



COMMONWEALTH PARLIAMENTARY ASSOCIATION

**CPA POST-ELECTION SEMINAR:
PARLIAMENT OF THE BAHAMAS**
15, 16 AND 17 DECEMBER 2021



About the CPA

The Commonwealth Parliamentary Association (CPA) connects, develops, promotes and supports Parliamentarians and their staff to identify benchmarks of good governance and the implementation of the enduring values of the Commonwealth. The CPA collaborates with parliaments and other organisations, including the intergovernmental community, to achieve its statement of purpose. It brings Parliamentarians and parliamentary staff together to exchange ideas among themselves and with experts in various fields, to identify benchmarks of good practices and new policy options they can adopt or adapt in the governance of their societies.

About the authors

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Acknowledgements

The CPA Headquarters Secretariat extends its thanks to the Parliament of The Bahamas and in particular, Mr David Forbes, Clerk of the Parliament for his support and assistance in the development of this Seminar.

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Cover design and illustrations by Aqsa Latif with elements and images sourced from CPA Branches.

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PROGRAMME IMPACT, OBJECTIVES AND OUTCOMES

IMPACT

In line with the Commonwealth Parliamentary Association's strategic objectives, new and returning elected Parliamentarians from the Parliament of The Bahamas will have improved knowledge and skills to undertake their parliamentary duties.

OUTCOMES

Outcome 1: New and returning Parliamentarians will have an in-depth understanding of parliamentary practice and procedure and the skills to legislate, scrutinise, provide oversight, and represent their communities to the highest standard.

Outcome 2: Members and Senators of the Parliament of The Bahamas and other Commonwealth Parliamentarians and officials will have an understanding of the Commonwealth Parliamentary Association and relevant networks; including its, purpose, values and opportunities.

Outcome 3: Parliamentarians will be able to identify examples and adopt good practices to better help them maintain a high standard of delivering their parliamentary responsibilities.

OUTPUTS

Output 1: The majority of Members and Senators of the Parliament of The Bahamas will have attended a Post-Election Seminar.

Output 2: A comprehensive outcome report will be produced and disseminated to the target beneficiaries.

Output 3: A set of video materials will be produced for future training of Commonwealth Parliamentarians.

Programme Overview

On 15, 16 and 17 December 2021, the Commonwealth Parliamentary Association (CPA) Headquarters Secretariat in collaboration with the Parliament of The Bahamas delivered a three-day induction programme for new and returning Members and Senators of the Parliament. The CPA Post-Election Seminar was a hybrid event delivered at the Breezes Resort in Nassau, The Bahamas, with an experienced resource team delivering sessions in person and some speakers also joining the sessions virtually. The delivery of a CPA Post-Election Seminar in a hybrid format was the first of its kind.

The programme saw the contribution of highly experienced and knowledgeable Presiding Officers, Parliamentarians, Clerks and expert speakers from across the globe.

Throughout the three-day programme, Parliamentarians participated in a wide range of sessions that not only focused on enhancing their knowledge and expertise on matters relating to parliamentary practice, but also provided them with skills to strengthen their democratic responsibilities in the new parliamentary term.

The Opening Ceremony of the Seminar was officiated with a Prayer, followed by speeches from; Hon. Ian Liddell-Grainger MP, Acting CPA Chairperson, Hon. Patricia Deveaux MP, Speaker of the National Assembly, Hon. Sen. Lashell Adderley, President of the Senate and the Prime Minister, Hon. Philip Davis QC MP. The Bahamas Military Band concluded the Opening Ceremony with a live performance of the National Anthem.



Parliamentarians and CPA Secretariat Staff, The Bahamas Post-Election Seminar

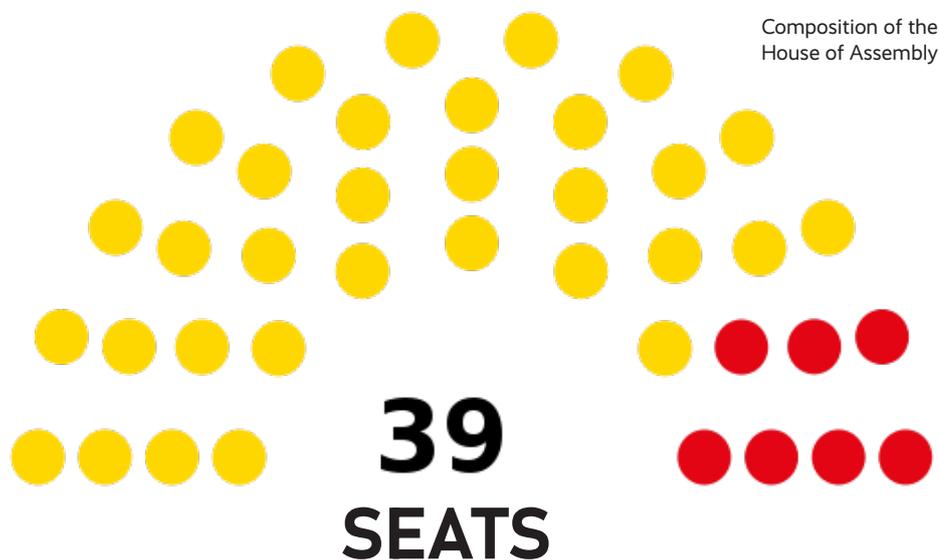
Programme Background

The hybrid seminar was delivered following The Bahamas General Election held on 16 September 2021.

Since 1997 every election has resulted in a change of government and this election was no different. The Progressive Liberal Party (PLP) achieved a national election victory and took over from the Free National Movement (FNM). The PLP won 32 seats and the incumbent FNM won the remaining seven seats.

On 6 October 2021, the second female to hold the position of the Speaker of the National Assembly, Hon. Patricia Deveaux MP, was elected. At the same time, Hon. Sen. Lashell Adderley was also sworn in as the fifth female President of the Senate.

The Senate is currently comprised of 16 nominated Senators. The Senators are appointed by the Governor General; nine Senators are appointed on the advice of the Prime Minister; four are appointed on the advice of the Leader of the Opposition and three are appointed on the advice of the Prime Minister in consultation with the Leader of the Opposition. The President of the Senate is elected from outside of their membership.



 Progressive Liberal Party

 Free National Movement

External Seminar Speakers

■ Joined In-Person

□ Joined Virtually

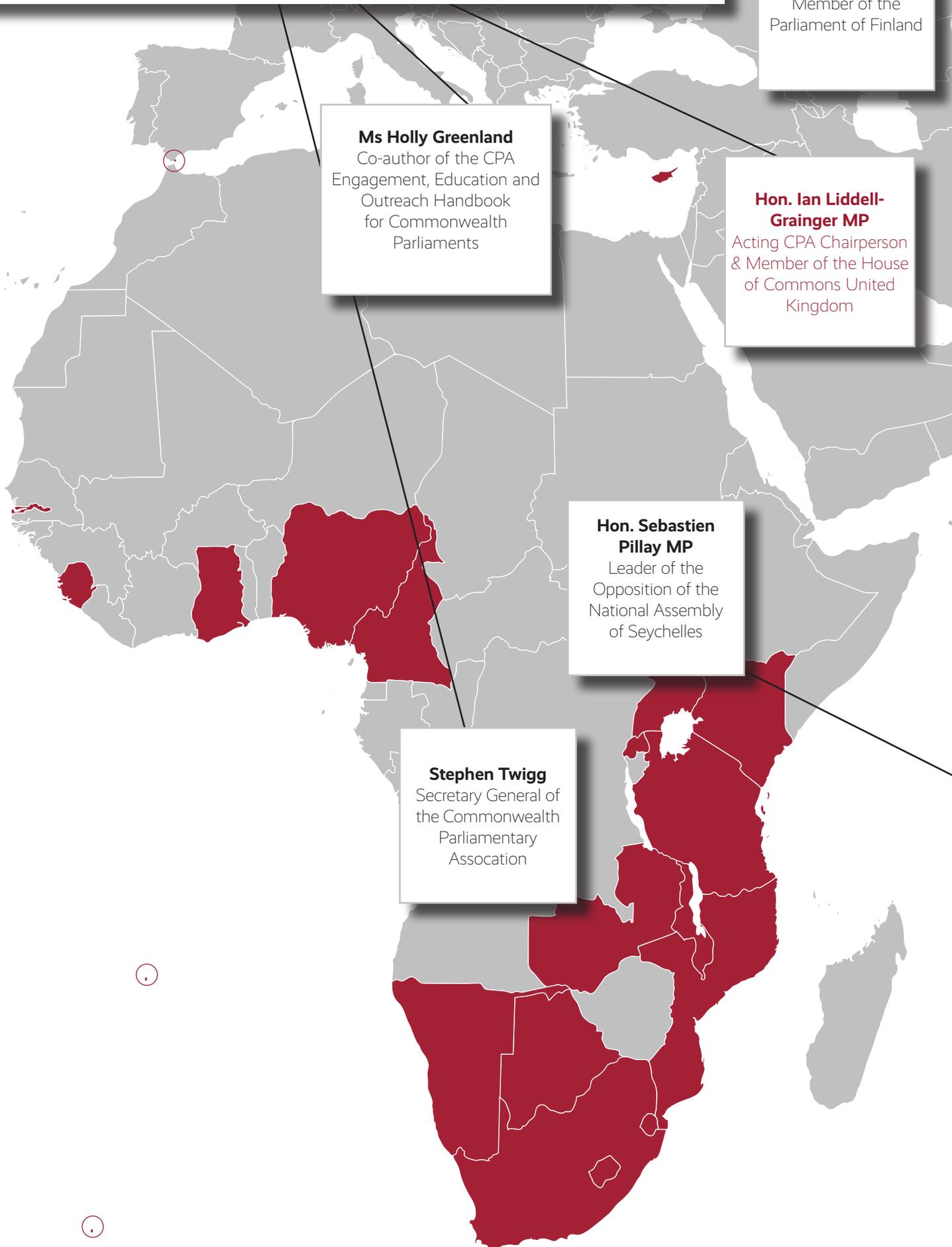
Hon. Eva Biaudet MP
Member of the
Parliament of Finland

