



COMMONWEALTH PARLIAMENTARY ASSOCIATION

**FINAL REPORT**  
**CPA POST-ELECTION SEMINAR**  
BERMUDA HOUSE OF ASSEMBLY  
1 - 3 DECEMBER 2020



## 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.

## Acknowledgements

The CPA Headquarters Secretariat would like to thank the Speaker of the Bermuda House of Assembly, Hon. Dennis Lister JP MP, the Clerk of the Bermuda House of Assembly, Mrs Shernette Wolffe, Members of the Bermuda House of Assembly and members of the Seminar Resource Team for their valuable assistance and contributions throughout the course of the programme.

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# Introduction

From 1 – 3 December 2020, the CPA Headquarters Secretariat with the Bermuda House of Assembly, delivered a 3-day virtual training and induction programme for new and returning Members of Parliament. The programme was conducted entirely online through Zoom videoconferencing software.

The programme was delivered by a resource team comprising of experienced Commonwealth parliamentarians, presiding officers and clerks from the CPA Caribbean, Americas and Atlantic (CAA), Canada, and British Islands and the Mediterranean regions. The programme was opened by the Speaker of the Bermuda House of Assembly, Hon. Dennis Lister JP MP and the CPA Secretary-General, Stephen Twigg.

## BACKGROUND

Bermuda is an internally self-governing British Overseas Territory in the North-Atlantic Ocean. The Constitution of Bermuda was introduced in 1968 and an appointed Governor, responsible for external affairs, defence and internal security, represents the British monarch. The bicameral legislature comprises of the Senate (11 nominated members) and the House of Assembly, with 36 Members representing separate constituencies elected for five years by universal adult suffrage. The Governor appoints the majority leader in the House as Premier, and the latter nominates other ministers. The Cabinet is responsible to the legislature. For the purposes of local government, the island has long been divided into nine parishes. The town of St George's and the city of Hamilton constitute the two municipalities of the territory.

The 2020 Bermudian general election was held on 1 October 2020 to elect all 36 members to the House of Assembly of Bermuda. The election resulted in the Progressive Labour Party winning 62% of the vote and 30 of 36 seats. The One Bermuda Alliance Party took the remaining 6 seats in the House of Assembly.



The Sessions House, home of the Bermuda House of Assembly in Hamilton since 1826. Holding its first session in 1620, the Parliament of Bermuda is amongst the world's oldest legislatures and the oldest extant legislature in the Commonwealth outside of the British Isles.

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Illustrations by the CPA Headquarters Secretariat.



Inside the Chamber of the Bermuda House of Assembly at Sessions House.



## Programme Impact, Outcomes and Outputs

### IMPACT

In line with the Commonwealth Parliamentary Association strategic objectives, new and returning elected parliamentarians from the Bermuda House of Assembly 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: Bermuda 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 of the Bermuda House of Assembly 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 Summary

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

### SESSION 1: OPPORTUNITIES AND CHALLENGES OF BEING A NEWLY ELECTED MP

Members of the Bermuda House of Assembly were given the opportunity to share their key opportunities and challenges for their term in Parliament. The outcomes of the discussions would form a basis for the rest of seminar and enable Members to relate thematic and procedural information back to their own experiences.

A key challenge that newly elected parliamentarians face initially is adapting one's preconceptions of what parliament is to the realities of how it works in practice. Aligning expectation with reality also has implications for understanding the boundaries of what is and isn't permissible within parliament. For example, this may include the challenge of accepting the authority of the Presiding Officer in making final rulings over proceedings.

However, the need to reassess and adapt previous ways of working to life in parliament also provide opportunities for professional and personal growth. In addition, the many opportunities to collaborate with multiple stakeholders allow parliamentarians to find common ground and break deadlock on issues. At the heart of this is the idea of **bipartisanship**. The ability to work across party lines, whether that be in the Chamber, committee rooms, or behind-the-scenes, often provide the best opportunities to make progress on policy and legislation.

