication skills face. The trainers also asked participants to list the challenges they face in communicating effectively with external stakeholders.

Speakers: UK Members

Facilitator: Yash Chandra

12:30- 13:00

Evaluation and Close

The final session provided an opportunity for participants to discuss the programme and raise any questions that weren't addressed during the programme. This session also allowed participants to discuss the strengths and weaknesses of the programme and explore what areas of training they may find useful in future.

UK DELEGATES

Lord Purvis of Tweed - *Member, House of Lords* (Delegation Leader)
Liberal Democrat

Jeremy Purvis was appointed a Liberal Democrat working peer in August 2013, taking the title Lord Purvis of Tweed.

Jeremy is a member of the House of Lords International Relations Committee, Executive Committee member of the Commonwealth Parliamentary Association (UK) and a member of the Executive Committee of the British Group of the Inter Parliamentary Union. He is co-chair and office holder of a number of All Party Parliamentary Groups on constitutional reform, the Global Goals, human rights, democratic participation and supporting Scottish industries such as textiles and whisky. In 2016 Jeremy was appointed a member of the Independent Commission on Parliamentary Reform by the Presiding Officer of the Scottish Parliament.

Immediately prior to taking his seat in the House of Lords he was Director of Campaigns at the independent Scottish environmental charity Keep Scotland Beautiful.



Kenneth Gibson MSP - *Member of the Scottish Parliament*
Scottish National Party (SNP)

Kenneth Gibson was educated at the University of Stirling, graduating with a BA in Economics. Prior to his election, he worked in the steel and pharmaceutical industries for 15 years and served as Leader of the Opposition on Glasgow City Council, where he served from 1992 to 1999.

In 1999, Kenneth was elected to the first Scottish Parliament in 292 years and in 2007 he won Cunningham North by 48 votes and was re-elected in 2011 with a majority of 6,117 and in 2016 with a majority of 8,724. For five years he convened the Scottish Parliament's Finance Committee, which scrutinises the Parliament's Budget and Financial Memorandum of every Bill.

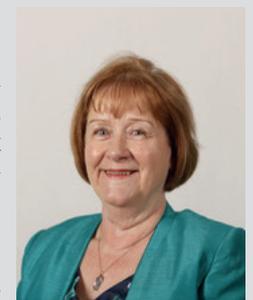
He now serves on both the Local Government and Communities; and Culture, Tourism, Europe and External Affairs.



Maureen Watt MSP - *Member of the Scottish Parliament*
Scottish National Party (SNP)

Maureen Watt was born in Aberdeen and brought up on a dairy farm in North East Scotland. She attended Keith Grammar School, the University of Strathclyde in Glasgow where she gained a degree in Politics and the University of Birmingham where she gained her Post Graduate Certificate in Education. She taught politics and economics in a comprehensive school in the South East of England before returning to Scotland to work in the oil and gas industry becoming head of human resources for an oil drilling company.

Maureen entered the Scottish Parliament in 2006 as a regional member for the North East of Scotland. Since 2011 she has been the constituency member for Aberdeen South and North Kincardine. She has served in all three SNP governments since 2007, as Minister for Schools and Skills, Minister for Public Health and the first dedicated Minister for Mental Health. She has also served on the Local Government and Subordinate Legislation committees, been convenor of the Rural Affairs and Infrastructure and Capital Investment committees and currently sits on the Rural Economy and Connectivity and Standard Procedures and Public Appointment committees. Maureen attends the CPGs on Malawi, Japan, Tibet, Germany, and Showmen.



Jennifer Burch - Senior Clerk, House of Commons

Jennifer joined the House of Commons Graduate Fast Stream as an Assistant Clerk in 2015. Since then, as well as being promoted to Senior Clerk, she has taken on a number of roles within the House including working in the procedural offices and on select committees. Jennifer co-founded ParliON (opportunity network) which is a cross-party initiative to improve social mobility in Parliament; as a ParliON Board member, she was awarded a “Catalyst for Change” award at the House of Commons Diversity and Inclusion Awards 2018.

Prior to working in the House, Jennifer spent almost three years in Brussels as a Policy and Campaigns Officer for a tobacco control non-governmental organisation, where she worked directly on EU legislation and health policy. She graduated with a first class Masters degree in European Public Affairs from Maastricht University in 2013 after obtaining my BA (Hons) in Modern European Studies (History, Politics and German) from the University of Nottingham in 2011.



Yash Chandra - Africa Regional Programme Manager, CPA UK

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.

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. He has a keen interest in international relations, human rights, and study of terrorism. He has published articles in a wide range of edited books and international journals.



Umamah Basit - Programme Officer, CPA UK

As Programme Officer in the International Partnerships Team, Umamah manages study visits to and from the UK Parliament as well as short programmes, workshops and other activities across different Commonwealth legislatures.

Prior to joining CPA UK in 2018, Umamah worked at various organisations including an education charity called CARE Pakistan, a national support services consultancy, and Muslim Aid in London. She holds an LLB from the London School of Economics and Political Science and an LLM in Human Rights, Conflict and Justice from SOAS, University of London.