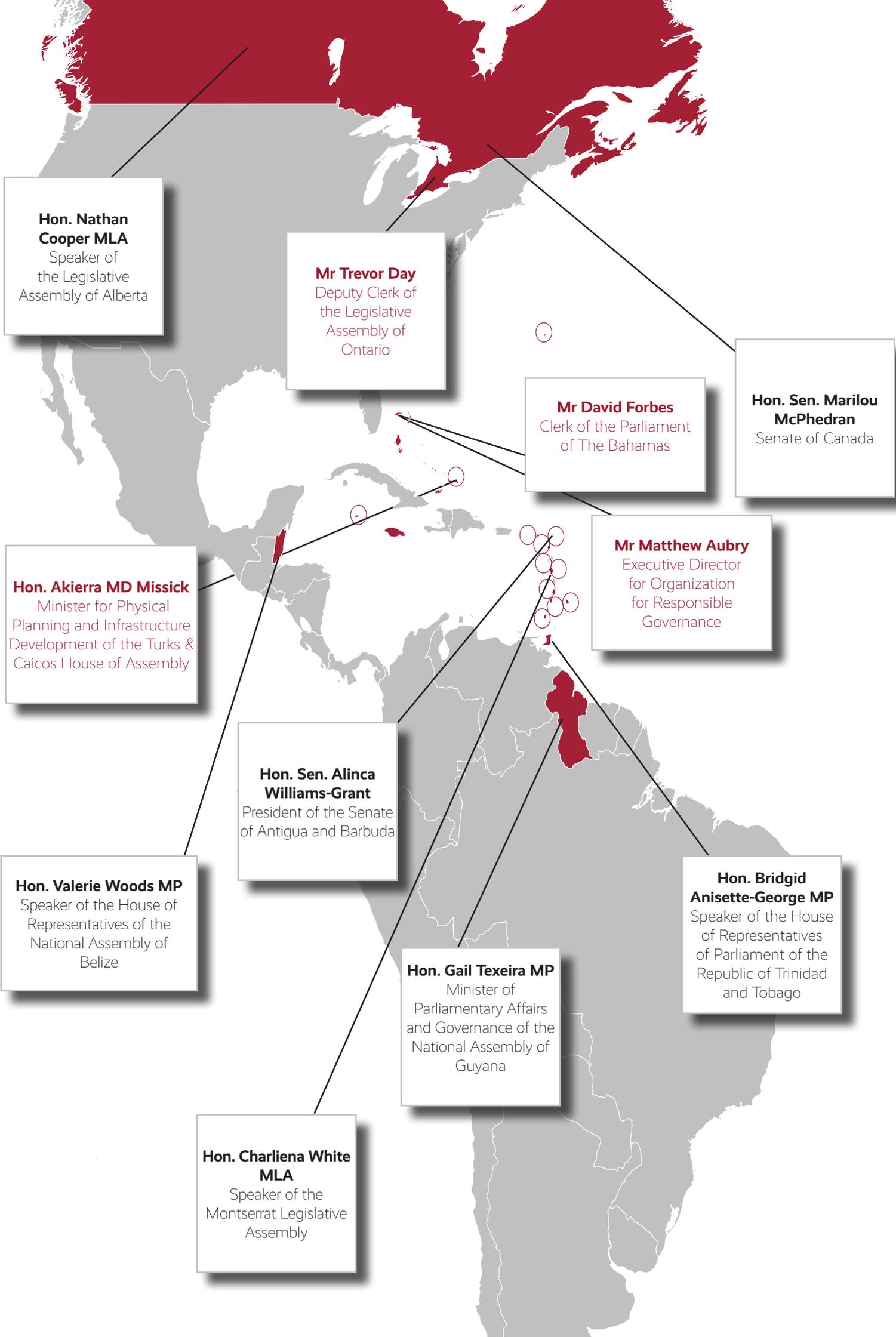
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Mr David Forbes
Clerk of the Parliament of The Bahamas

Hon. Sen. Marilou McPhedran
Senate of Canada

Hon. Akierra MD Missick
Minister for Physical Planning and Infrastructure Development of the Turks & Caicos House of Assembly

Mr Matthew Aubry
Executive Director for Organization for Responsible Governance

Hon. Valerie Woods MP
Speaker of the House of Representatives of the National Assembly of Belize

Hon. Sen. Alinca Williams-Grant
President of the Senate of Antigua and Barbuda

Hon. Bridgid Anisette-George MP
Speaker of the House of Representatives of Parliament of the Republic of Trinidad and Tobago

Hon. Gail Texeira MP
Minister of Parliamentary Affairs and Governance of the National Assembly of Guyana

Hon. Charliena White MLA
Speaker of the Montserrat Legislative Assembly

Programme Summary

This section provides a summary of the CPA Post-Election Seminar, capturing key findings from each of the sessions.

Session 1: The Opportunities and Challenges of Being a New Parliamentarian

This first session of the Post-Elections Seminar was opened by returning Members, Hon. Adrian White MP and Hon. Myles Laroda MP. They provided an insight into their experiences when they were newly elected or appointed to their role, and described the ways in which this transition was facilitated. The speakers spoke to the various opportunities that they experienced, from the very first week of their tenure to now, and how they have used these opportunities to give back to their constituents and communities.

The Members then shared the various challenges that they faced during their first term and addressed the lessons that they had learnt from their experiences so far. They advised on the ways in which fellow Parliamentarians can overcome similar challenges

Members and Senators of the Parliament of The Bahamas then reflected on their own opportunities and challenges and these reflections were used as a basis to guide discussions during the remainder of the Seminar. Some of the reflections included the following:

Opportunities:

- To serve the country in the capacity of either an elected representative or an appointed Senator.
- To make lasting and impactful decisions for the betterment of society.
- To assist in upholding Government/Opposition party mandate and subsequently serving the will of the people.
- To be in a position to empower constituents and individuals in society.
- To learn and grow as an individual.
- To be able to represent various groups of people (youth, etc.) and their voice on a public platform.
- To be able to hold the Government accountable.

Challenges:

- Managing the expectations of those you represent with regards to your power and limitations to it.

Tip: Learn and understand the Standing Orders and your role (see Session 4 on Powers, Privileges and Procedure, page 17) so that you can inform your constituents about your power and its limitations in the early stages of discussion to better manage their expectations.

- Realising the needs of the public and being able to fulfil these.

Tip: Plan and execute outreach programmes with members of the public to identify their needs (see Session 6 on Representation, Outreach and Education, page 19) and incorporate these into your objectives for the term.



- The lack of resources due to financial constraints that in turn, limit the efforts of the MP/Senator.

Tip: Identify the cause and speak to your Clerk or relevant parliamentary staff to discuss funding and research support e.g. if there is a constituency matter that requires addressing - is there a constituency development fund or if it is a legislative drafting matter, are there external organisations with interest that can offer support etc.

- Learning and understanding the Rules of Procedure

Tip: Erskine May is a useful tool to help you understand the parliamentary context, reading Hansard/Official Report and knowing your Standing Orders can help you get to grips with the parliamentary process.

Another identified challenge was **Speech-Writing**. Some tips to assist in this can be found below.

- Once you have established the aim of your speech and identify the audience you seek to appeal to, it is important that you do your background research on the topic you will be speaking on.
- Speak to the clerk's office for research support, dig through your library archives for relevant documents, and simply browse the web for reputable sources of information, (for more information on Services and Resources see page 15).
- Remember, you don't have to be the world's greatest orator, but if you are well informed, you are one step closer to delivering a great speech.

Here is link to a useful article that details how to write a good speech and can be broadly applied to your parliamentary context: <https://w4mp.org/w4mp/w4mp-guides/researcher-extraordinaire/writing-a-speech/>

The CPA's Top 10 Tips For New Parliamentarians

Tip 1: Don't Panic



Although this comes straight out of the Hitchhiker's Guide to the Galaxy, the advice is still sound for newly elected or appointed Members of Parliament. Remember, many people have walked in the same shoes as you, and most, if not all, have come away unscathed. Stay calm and follow the advice below. A good tip, get your bearings. Go to Parliament on day one and take a look around. Get comfortable with your surroundings. Take a seat in the Chamber and congratulate yourself for getting this far. People want you to succeed. Especially all the people that just elected you. It's in their interest that you do well.

Tip 2: Remember Who You Work For

As a Parliamentarian you may have to answer to your local political party, your whip, a senior minister, the Speaker, a committee chair and perhaps lobbyists. But your boss is the people that elected you. You are answerable and accountable to them. It can be easy to forget as you only have to go through the process of being elected every four to five years. But you are a democratically elected representative and although decisions are delegated to you to make in Parliament, it is essential that you remember whatever decision you make, they are the ones you have to justify your decisions to. However, you cannot please everyone all of the time, perhaps some of the people some of the time. If you try to make everyone happy, you will probably make nobody happy.





Tip 3: Seek Advice

No one expects a new Member of Parliament to know all the answers. Don't be embarrassed to ask for help! Seek out clerks and parliamentary officials, your whips, former or current experienced Parliamentarians to give you advice and support. Befriend a clerk and treat them well, they are worth their weight in gold. You never know they may offer advice you didn't even know to ask. Look outside of Parliament. Use academics, NGOs, CSOs and most importantly remember the CPA is here to help too. Go on induction trainings, use online courses. What you learn early on will be invaluable for years to come.

Tip 4: Have A Plan

As the saying goes "fail to plan, plan to fail". Sit and write down what you want to achieve whilst you are a Parliamentarian. This might be a one year goal, or for your whole term of office. Be realistic! Identify how you want to do it, what steps are needed, who can help you achieve this goal. Identify easy wins, but also the more challenging reforms. You might want to change the law or get the Government to change a policy. Pin your plan to your office wall as a reminder. A set of goals are important to keep you on the right track and stop you from getting distracted. You will also have something to measure your performance against. Remember there are no job descriptions for Parliamentarians, so its up to you!