**In maximising the opportunities afforded to new parliamentarians, the following points can guide Members:**

- **Don't be afraid to ask questions – use the knowledge of more experienced Members and colleagues.**
- **Consider specialising in a certain issue area(s) and build expertise.**
- **Communicate – consider how and through what mediums are best to get your message across and stay connected to constituents.**
- **Understand the difference between being an effective campaigner and parliamentarian – the tools used to get elected will not always translate well to life within the Parliament.**
- **“All politics is local” – always stay connected to the issues that are the direct concern of your constituents.**

### SESSION 2: INSTITUTIONAL AND LEGAL ASPECTS OF THE BERMUDA HOUSE OF ASSEMBLY

The Constitution of Bermuda is centred on the concept of the separation of powers between the three branches of government: Executive, Legislative and Judicial<sup>1</sup>. One of the core tenets of this principle is to ensure that no one branch amasses excessive power, thus providing for an

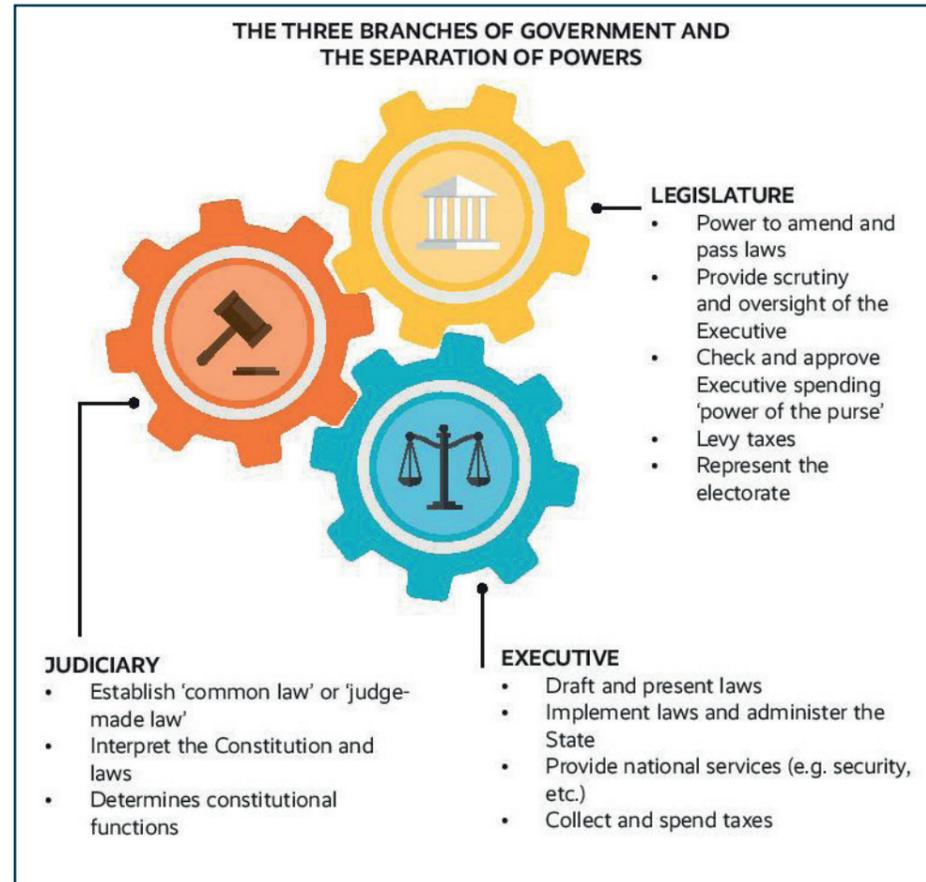
<sup>1</sup> The concept of the Separation of Powers is contained within The Latimer House Principles: <http://www.cpahq.org/cpahq/cpadocs/Commonwealth%20Latimer%20Principles%20web%20version.pdf>.



effective system of checks and balances. The legislative branch within Bermuda consists of a bicameral parliament modelled on the Westminster system. The House of Assembly represents the lower house of the Parliament.

The key functions of the legislative branch within Bermuda are:

- To enact laws
- Appropriate money (budget & taxes)
- Scrutinise government
- Evaluate public policy



The executive branch implements and administers public policy enacted and funded by the legislative branch. The judiciary is subsequently responsible for interpreting the constitution and laws and applies judgements to legal and constitutional controversies or contestations. Over time, Parliament's operations have changed significantly within this constitutional arrangement, growing more complex and responding to greater public expectation for accountability.

In addition to the role and responsibilities of Parliament and parliamentarians, the role of the Speaker is crucial to ensuring the effective functioning of Parliament and the preservation of the separation of powers. Impartiality is the guiding principle for the Speaker in keeping order to proceedings and ensuring that the Standing Orders are followed by all Members of Parliament. Precedent and previous rulings of the Speaker, also act as a guide. Another important function of the Speaker within Bermuda is to ensure that all oversight committees are active and that witnesses appear before committees.

One of the ways that Parliament remains adaptive to change is through institutional memory - enabling knowledge to be retained and to transcend different administrations. This allows parliamentarians to work within a consistent framework and not rely upon politics to ensure they receive the knowledge and support required to exercise their responsibilities.