Annex I: A guide for members

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|--|---|--|--|
| <p style="text-align: center;">Meeting and Coordination</p> | <p>Staff book the room and provide coordination support for committee meetings. Given the limited meeting space, booking rooms could be challenging so members should provide clerks with sufficient advance notice for room bookings</p> | <p>Chairs and committee members should show dedication and commitment to their role.</p> | <p>Clerks should not do constituency work. Members should avoid asking clerks to do their constituency work.</p> |
| | <p>Clerks circulate committee papers</p> | <p>Chairs should finalise the meeting agenda with enough time for clerks to circulate and committee members to read.</p> | <p>Clerks should not be asked to take minutes for constituency meetings</p> |
| | <p>Clerks should handle practical arrangements with the witnesses. Witness lists should be agreed by committee members and staff should deal with all the logistics and coordination work. Clerks should liaise with witnesses to attend the meeting and ensure that they are prepared.</p> | <p>Committee members should attend all committee meetings as it is an essential part of their parliamentary responsibilities.</p> | <p>Clerks should not be asked to write personal letters. Secretaries to members could help members writing personal letters.</p> |
| | <p>Clerks should follow up with witnesses</p> | <p>If in case members are unable to attend a meeting, please inform the respective clerk in advance, if attendance is low, the session may not be valid and may need to be cancelled.</p> | <p>Clerks should not be asked to serve as messengers – seek the assistance of Sergeant at Arms or messengers.</p> |
| | | <p>Members should be regular and punctual - a record of attendance may be kept on record.</p> | <p>Clerks should not be asked to arrange constituency meetings.</p> |
| | | <p>Committee members should be consensual and look for unanimity - committees are places for cross-party work, not party politics</p> <p>Members should read briefs beforehand and minutes afterwards.</p> | <p>Clerks should not be asked to print papers relating to party activities.</p> |

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|------------------------------|---|---|---|
| <p>Report Writing</p> | <p>Clerks prepare the draft reports of the Committees</p> | <p>Produce the draft reports on time and encourage Memberships to make inputs</p> | <p>The Clerk should not submit any report to plenary adopted by the Chairman alone but has to be adopted by the whole Committee</p> |

| | | | |
|--|--|--|--|
| | | Members should provide clerks with the scope of the subject matter from their point of view. Members need to provide limitations. They should be clear about how much information they need from clerks. | Clerks should not do any briefing on party or partisan issues. Ministers, or journalists. |
|--|--|--|--|

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|----------------------------------|---|---|---|
| Visits and other events | Clerks should seek budget approval from the Clerk of the House and make travel bookings. Staff should deal with practical arrangements including travel bookings for members. | Members should cooperate with clerks in writing the travel itinerary. Members should provide clerks with a clear objective of the proposal for their travel. | Clerks should not be asked to arrange personal travel - except official Committee trips. Clerks should not be asked to travel to MPs constituencies except on official Committee Business. |
| | Clerks should prepare the draft report. | Members should provide the clerks with their contribution and input on the draft report. | Clerks should not be asked to prepare minority reports or include personal opinions in reports. |
| | Clerks should draft amendments to reports | Committee members should encourage the chair to lay and debate the report in the house. | Members should not try to censor or respond to media reports. |
| | Clerks should provide advice on report consideration | Committee members should follow up on the recommendations of the report. | |
| | We recommend chairs to table the report. | Members should maintain the confidentiality of the report. Members should urge the respective ministers to take action on the report. | |

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|----------------------------------|--|--|--|
| Media | Staff does engage with the press on an occasional basis. | Members should put any channel media-related concerns on committees through the committee clerk. | Clerks should not be asked to send press releases without the approval of the committee. |
| | | Members should inform the clerk of all media appointments related to the committee. Please do not prejudice the investigation and report. | Pursuant to Standing Order 75, clerks do not get premature reports or inquiries published. |

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|----------------------------------|--|--|---|
| Debates | Staff should bid, on behalf of the Committee, for time to debate committee reports in the chamber. | Members should feel free to contact any staff member for assistance in getting debating material | Staff should not be asked to arrange debates. Please refer to Business Committee. |
| | Clerks prepare speaking notes for the member opening a debate on a Committee report. Predominantly for the Chair but on occasion, other members may take a more active role. | | |

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|----------------------------------|---|---|--|
| Correspondence | Clerks should draft correspondence on behalf of the Committee. This might include letters to the Department about substantive issues. Such letters and responses are often published by the Committee on its website. | Member should channel all their correspondence through the Clerk. | Clerks do not respond to party or constituency correspondence. |
| | | | |

| Areas of Responsibilities | How clerks can help | What clerks hope members can do | What clerks should not do |
|--|---|--|--|
| Research Department <i>(We have a draft service charter setting out what members need to do and how quickly it will be provided.)</i> | Staff should provide the following: subject to the availability of staff resources: briefing packs, research packs, and factsheets, in addition to short customised written analysis for members. | | Clerk should not provide technical, financial, and legislative analysis of issues. |
| | Clerks can respond to inquiries from committee chairs but through the committee clerk and the parliamentary leadership. | | Clerks should not provide political speeches. Academic research for MPs. |

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.

ACKNOWLEDGEMENTS

CPA UK would like to thank the Parliament of Namibia for their support in organising this programme. We particularly want to thank Job Nelson Kisaka from the Namibian Parliament for his cooperation.

Special thanks to Naomi Boys at the British High Commission in Windhoek who provided significant support to this programme. We would also like to thank H.E. Kate Airey, British High Commissioner to Namibia. We look forward to continued collaboration.

CPA UK

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