Tip 5: Specialise



A good piece of advice for new Parliamentarians is to develop a speciality or an expertise in one or more thematic areas. It could be something you did in a previous career or something very important to your constituency. It might be on education, sustainable development, cybersecurity or even parliamentary procedure. Whatever you decide, take steps to keep abreast of developments and work with other leading experts. Why is this important? Parliamentarians who become known as an expert tend to get recognition from all Members and the Government. You will get asked for your input and will often be the first to get called upon in a debate. You might also get on a relevant committee or if you are lucky, a ministerial post.



Tip 6: Draw Your Red Lines

From the very beginning it is essential that you take the time to determine what you will, but more importantly, what you won't do. It is helpful to remember you are human and not just a parliamentary-robot. You will have a family, friends, hobbies, maybe even an additional career outside of Parliament. To ensure you have a healthy work-life balance, determine how much time you want to dedicate to being a Parliamentarian so that other things don't get pushed to the side. There is often a pressure early on to commit to everything, to attend every reception, every meeting and work very late. But keep a tight grip on your diary, and be willing to say NO.



Tip 7: Keep It Clean



When you are standing at an election you often have to come across as a saint. Whiter than white and pure as the driven snow. But as a Parliamentarian you are also a human-being that can be flawed. Therefore it is important to remember to manage expectations and to try as best as possible to keep your moral compass pointing in the right direction. Follow your codes of conduct, be thorough in complying with Members interests and ensure what you are transparent and not corrupt in actuality or perception. As a Parliamentarian, you are a role model and so ensure you uphold the highest of standards. But be warned, "there is no such thing as a free lunch!"

Tip 8: Keep Positive

Mental health and wellbeing is often overlooked by Parliamentarians who feel they should be impervious to all pressures and problems. At times you will have setbacks. You won't always achieve your goals the first-time around. You will inevitably face bad press, abuse on social media, criticism from colleagues, your constituents and others. You'll be told to have a thick-skin and to ignore it, but that isn't always easy to do. Keep sane, remember it's just a job. Remember you have family, friends and others who can support you, and if you need to seek professional support there is no stigma in doing so. Focus on the positives and the small victories. But always put your health first.





Tip 9: Read Your Standing Orders!

It might surprise you to note that many Members of Parliament never read their Parliament's rules for procedure. If you want to know the rules of the game then you must take the time to read the Standing Orders. Ask a clerk or colleague for a copy. Read it thoroughly. It will tell you what you can and cannot do, what powers you have, how to conduct yourself in the Chamber, what privileges and immunities you have. They are rules approved by your predecessors. But remember you can change these rules, you own them not the Speaker. Use these for Points of Order which can give you an advantage over your opponents across the floor of the Chamber.

Tip 10: What's Next?

This is probably a strange tip to give someone who has just been elected as a Parliamentarian but it's important to consider throughout your term of office what you should do next. Many Parliamentarians struggle to adapt to life outside of parliament. How to get another job, what sort of career should you do next, if any, and how to cope in a role that comes with less public attention. This can be very hard for some, so it is useful to always keep in mind that being a Parliamentarian is just one job. If you are unfortunate enough to lose an election, or if you want to change careers you should always take the time in advance to focus on professional development. Keep in mind that nothing is forever.

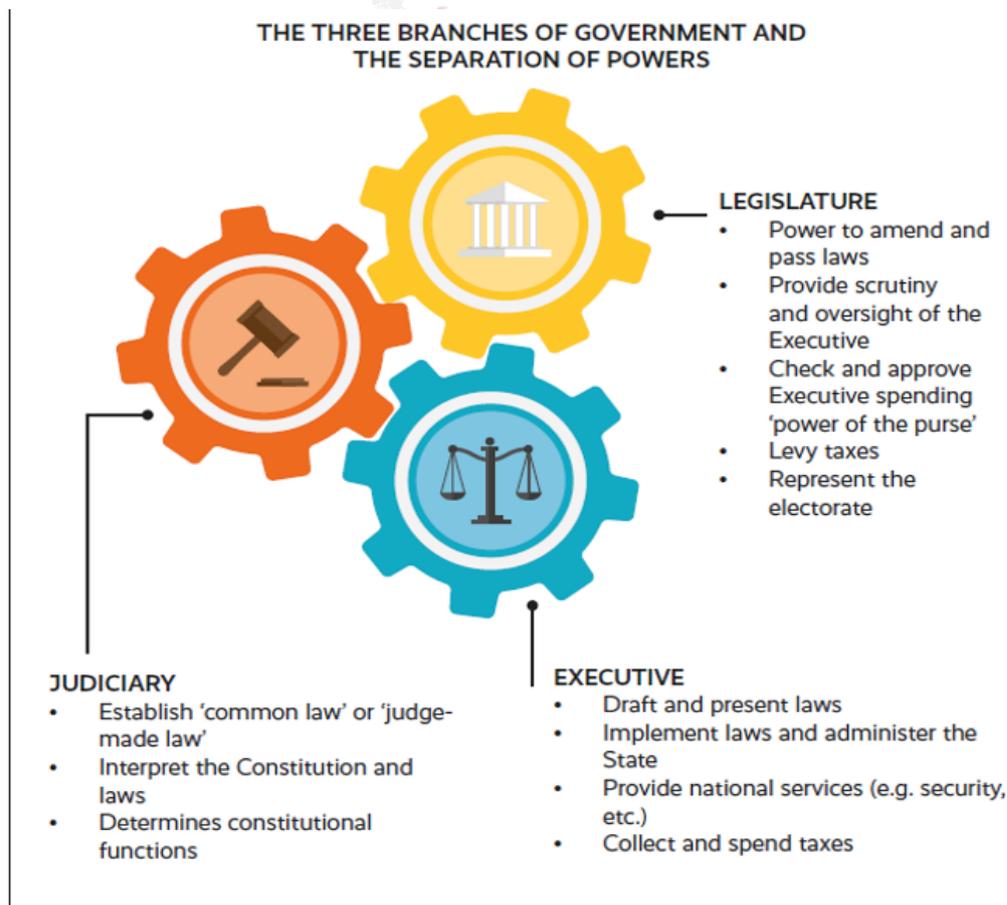


Session 2: Administration and Financing of Parliaments

This session saw Mr Matthew Salik, Head of Programmes at the CPA Secretariat and Mr Trevor Day, Deputy Clerk of the Legislative Assembly of Ontario, shine a light on the importance of the separation of powers in the administration and financing of Parliaments with reference to the Latimer House Principles.

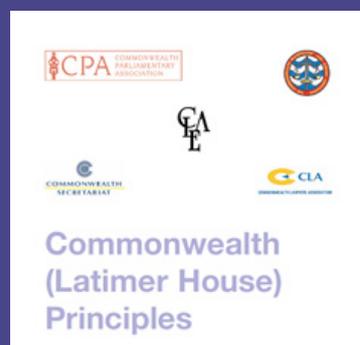
The Commonwealth (Latimer House) Principles on the Three Branches of Government

The administration and financing of Legislatures should be completely independent to that of the Executive and Judiciary. Independent administration and financing would ensure a separation of powers of the three Branches of Government so that they are better able to hold one another to account (for actions taken to meet their distinct objectives as illustrated below).



Further information on the Latimer House Principles can be found following the link below:

<https://www.cpahq.org/media/dhfajkpg/commonwealth-latimer-principles-web-version.pdf>



on the Three Branches of Government



When reviewing your own administration of Parliament with the Latimer House Principles in mind, you should consider how to empower Parliament so that greater control over parliamentary affairs is in the hands of the legislature. This will ensure that Parliament has the administrative, operational and financial resources it needs to function effectively. **The Model Law for Independent Parliaments** can certainly shed some more light on this issue. It was designed as a Parliamentary Service Commission Bill that sought to create a parliamentary corporate body to oversee the institution of Parliament. Inspiration can be taken from this document which can be found following the link: https://www.cpahq.org/media/usdnwcqp/model-law-for-independent-parliaments_final.pdf

But, how do you determine what is considered international best practice for the administration of your Parliament?

The CPA Recommended Benchmarks for Democratic Legislatures is a useful guide that identifies the international best practices with regards to how a Parliament should be administered and financed; from ethical governance through to pay and remuneration.

The document can be found following the link below:

<https://www.cpahq.org/media/10jkk2nh/recommended-benchmarks-for-democratic-legislatures-updated-2018-final-online-version-single.pdf>



The CPA Benchmarks Assessment

Benchmarking is best done by an entity independent of Parliament for the most honest and accurate evaluation, which is why the CPA conducts their own, independent benchmarking assessments for legislatures. The CPA representatives liaise with yourselves (Parliamentarians), parliamentary staff, civil society organisations and other stakeholders to better understand the administration of your Parliament. Although this might not be the most comfortable process, it is the most rewarding. A report is produced at the conclusion of this assessment and the Parliament is given a set of recommendations to improve their parliamentary practices and ensure that they align closely with international best practice. The report is owned by your Parliament and the recommendations are to be actioned by your Parliament at its discretion.

Should you wish to learn a little more about the administration and financing of Parliaments, you can register for the **Administration and Management of Parliaments CPA Parliamentary Academy Course**. In this course you will learn about the complex systems of administration and management that make parliaments effective institutions, but also effective employers. It covers the importance of Human Resources as well as ethics and standards within parliament and financial management i.e. parliamentary budgets and financial accountability.

You can register your interest on:

<https://www.cpahq.org/parliamentary-academy/academy-registration-form/>

To view all other courses visit:

<https://www.cpahq.org/parliamentary-academy/online-courses/>

To learn more about the CPA Parliamentary Academy see next section on *Services and Resources for Parliaments*.



Session 3: Services and Resources for Parliamentarians

This session was a great opportunity for Parliamentarians to learn first hand about the services and facilities available to them and the various ways that the services and resources could be improved more broadly with examples from neighbouring legislatures. Mr David Forbes, Clerk of the Parliament of The Bahamas and Hon. Akierra Missick MP, Turks and Caicos Islands led the discussions.