### SESSION 3: RULES AND POWERS - STANDING ORDERS AND PRECEDENT

In the Parliament of Bermuda, the Standing Orders are the set of rules agreed by the House of Assembly that govern how it conducts its business and the behaviour of its Members. Ultimate ownership of Standing Orders lies with the Members of Parliament and can be amended according to their needs. The ability of the Parliament of Bermuda to determine the details of the Standing Orders is provisioned in Section 45 of the Constitution of Bermuda<sup>2</sup>.

In addition to the Standing Orders, the conduct of Members of Parliament is also managed through **parliamentary privilege**, the concept which grants certain legal immunities to Members to enable them to undertake their duties without interference from outside Parliament. Importantly, parliamentary privilege contains two basic principles:

- **Freedom of speech:** Parliamentarians are free to say what they wish within Parliament without fear of any legal consequences.
- **Exclusive cognisance:** The idea that Parliament runs its own affairs and its internal procedures are not subject to review by the courts. In Bermuda, this is set out explicitly through the Parliament Act (1957) that covers the protections of civil proceedings, the control of proceedings and of evidence of committees<sup>3</sup>.

In addition to Members, the Presiding Officers and the Clerk also play an important role interpreting the Standing Orders. In Bermuda, the Clerk of the House of Assembly acts as the right hand to the Speaker in providing procedural advice to the House. In addition to improving the proceedings of the House, this also helps build both the capacity of the Clerk and the Presiding Officer. The Speaker has a duty to determine issues of procedure but not all rulings may form part of precedent. In interpreting the Standing Orders, the Speaker must also make use of common sense and good judgement. Therefore, Standing Orders form only part of the picture in determining procedural guidance to the House. To this end, Members, Presiding Officers and Clerks should also utilise the primary records of the House, Hansard, which provide a rich source of information on practice, precedent, and usage.



CWP Chairperson, Hon. Shandana Khan MNA (Pakistan) and President of the Senate of Antigua & Barbuda, Hon. Alincia Williams-Grant discuss women's representation issues with Members of the Bermuda House of Assembly during Day 1 of the CPA Post-Election Seminar.



## WOMEN'S CAUCUS SESSION: EMPOWERING FEMALE VOICES IN PARLIAMENT

Parliament plays a central role in making progress towards full gender equality and the empowerment of women and girls. One way this can be achieved is by ensuring that Parliament itself reflects these ambitions. Target 5.5 of Sustainable Development Goal 5 states<sup>4</sup>: *Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.* Through the work of the Commonwealth Women Parliamentarians' (CWP) network, the CPA works together with national and sub-national legislatures in making progress towards these goals<sup>5</sup>.

The creation of a women's caucus within Parliament is one important way to make progress on female representation. Having a body within Parliament that represents the concerns and causes of women parliamentarians is crucial. Such a body can also use the objectives contained within frameworks like the Sustainable Development Goals to set an overarching vision.

The example below of the creation of the Gender Caucus Committee in Antigua & Barbuda illustrates how a women's caucus or similar body could be established in Bermuda:

- A **charter** for a gender caucus committee is developed: This is drafted by parliamentarians and reviewed by the Department of Gender Affairs with assistance from UN Women and subsequently edited by a legal draftsman.
- The charter is adopted at a special public event, International Women's Day. Further promotional and marketing techniques, including attractive and consistent branding, are also utilised.
- Build political will: gain political buy-in from senior political stakeholders, such as the Head of Government, which can lend huge weight behind the cause.
- Have the Committee made as a sessional committee of the house and to make necessary amendments to the Standing Orders: importance of engaging in conversations with relevant stakeholders including Speaker, Attorney General, and legal draftspersons.
- Increase visibility of the committee in the community through a range of outreach activities. It is also important to connect with regional organisations to further engage with women leaders including legislators.

Considering the importance of experience, a women's caucus is also an important mechanism to enable the transfer and filtering down of knowledge from and between Members. This is of particular benefit for young and/or newly elected parliamentarians. The forging of relationships within Parliament, particularly with Members of the opposition is also fundamental - issues of women's representation are of national importance and thus beyond the purview of party politics. Having a women's caucus is thus instrumental in bringing the range of voices together towards progress on these issues.