Parliament's Online Resources

Parliament Website

Some relevant documents such as publications, reports, pamphlets, brochures and other materials can be found under the "Resource" section of the official Government of The Bahamas website linked below:

https://www.bahamas.gov.bs/wps/portal/public/gov/government!/ut/p/b1/04_Sj9CPyksy0xPLMnMz0vMAfGjzOKNDdx9HR1NLHzdTQ3MDDxDA3wcA8w9jPy9jYAKIoEKDHAARwNC-sP1o_AqMTGAKsBjhZ9Hfm6qfkFuhEGWiaMiALGJzU0!/dl4/d5/L2dBISEvZOFBIS9nQSEh/

It is recommended that a Parliament has its own independently managed website and below are some tips you can follow when establishing your own effective and polished website:

1. *Keep the design simple!* A simple design enables users to navigate through the website easily.
2. *Make it accessible!* Consider people with disabilities when designing your website to improve their experience.
3. *Keep the content short!* The content should include the most valuable information for ease of reference and the details can be uploaded in a separate document linked to the main website.

If you have any research requests or need access to any additional documents, you should always speak to the relevant parliamentary staff members at the Clerk's Office. Not only will they support you by giving access to the documents you need, but the staff may also have the invaluable institutional knowledge you need through their experiences in their roles!

CPA Resources

Commonwealth Parliamentary Research Services (CPRS)

The Commonwealth Parliamentary Research Service (CPRS) offers Parliaments and Parliamentarians a research service on a range of specialist subjects. The CPRS will conduct or commission research from across our Commonwealth Branches, which will seek to compile comparative information about parliamentary practices. The service is offered to all Branches and we invite input from all Branches.

Members and staff of the Parliament of The Bahamas are encouraged to utilise the research services provided by the CPA through the CPRS.



CPA Parliamentary Academy



THE CPA PARLIAMENTARY ACADEMY *A Centre of Excellence for Commonwealth Parliamentarians*

The CPA has designed a curriculum of online courses specifically for Parliamentarians and parliamentary officials intended to strengthen the capacity of Parliamentarians and parliamentary staff to fulfil their constitutional and statutory obligations as well as to enhance knowledge and understanding of the role of Parliament in the democratic governance process. The CPA has brought together over 50 experienced Parliamentarians, clerks and external experts from across the Commonwealth to offer their insight and advice on subjects ranging from gender-sensitive budgeting to codes of conduct.

The following courses are available to all Parliamentarians and parliamentary staff:

CPA Parliamentary Professional Development Certificate (awarded to those that complete all the courses)

- Induction for New Parliamentarians
- Legislative Process
- Scrutiny, Accountability and Oversight
- Representation, Advocacy and Education

CPA Parliamentary Service Professional Development Certificate (awarded to those that complete all the courses)

- Basic Principles of Parliamentary Procedure
- Committee System
- Administration and Management of Parliaments
- Building Relationships

Upcoming courses due to launch in 2022:

- *Climate Change and Parliamentary Action in Small Jurisdictions*
- *Effective Women's Parliamentary Caucuses (WPCs) – Key Characteristics*
- *Accessibility of Commonwealth Parliaments to Persons with Disabilities*
- *The Sustainable Development Goals: Parliaments' role in their implementation*

The CPA will also deliver two residency based courses for Parliamentarians to compliment the online courses:

- *Advanced Parliamentary Development*
- *Advanced Professional Development & Skills-Building*

For more information on the courses available/future courses and how to register, please visit: <https://www.cpahq.org/parliamentary-academy/>

Other Online Academic Resources

Google Scholar (<https://scholar.google.co.uk>), is a freely accessible search engine that indexes information on, and often the full text of, an array of publishing across multiple disciplines including political science.

Often comparative analysis can prove useful in learning from the work of other parliaments when focusing on your own as a Parliamentarian. With this in mind, the website *Caribbean Elections* (www.caribbeanelections.com) is a useful source for finding out information not only about the elections of fellow Caribbean states, but also on budget statements, political parties and other political information on 28 Caribbean states.

Another useful resource when researching internationally would be the website *Our World in Data* (www.ourworldindata.org), which holds a great amount of data worldwide on policy issues of Demographic Change, Health, Food and Agriculture, Energy and the Environment among many others.

Paid resources can also benefit the understanding of Parliamentarians in areas that free resources do not cover. Journals such as the *Commonwealth & Comparative Politics* and *The Round Table: The Commonwealth Journal of International Affairs* are available at the Taylor & Francis Group's website (www.tandfonline.com). Another option would be the online platform *Europa World Plus* (www.europaworld.com).



CPA Flag, The Bahamas Post-Election Seminar

Session 4: Powers, Privileges and Procedure

In this session, Members and Senators explored the Standing Orders and their importance in relation to the Constitution. It gave an insight to the powers and privileges they have and how they can work within the rules enumerated in the Standing Orders.

Mr Trevor Day, Mr David Forbes, and Hon. Bridgid Anisette-George MP, the Speaker of the House of Representatives of Parliament of the Republic of Trinidad and Tobago (joined virtually) explored the notion of “Exclusive Cognisance,” the various privileges afforded to Parliamentarians in your legislature as well as the role of the Speaker in interpreting Standing Orders and Procedures of the House.



It is important for you to understand your Standing Orders (and that they are regularly updated), so that you are well informed and aware of what existing privileges are afforded to you and what behaviours are expected of you. If you are well-versed on your Standing Orders, you are better able to understand the process, the regulations you must comply with and the terminology you can use; you will be able to use these to your advantage and maximise your opportunities. If in doubt, the best course of action would be to consult the Office of the Clerk if you have any questions regarding privilege. The Clerk’s Office can support you by; **providing some clarity on any queries you have pertaining to privilege in the Standing Orders, informing you of the procedures you should take if you suspect that there has been a breach of privilege and advising you on any unwritten customs or practices.**

On the matter of parliamentary privilege during debates, here are some things all Members and Senators should consider:

- ✓ Parliamentary privilege and freedom of expression should be guarded at all times, even against speakers who are “unfair.”
- ✓ Parliamentary privilege should not be abused. You may bring different styles of speaking to the debates but the content of the debate must be fact-based. Character assassination and personal attacks are not acceptable, nor should the Standing Orders be used to stifle free speech.
- ✓ The electorate places trust and confidence in Parliamentarians and this should be in the forefront of your mind when debating and in turn, dictate the manner in which you conduct yourself during debates.
- ✓ Obstructionist behaviour like abusing the right to block votes is not acceptable.
- ✓ The Speaker should facilitate the orderliness of the debate. In the Chamber, if there are any powers or privileges exercised that are brought to question, it is at the discretion of the Speaker to determine whether or not the power was exercised in the appropriate way and Parliamentarians should respect and trust the judgement call made.

Remember that being a Parliamentarian is a privilege in itself so privileges should be upheld and your conduct, raised. It is therefore, important that Parliamentarians do not abuse the law outside the confines of Parliament and should be held accountable by their party leaders or Presiding Officers.



Session 5: Knowledge is Power

This session explored the various resources that Parliamentarians can source for support and research. It looked at the importance of independent research in ensuring a well-functioning Parliament and outlining the work of the CPA to facilitate this. It also explored the various ways to engage the key stakeholders that can offer support and highlighted the support that civil societies can offer to Parliamentarians. This session was led by Ms Lydia Buchanan, Deputy Head of Programmes at the CPA Secretariat, Hon Akierra Missick MP, and Mr Matthew Aubry, Executive Director at the Organization for Responsible Governance.

You need support in drafting a private members' bill....

Who can support you?

Clerk's Office and In-House Research Facilities

First and foremost you should use the facilities available to you in your Parliament. Contact research staff in the Clerk's Office for information on any previous Bills or general background information on the subject matter that could support in the drafting of your Bill. You could also speak to the Clerk/Speaker for advice on the opportune time and manner in which the Bill can be brought forward.

Regional Inter-Governmental Organisations

You should reach out to regional inter-governmental organisations that are concerned with your subject matter, they will have the necessary resources or connections to resources that you require for your Bill.

Civil Society Organisations

Contacting civil society organisations that represent the voice of the groups that will likely be impacted by your proposed Bill, without the aim of generating profit or seeking governing power. This information is crucial in identifying the apprehensions that may arise in the later stages of the legislative process, so being able to identify and incorporate various strategies or features into your proposed Bill that alleviate or eliminate these risks altogether at an early stage is ideal.

Academic Institutions & Individuals

You should consider approaching various academic institution such as universities, to use their resources (libraries etc), or approaching lecturers/learned students that might be fit and willing to support you with your research task. They will be able to provide you with unbiased information that you could use to build your case.

International Partner Organisations

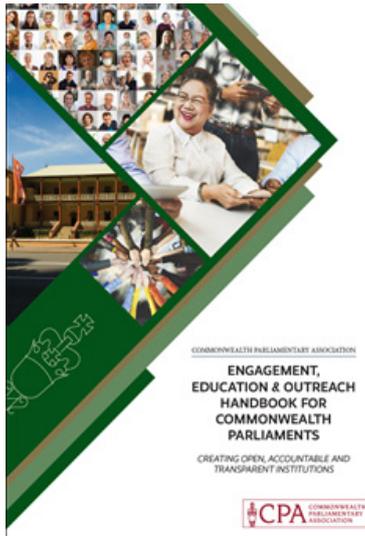
You may wish to approach external organisations like the CPA, that offer research services i.e The Commonwealth Parliamentary Research Service (CPRS) that offers Parliaments and Parliamentarians a research service on a range of specialist subjects. It can be used to find out what similar legislations exist in neighbouring jurisdictions and the details of such legislation which can be used as a template for replication for your Bill.

Financial Services Sector & Private Investors

Consider the various avenues to explore with regards to securing funding for research or legal advice in drafting the law. You should speak to the Parliament for advice on how to secure funding, it may be that there has been a budget allocated to this for Parliamentarians. If the issue concerning your Bill is one that your constituents have raised and will directly impact them, you may also find that there is a Constituency Development Fund or equivalent that could be used. Otherwise, you may wish you to approach private investors or the financial services sector for funding.

Session 6: Representation, Outreach and Education

This session looked at the role of Parliamentarians in engaging their constituents and wider stakeholders for input into the parliamentary process. In this session Ms Holly Greenland, co-author of CPA Engagement, Education & Outreach Handbook for Commonwealth Parliaments, Hon. Nathan Cooper MLA, Speaker of the Legislative Assembly of Alberta and Mr Matthew Aubry all joined virtually to share best outreach and engagement practices based on their personal experiences.



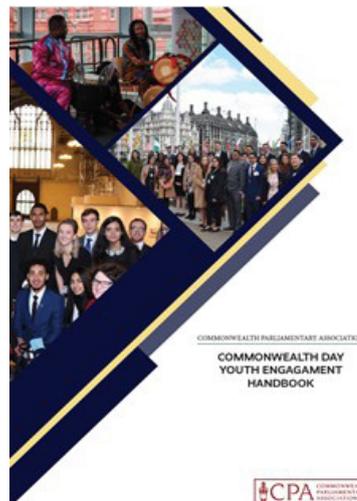
It can be challenging for busy Parliamentarians, Clerks and parliamentary officials to find time to come up with creative ways to engage their communities. **The CPA Engagement, Education & Outreach Handbook for Commonwealth Parliaments** with the support and cooperation of national and subnational Legislatures across the Commonwealth can assist with this. It covers a broad spectrum of topics including:

- *How to develop youth engagement activities*
- *How to target the right audiences;*
- *How to utilise social media;*
- *How to ensure public input into committee inquiries and;*
- *How to effectively monitor and evaluate outreach and engagement activities to ensure maximum impact.*

The Handbook can be found following the link: https://www.cpahq.org/media/sbif14kt/engagement_education_outreach-handbook_final.pdf

You can also take inspiration from the outreach activities mentioned in the **Commonwealth Day Youth Engagement Handbook**. This toolkit was developed to provide parliaments with various measures and recommendations that can be adopted by both the legislature and its Parliamentarians in order to continue to deliver on the institutions' role of scrutinising legislation and delivering democracy during a global pandemic. The topic of Commonwealth Day can be substituted for a topic of your choice, and the outreach activities can still be made applicable.

The Handbook can be found here: <https://www.cpahq.org/media/q3vhss0q/commonwealth-day-youth-engagement-2021.pdf>



Organization for Responsible Governance (ORG)

“The Organization for Responsible Governance (ORG) is a not-for-profit civic foundation committed to realising that future by creating dialogue, insights, and solutions around the challenges affecting accountable governance, education reform, and economic development in The Bahamas. They are businesspersons, students, artists, educators, politicians, clergy, academics and members of civil society united to resolve the nation’s most vexing issues by addressing their root causes.”

For more information on the work of ORG or if you wish to contact them, please see the link below for details:

<https://www.orgbahamas.com/>



Parliamentarians engaging in a group exercise, The Bahamas Post-Election Seminar

*If you would like a deeper understanding of various engagement channels and how to best utilise them, as well as techniques for making your voice heard - be sure to check out **104 Representation, Advocacy and Education** CPA Parliamentary Academy Course.*

More details on the course can be found here: <https://www.cpahq.org/parliamentary-academy/online-courses/>

Session 7: Behaviour, Ethics and Standards

This session looked at the importance of establishing an ethical culture within Parliament and participants identified examples of good and bad practice in public service. There were also engaging discussions surrounding the role of the Speaker in ensuring debates are conducted respectfully and the ways in which Parliamentarians can ensure that they and (their staff) can implement practices that actively reflect the Code of Conduct. All reflections were made with reference to the Code of Conduct in the Parliament of The Bahamas. The session was led by; Hon. Bridgid Annisette-George MP (joined virtually), Hon. Ian Liddell-Grainger MP and Mr David Forbes.

It is strongly recommended that every Parliament establishes a Code of Conduct for Parliamentarians and parliamentary staff to adhere to. We recommend you speak to your Clerk to identify the equivalent guidelines or rules of conduct. It may also be worth taking a look at the **CPA Recommended Benchmarks for Code of Conduct** which have been designed by experts on the development of parliamentary Codes of Conducts. With the knowledge shared from first-hand experience of Parliamentarians, the CPA Recommended Codes of Conducts is a tool that aims to develop or strengthen existing provisions affecting the conduct of Parliamentarians. It is encouraged that Members and Senators access the CPA Recommended Benchmarks for Codes of Conducts for key principles on parliamentary standards.

The document is accessible from:

<http://www.cpahq.org/media/3wqhbbad/codes-of-conduct-for-parliamentarians-updated-2016-7.pdf>

Recommended Benchmarks for
Codes of Conduct
applying to
Members of Parliament



Published by the Commonwealth
Parliamentary Association
www.cpa.org

CPA COMMONWEALTH
PARLIAMENTARY
ASSOCIATION



It is also strongly recommended that every Parliament, much like any other place of work, has the appropriate procedures in place to tackle bullying and harassment. We advise you speak to your Clerk to find out what procedure exists in your Parliament. However, it might be useful to also take a look at the **Commonwealth Women Parliamentarians (CWP) Anti-Harassment Policy Guidelines**. The CWP is a network of the Commonwealth Parliamentary Association (CPA) and these guidelines provide a detailed step-by-step approach that offers insights and case studies on what appropriate methods should be included when developing or updating their respective anti-harassment policies.

The document is accessible from:

<http://www.cpahq.org/media/3wqhbbad/codes-of-conduct-for-parliamentarians-updated-2016-7.pdf>



The 7 Nolan Principles¹

Members and Senators should ensure that they are mindful of the core tenets of being a Parliamentarian in their work, these fundamentals are perhaps best exemplified by the seven Nolan Principles outlined below.

The seven principles outline the ethical standards those working in the public sector are expected to adhere to. They were first set out by Lord Nolan, United Kingdom, in 1995, in the first report of the Committee on Standards in Public Life and they are included in a range of codes of conduct across public life.

Selflessness	Act solely in the public interest, as opposed to in the interest of financial gains or other benefits for yourself, friends or family.
Integrity	Do not place yourself under any financial obligation to outside individuals or organisations that might seek to influence you in the performance of your duties.
Objectivity	Be objective in carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, Parliamentarians should make choices on merit.
Accountability	Parliamentarians are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
Openness	Parliamentarians should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
Honesty	Parliamentarians have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
Leadership	Parliamentarians should promote and support these principles by leadership and example.

¹ The Seven Principles of Public Life were established to outline the ethical standards that individuals working in the public sector should adhere to. They were first set out by Lord Nolan, a UK judge who chaired the Committee on Standards in Public Life in 1995. The principles were included in a range of Codes of Conduct across public life. Further information can be found via this link: <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

Women in Parliament Workshop

This session was an opportunity for women Parliamentarians to discuss their experiences as women in Parliament in an informal dialogue. The session speakers looked at the various challenges they have faced, the support that is made available to them, and the type of work that can be done to shift the cultural norms and combat some of the challenges. They also identified the key drivers of change and how they should be utilised to deliver more women in positions of power. A cross-cutting theme throughout the session was the necessity of gender-sensitive audits which would assess the institutionalisation of gender equality in Parliaments in their administration, policies, programmes and financing.

The session was led by Hon. Akierra Missick MP, with contributions from; Hon. Sen. Marilou McPhedran, Senator from the Senate of Canada, Hon. Charliena White MLA, Speaker of the Montserrat Legislative Assembly and Hon. Sen. Alincia-Williams Grant, the President of the

“Gender-sensitising” Parliaments was identified as a key driver of change and a catalyst towards a shift in the cultural paradigm that would be more inclusive of women in the workplace.

The CWP Gender Sensitising Parliaments Guidelines was designed to encourage Parliaments to look into priority areas that need to be strengthened in order to help legislatures to become effective gender sensitive institutions. Members and Senators are encouraged to access the CWP Gender Sensitising Parliaments Guidelines to understand the necessary conditions of parliaments to deliver on their responsibility to reach the standard of gender sensitivity and to identify the actors and means through which reforms are implemented.

The document is available from: <https://www.cpahq.org/media/s20j1lws/cwp-gender-sensitizing-guidelines.pdf>



The CWP network is committed to supporting Parliaments across the Commonwealth in conducting gender-sensitive audits and self-assessment reviews. If your Parliament requires support with the aforementioned, they can utilise the online CPA resources or reach out to the CPA Secretariat for support from the CWP network. The network is can also facilitate in the implementation of follow-up recommendations.

The CPA is currently in the process of launching its CWP Parliamentary Academy Course this Spring 2022 so keep an eye out on the [CPA website](#) for any developments.



Ministers in Parliament Workshop

The Hon. Akierra Missick MP, and Mr Stephen Twigg, Secretary-General of the CPA (joined virtually), sought to equip Ministers with the skills and tips that enable them to juggle their Ministerial with their parliamentary responsibilities. They ensured that Parliamentarians were able to clearly distinguish between the two responsibilities and that they recognised that both roles should be given a fair amount of time and commitment.

Minister



Head your Ministry and make and implement decisions on policies in conjunction with the other Ministers.

Parliamentarian



Represent your constituency or communities and act in their best interest.

There was an election and your party were victorious - and now you have been assigned this new role as a Minister. It may be tempting to drop all other commitments and focus on this new and unfamiliar role to ensure that you excel and remain in this post for as long as possible, but remember why you are in the position you are in. You are a Minister because you are a parliamentarian and you are a parliamentarian because you are a representative. For this reason, you must ensure that you commit to both.

Wearing two hats can be challenging in the best of circumstances and needless to say, the role of a Minister and that of a Member or Senator are both very important and equally demanding. As overwhelming as it may be, it is important that you ensure that you do your best to manage your time so as to allocate an equal amount of time to each role.

In October 2020, the CPA Headquarters Secretariat signed an agreement with the Civil Service College to expand our portfolio of support to Members through a new residency-based course aimed at newly appointed Ministers and aspiring Parliamentarians. The course titled **“Backbencher to an Effective Minister: From Campaigning to Governing”** is specifically aimed at newly appointed Ministers

The five-day programme, developed jointly by the CPA and the Civil Service College, aims to equip new ministers with a skill set and tools in managing a department comprising of hundreds of public servants and a budget of billions.

For more information on the course, browse our affiliated courses here: <https://www.cpahq.org/parliamentary-academy/affiliated-courses/>



Speakers' Workshop

This session focused on the multifaceted role and function of the Presiding Officer, both within and outside the Chamber. The Hon. Patricia Deveaux MP, Speaker of the National Assembly reflected on her experiences in the first few weeks of her tenure and advised on the various ways in which a Speaker can juggle their many responsibilities.

Suggestions were made to the various techniques that the Speaker could use to maintain order in the Chamber and drive change, as well as how the Standing Orders could be used to set precedent. The Hon. Patricia Deveaux MP was joined in discussion virtually by; Hon. Nathan Cooper MLA, Hon. Bridgid Annisette-George MP, Hon. Charliena White MLA, Speaker of the Montserrat Legislative Assembly and Hon. Valerie Woods MP, Speaker of the House of Representatives of Belize.

Speakers have a duty to ensure that Parliamentarians are doing what they are called to do, by moderating and governing discussions within the chamber. This dialogue allowed for the transfer of advice and best practices to enhance the ability of Speakers and ultimately provide them with the support needed to navigate this position.

TOP TIPS:

- Remain impartial.
- Take time to truly understand the Standing Orders, practices and conventions so that you know how to maintain order in the Chamber.
- Set the tone of what will and will not be tolerated during parliamentary sittings by addressing any inappropriate behaviour and conduct such as the use of inappropriate language.
- Establish relationships with your peers, parliamentary staff and know when and how to reach out to someone for support advice.

The above information is far more challenging to adhere to in practice because Parliamentarians, like most people, are complex and Chamber sittings are not always so straightforward. The following techniques can be used to uphold the above responsibilities expected of you and maintain order in the Chamber:

HUMOUR - During a particularly heated debate, it may be useful to use humour to disarm very passionate Parliamentarians amidst the commotion. When humour is used tastefully and tactfully, at the appropriate time and manner (not at the expense of any parliamentarian), the temperament in the room can quickly change to mirror your tone.

RESPECT - Remember to speak to your fellow Parliamentarians with respect so that the sentiment may be reciprocated.

INFORM - When addressing the floor, where you can, make sure to reference the Standing Orders when making rulings. The Standing Orders are the ultimate power (owned by the people) and cannot be refuted. If you make this step habitual, maintaining order will be made easier.

SILENCE - Often when Parliamentarians look to you for an answer amidst a vigorous back and forth, the best thing to do, could be to command attention and respect of the floor by remaining silent. Your silence may be enough and could be echoed.



Experiment with the above and see what works best for you. It is important to persevere and you may find comfort in seeking support or advice from fellow Speakers across different legislatures who have likely shared similar experiences!

Finally.....

Remember that the role of the Speaker surpasses the walls of the Chamber!

You hold a very impactful post in Parliament and it is important that you think about your legacy, outreach and what long-lasting accomplishment and change you want to achieve at the end of your term. You are often the voice and representative of Parliament so it is important that you use your position to support Parliament in fulfilling its democratic function whether that is through a benchmarking assessment of the administration of the Parliament or whether that is by organising programmes to engage the public with parliamentary procedure. Identify what is it that you want to achieve during your tenure and make it happen!



Hon. Patricia Deveaux MP, Speaker of the National Assembly (right) Hon. Sen. Lashell Adderley, President of the Senate (left) The Bahamas Post-Election Seminar

Session 8: Political Parties, Peacebuilding and Conflict Resolution

This session explored conflict resolution between political actors when there is a strong political division in a post-election period and how to build a bipartisan working approach. Ms Lydia Buchanan led the conversation and was joined virtually by Hon. Sebastien Pillay MP, Leader of the Opposition of the National Assembly of the Seychelles, and Hon. Eva Biaudet MP, Member of the Parliament of Finland who shared the various strategies and techniques that can be implemented to achieve conflict resolution.

Here are some ways to deal with conflict resolution:

Listen:

Try to identify what the point of contention or adversary is. Typically, a strong political division is due to differences in political agendas, but all differences cannot be overcome at once. On each specific issue, listen and try to compartmentalise each problem and tackle them individually as and when they arise.

Understand:

Understand where the differences are coming from. Once you recognise and identify the problem, it is important to try to see the problem from the perspective of your adversary.

Co-operate:

Try to avoid “otherising” one another as distance can often foster more hostility. Instead, try to deal with the division by working collaboratively to identify common goals and work towards a solution that will meet everyone’s demands. Once a collaborative relationship is established, it is far easier to maintain the relationship in the long-term.

Compromise:

Coming to a mutual agreement is not the easiest thing to do, especially when it means you have to sacrifice some of your smaller aspirations for wider support and progress. So first, think introspectively into what it is that you want to achieve and what you will/will not be willing to compromise on in the process. Remember that compromise is a two-way street and it is not always the most harmonious process. You may want to consider drafting an agreement, like a Memorandum of Understanding (MoU) which both parties are required to adhere to.

*Would you like to learn more about navigating, managing, and cultivating relationships to be able to work effectively with a range of internal and external stakeholders, colleagues and other parliamentary staff? You may be interested in the **O4 Building Relationships** CPA Parliamentary Academy Course.*

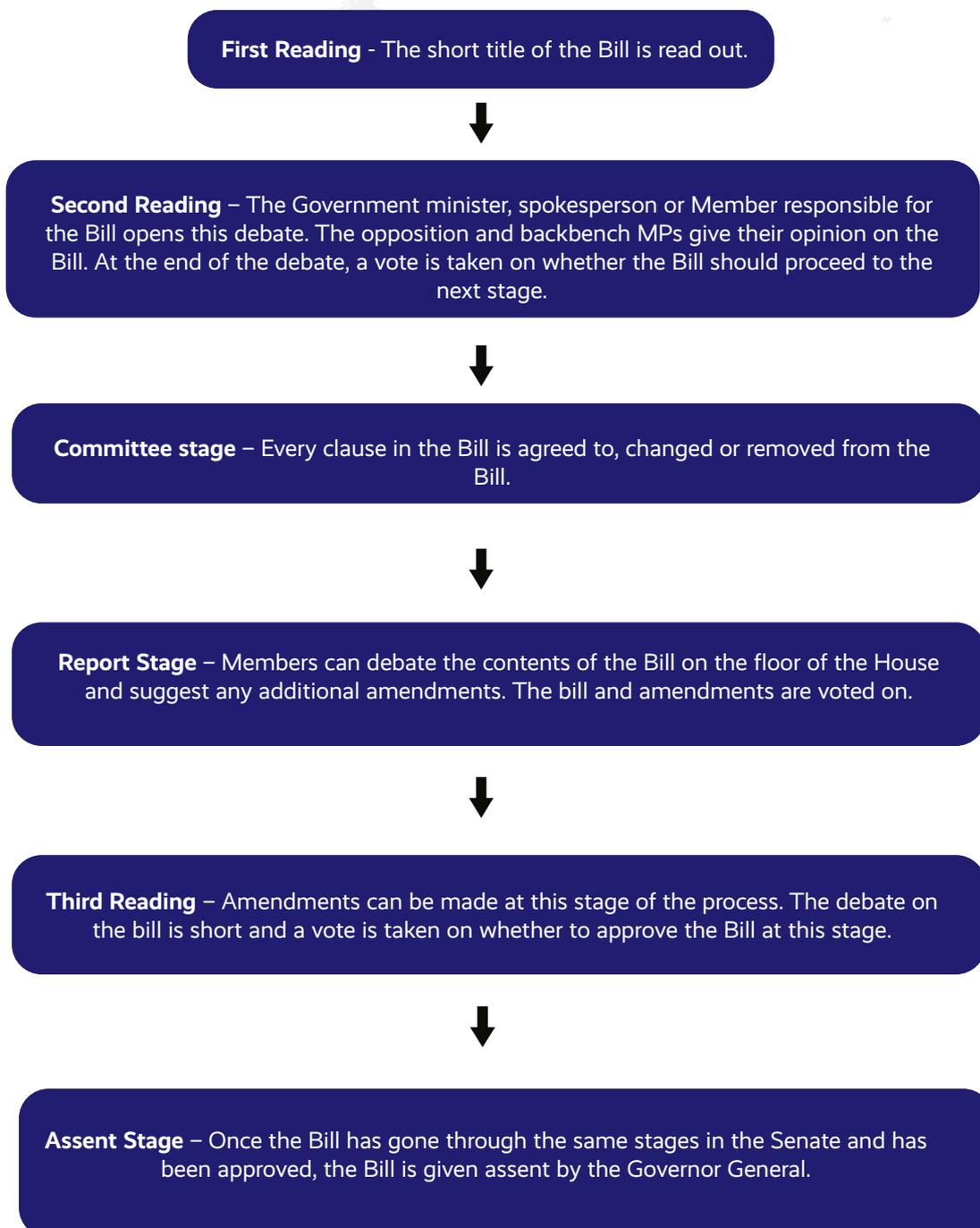
More details on the course can be found here: <https://www.cpahq.org/parliamentary-academy/online-courses/>



Session 9: The Legislative Process

This session was a great opportunity for Parliamentarians to look at capacity building by examining the legislative process in alignment with the constitution. The session broke down the key stages of the legislative process and advised on the support that clerks provide at each stage. The importance and value of pre and post scrutiny within the Legislative Process was emphasised throughout the session and this sentiment was championed with specific reference to the role of the Upper House in the process. Mr Trevor Day, speaking in his capacity as Executive Director of the Legislative Services Division of the Legislative Assembly of Ontario was joined in the discussion by Hon. Ian Liddell-Grainger MP, and virtually by Hon. Gail Texeira MP, Minister of Parliamentary Affairs and Governance of the National Assembly of Guyana.

The stages of the Legislative Process in the Parliament of The Bahamas:



Scrutiny

Parliamentary scrutiny is the close examination and investigation of government policies, actions, committees and spending in the House and Senate. In order to fulfil your democratic function as Parliamentarians and hold government to account, it is crucial that you seize every opportunity for scrutiny. This means that you engage in the task of undertaking legislative scrutiny and commit to a detailed examination of an early draft of a Bill before the final version is drawn up by the Government. Your task of scrutiny does not end when once the Bill has become a law and been put into effect. To produce good legislation that works, you should carry out post-legislative scrutiny, which is the effort to scrutinise how a new law has worked in practice since it came into force. You can do this by essentially inquiring into the progress and developments of the law in practice, to assess its impact.

Don't neglect the non-legislative action to strategise and influence the legislative process and maximise your potential:

- Meet with Parliamentarians in both Houses;
- Meet with members of the public/your constituents to discuss the bill;
- Issue news releases on the topic;
- Give interviews;
- Host informative webinars and;
- Use your social media platform to raise awareness!

Want to know more about the Legislative Process, how, when, and why legislation is made, details on pre/post legislative scrutiny and how to propose, scrutinise and amend a Bill in your parliament?

You can register to **102 Legislative Process** CPA Parliamentary Academy Course. More information on the course can be found following the link:

<https://www.cpahq.org/parliamentary-academy/online-courses/>



Session 10: Role of Select Committees

This session was a great opportunity for Parliamentarians to learn more about the role and importance of Select Committees in effective scrutiny of government. The speakers gave an overview of the committee system and why it is important to have a well-functioning system, placing particular emphasis on the role of the Public Accounts Committee. The importance of transparency and public engagement with the Committee process was stressed throughout.

The session was led by Hon Akierra Missick MP, who spoke in her capacity as former PAC Chair, Mr Trevor Day and Hon. Gail Texeira MP (joined virtually).

Select committees increase parliament's capacity by allowing it to consider a wider range of issues or events at once and delve deeper into one topic, as they are created to conduct investigations or consider measures, usually on a specific topic. Select committees undertake inquiries, publish reports, question government ministers and call for matters to be debated on the floor.

What powers do they have?

1. Evidence-gathering; they can typically do this by requesting papers or relevant documents but also calling upon key persons as witnesses to question.
2. Reporting; they can report occasionally on issues beyond their remit.
3. Appointing experts; they can appoint advisers or academics that specialise in the field being discussed.
- 4.. Creating sub-committees; for further scrutiny.
5. Liaising with other select committees; for capacity-building.

Public Accounts Committees (PAC)

A great example of a necessary Standing Committee is the Public Accounts Committees (PAC). These committees ensure accountability in the scrutiny of government expenditure and holds them to account for the economy, efficiency and effectiveness of public spending. They do this by examining the value for money of Government projects, programmes and service delivery. Like all Committees, transparency of the PAC should be practiced in order to ensure the confidence of the public.

It is encouraged that lay members are invited to sit on the PAC, and the motivation behind this arrangement is to encourage scrutiny of the government's financial decision-making through the aid of external members who are neutral actors and are neither politically motivated nor under the heel of the executive.

The Chair of the committee plays a vital role in leading the committee towards achieving the mutual committee goals. They are typically the voice of the committee and are responsible for ensuring projects and spending decisions align with the mandate of the PAC. It is crucial that they remain impartial and act independently to the goals of their political affiliates.

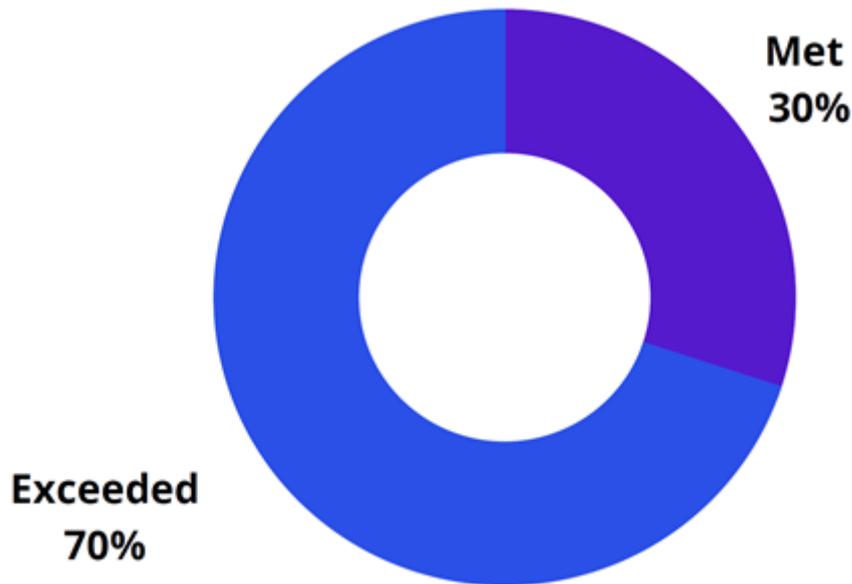
Monitoring and Evaluation Report

During the week, Members and Senators were provided with the opportunity to give ongoing feedback on the sessions and recount any expectations and insights. Members and Senators were also invited to complete pre- and post-assessment forms and their results can be found in the graphs below.

The feedback provided by Members and Senators on the programme was positive. Members and Senators overall were satisfied or completely satisfied with the format of the sessions, quality of the speakers and the facilitation of the sessions. When asked about whether their expectations for the session were met, no Member or Senator said that it was not met, and 70% of them said expectations were exceeded.

Members and Senators were questioned on their levels of knowledge related to pertinent issue areas on parliamentary practice and procedure.

EXPECTATIONS FOR THE SESSION WERE....



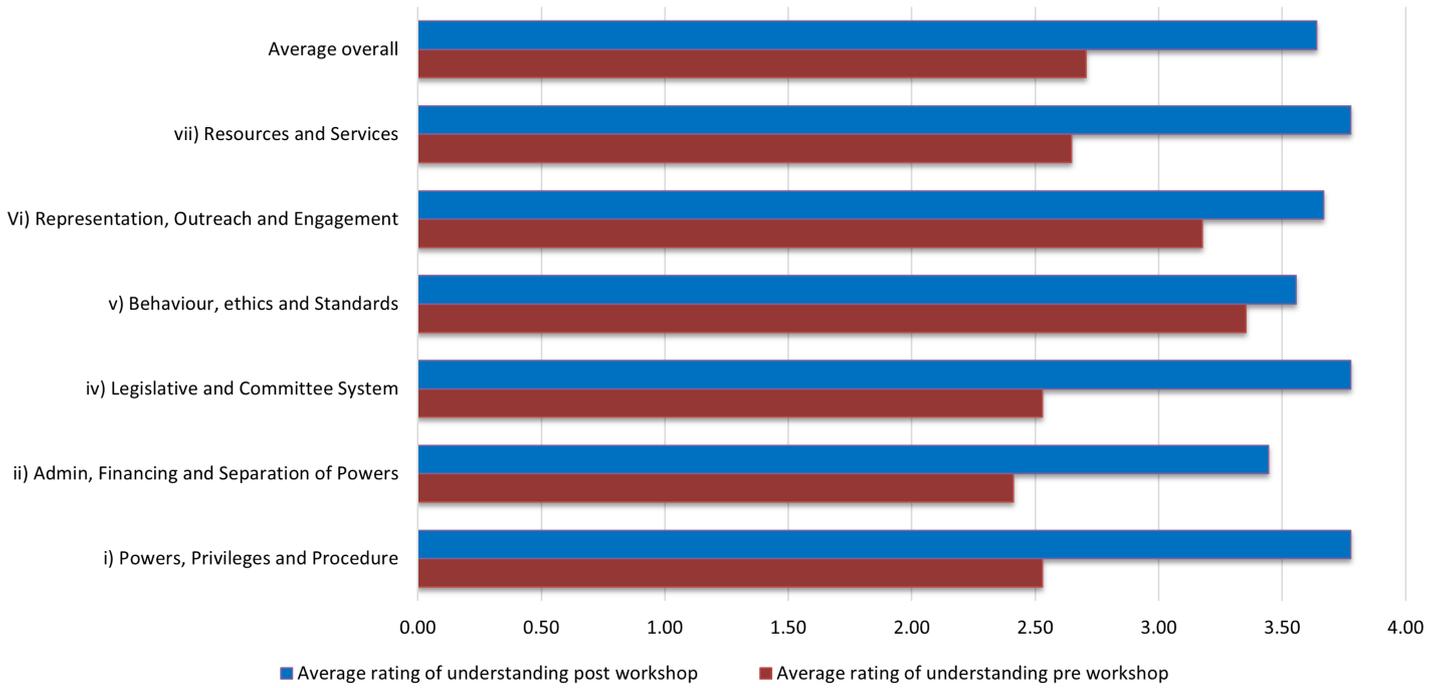
Not Met

Met

Exceeded

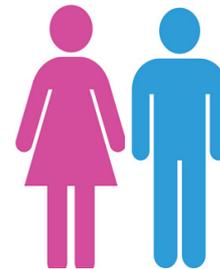


Comparison of Total Delegate Understanding Per Seminar Topic*



Speakers

53.3% 46%



Overall, levels of knowledge and understanding increased significantly in every area. A six month follow up with the participants of the Post-Election Seminar will be conducted to see how Members are using the skills they learnt during the Seminar and applying them in practice.

The Seminar featured 15 speakers from 10 different countries. 8 female and 7 male speakers participated in the Seminar.

“I was most impressed by the exhaustive array of topics suggested for discussion by the CPA. I can positively affirm that we were all enriched by the experience. We are now more aware of the full scope of what it takes to be a good representative and Parliamentarian. For the first time in the history of the Commonwealth of The Bahamas; our bicameral legislative branch is headed by two females. I get a sense of empowerment from that and feel inspired to be a part of this history making experience.”

Hon. Patricia Deveaux MP, Speaker of the National Assembly

“The entire resource team were efficient and knowledgable. The Commonwealth Parliamentary Association is to be commended for a job well done. I personally wish to thank them.”

Hon. Sen. Lashell Adderley, President of the Senate

Seminar Programme

TIME	SESSION
	OFFICIAL OPENING OF THE POST-ELECTION SEMINAR
09:30-10:00	Participants will be introduced to the format of the post-election seminar and asked to fill in a survey to record their expectations and learning processes. Opening remarks will also be made from the following:
30 minutes	<p><i>Speakers:</i> Hon. Ian Liddell-Grainger MP, CPA Acting Chairperson Hon. Patricia Deveaux MP, Speaker of the House of Assembly of The Bahamas Hon. Sen. Lashell Adderley, President of the Senate of The Bahamas Hon. Philip Davis QC MP, Prime Minister of The Bahamas</p>
	SESSION 1: THE OPPORTUNITIES AND CHALLENGES OF BEING A NEW PARLIAMENTARIANS
10:00-10:45	In this session, participants will identify opportunities and challenges of being a newly elected Member of Parliament. The outcomes will form the basis for the wider programme.
45 minutes	<p><i>Speakers:</i> Hon. Adrian White MP Opposition Member, Bahamas House of Assembly Hon. Myles Laroda MP Government Member, Bahamas House of Assembly</p>
10:45-11:00	Break
	SESSION 2: ADMINISTRATION AND FINANCING OF PARLIAMENTS
11:00-11:45	The session will emphasise the importance of parliamentary independence through the concept of financial autonomy for legislatures and examining the appropriate relationship between the Executive and Parliament with a view towards the separation of powers.
45 minutes	<p><i>Speakers:</i> Trevor Day, Deputy Clerk, Ontario Legislative Assembly Matthew Salik, Head of Programmes, CPA</p>



SESSION 3: SERVICES AND RESOURCES

11:45-12:45

1 hour

This session will be an opportunity for Members to learn more about the services and facilities available to them. Members will also have opportunity to discuss some of the resource challenges the House faces and to understand the services and resources parliamentarians would need in order to better carry out their roles.

Speakers:

Hon. Akierra Missick MP, Minister for Physical Planning and Infrastructure Development, Turks and Caicos Islands
David Forbes, Clerk of Parliament, The Bahamas

12:45-14:00 *Lunch*

SESSION 4: POWERS, PRIVILEGES AND PROCEDURE

14:00-15:00

1 hour

This session will explore the Standing Orders in relation to the Constitution and rulings from the Speaker. This will give an insight to the powers and privileges the Members have and how they can work within those rules to succeed in their roles.

Speakers:

Hon. Bridgid Annisette-George MP, Speaker of the House of Representatives, Parliament of the Republic of Trinidad & Tobago (virtual)
David Forbes, Clerk of Parliament, The Bahamas
Trevor Day, Deputy Clerk, Ontario Legislative Assembly

15:00 End of Day 1

DAY 2 - 16 DECEMBER 2021

TIME	SESSION
09:30-09:45	GUIDED REFLECTION OF DAY 1
15 minutes	An opportunity for discussion on learning and outcomes from the previous day.
SESSION 5: KNOWLEDGE IS POWER	
09:45-10:45	<i>This session will explore what resources parliamentarians can draw on while doing research on political issues. It will discuss how stakeholders such as civil society organisations and academics can be instrumental in providing relevant information and research.</i>
1 hour	<p><i>Speakers:</i> <i>Hon. Akierra Missick MP, Minister for Physical Planning and Infrastructure Development, Turks and Caicos Islands</i> <i>Lydia Buchanan, Deputy Head of Programmes, CPA</i> <i>Mr Matthew Aubry, Executive Director, Organization for Responsible Governance</i></p>
10:45-11:00	<i>Break</i>
SESSION 6: REPRESENTATION, OUTREACH AND EDUCATION	
11:00-12:00	<i>This session will focus on the important role a parliamentarian has in representing their constituents and how to harmonise the various elements covered in previous sessions with important constituency work. The session will also give participants an insight into how to engage with wider stakeholders to get input into the way the Parliament works whilst utilising the public, organisations and specifically the media to encourage information dissemination.</i>
1 hour	<p><i>Speakers:</i> <i>Hon. Nathan Cooper MLA, Speaker of the Legislative Assembly, Alberta (virtual)</i> <i>Mr Matthew Aubry, Executive Director, Organization for Responsible Governance</i> <i>Ms Holly Greenland, co-author, CPA Engagement, Education & Outreach Handbook for Commonwealth Parliaments (virtual)</i></p>



SESSION 7: BEHAVIOUR, ETHICS AND STANDARDS

12:00-12:45 This session will look at Codes of Conduct, how to set a good example in communicating with colleagues in the Chamber whilst having robust debates? When do you have to declare interests, and how do you avoid having a conflict of interest? What are examples of good and bad practice?

45 minutes

Speakers:

Hon. Bridgid Annisette-George MP, Speaker of the House of Representatives, Parliament of the Republic of Trinidad & Tobago (virtual)

Hon. Ian Liddell-Grainger MP, CPA Acting Chairperson

David Forbes, Clerk of Parliament, The Bahamas

12:45-13:45 *Lunch*

BREAKOUT FACILITATED WORKSHOPS

13:45-14:30

1. WOMEN IN PARLIAMENT WORKSHOP

45 minutes

This informal discussion will provide an opportunity for female MPs to discuss women's representation and to share experiences on working in Parliament.

Facilitator:

Aqsa Latif, Programme Officer, CPA

14:30-15:15

2. MINISTERS IN PARLIAMENT WORKSHOP

45 minutes

A government minister is there by virtue of being a parliamentarian first and foremost. This workshop will look at how a minister can effectively balance important government business with their parliamentary responsibilities, understanding that the latter is not just an extension of the former and that a commitment to the institution of parliament and responsibility to constituents remains essential.

Facilitator:

Lydia Buchanan, Deputy Head of Programmes, CPA

15:15-15:30 *Break*

3. SPEAKERS' WORKSHOP

15:30-16:15

45 minutes

This workshop for the Speaker and Deputy Speakers will focus on the multifaceted role and function of the Presiding Officer, both within and outside the Chamber. The session will strengthen skills on keeping order within the Chamber and how to best utilise the Standing Orders.

Facilitator:

Matthew Salik, Head of Programmes, CPA

16:15

End of Day 2

DAY 3 - 17 DECEMBER 2021

TIME	SESSION
09:30-09:45	GUIDED REFLECTION OF DAY 2
15 minutes	An opportunity for discussion on learning and outcomes from the previous day.
	SESSION 8: POLITICAL PARTIES, PEACEBUILDING AND CONFLICT RESOLUTION
09:45-10:30	This session will look at how parties organise their own Members, the role of Members, planning and business management within parties and how to employ political diplomacy to achieve mutually beneficial results. This session will also look at conflict resolution between political actors when there is a strong political division in a post-election period and how to build a bipartisan working approach.
45mins	<p><i>Speakers:</i> <i>Hon. Sebastien Pillay MP, Leader of the Opposition, National Assembly, the Seychelles (virtual)</i> <i>Hon. Eva Biaudet MP, Member, Parliament of Finland (virtual)</i> <i>Lydia Buchanan, Deputy Head of Programmes, CPA</i></p>
10:30-11:00	Break
	SESSION 9: LEGISLATIVE PROCESS
11:00-12:00	This session will examine one of the three key roles of parliaments - the legislative process. There will be a detailed look at the various stages of legislation, types of bills (including Private Members Bills), the importance of pre and post-legislative scrutiny and oversight of delegated legislation. In addition, the session will offer views on why all parliamentarians should play a role in the process to create the best laws.
1 hour	<p><i>Speakers:</i> <i>Hon. Ian Liddell-Grainger MP, CPA Acting Chairperson</i> <i>Trevor Day, Deputy Clerk, Ontario Legislative Assembly</i> <i>Hon. Gail Texeira MP, National Assembly, Guyana (virtual)</i></p>
12:00-13:00	Lunch



SESSION 10: ROLE OF SELECT COMMITTEES

13:00-14:00 This session will look at the role and importance of Select Committees in effective scrutiny of government. It will explore the powers of committees, the planning of committee business, the formulation of reports, overcoming disagreements to present a united front, and how to effectively leverage committee reports to encourage an executive response.

1 hour

Speakers:
Hon. Akierra Missick MP, Minister for Physical Planning and Infrastructure Development, Turks and Caicos Islands
Trevor Day, Deputy Clerk, Ontario Legislative Assembly
Hon. Gail Texeira MP, National Assembly, Guyana (virtual)

CLOSING CEREMONY

14:00-14:30 This official closing of the Post-Election Seminar will provide the opportunity for attendees to voice their thoughts on how the event went. There will also be closing remarks from speakers.

30 minutes

14:30 End of Day 3

About The CPA

The Commonwealth Parliamentary Association (CPA) exists to connect, develop, promote and support Parliamentarians and their staff to identify benchmarks of good governance, and the implementation of the enduring values of the Commonwealth.

The CPA is an international community of Commonwealth Parliaments and Legislatures working together to deepen the Commonwealth's commitment to the highest standards of democratic governance and parliamentary practice. Parliaments, their Members and officials learn from each other through a wide range of CPA activities.

The CPA represents more than 180 Parliaments and Legislatures in 53 Commonwealth countries. Its network extends to over 17,000 Parliamentarians and Parliamentary staff and is the only Commonwealth organisation to represent national, state, provincial and territorial Parliaments and Legislatures.

CPA members are democratic, law-making Parliaments and Legislatures. Speakers or Presiding Officers preside over CPA Branches with support from Government and Opposition Leaders and Parliamentary Clerks or Secretaries.

All CPA Branches are autonomous and regarded as equal. There are nine Regions of the CPA: Africa; Asia; Australia; British Islands and Mediterranean; Canada; Caribbean, Americas and Atlantic; India; Pacific; South-East Asia.





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Published by the Commonwealth Parliamentary Association (CPA).
Registered Charity Number 263147.

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