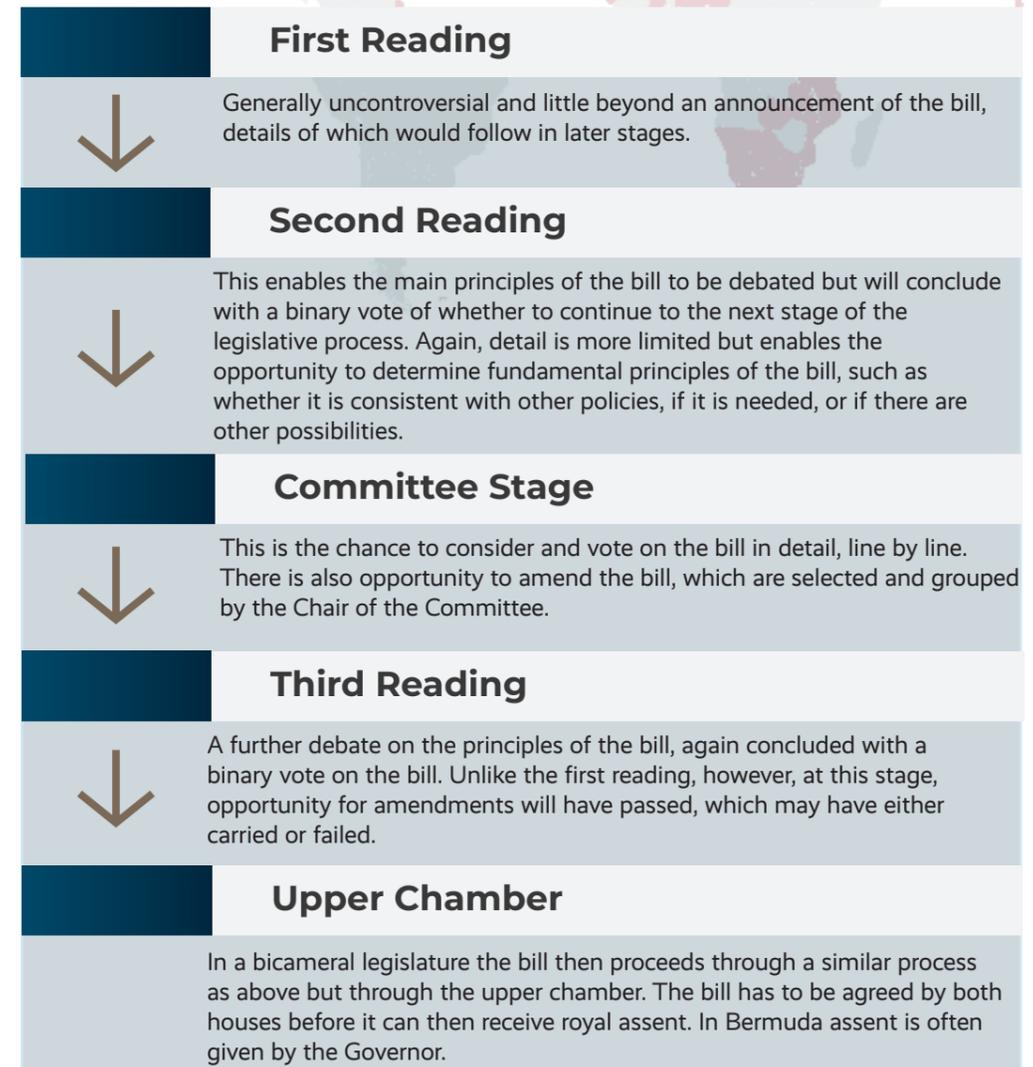
<sup>4</sup> Sustainable Development Goal 5: <https://sdgs.un.org/goals/goal5>.

<sup>5</sup> Commonwealth Women Parliamentarians (CWP) network: [http://www.cpahq.org/cpahq/Main/Women\\_MPs/About%20CWP/Main/Women\\_MPs/About\\_the\\_CWP.aspx?hkey=f172594b-408e-4743-a060-5ce098658165](http://www.cpahq.org/cpahq/Main/Women_MPs/About%20CWP/Main/Women_MPs/About_the_CWP.aspx?hkey=f172594b-408e-4743-a060-5ce098658165).

**THE  
CPA  
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IMPLEMENTATION OF THE ENDURING  
VALUES OF THE COMMONWEALTH**

## SESSION 4: THE LEGISLATIVE PROCESS

Although the legislative process may differ between jurisdictions, in a Westminster Style parliamentary system, there is a broadly common process. Before a bill enters the first stage of the legislative process, however, it must be drafted. Often this is done by a legal draftsman(s). Once done, the bill then moves to the first stage of the legislative process:



Although there are formal mechanisms within the legislative process that give parliamentarians an opportunity to influence legislation, often, in a parliamentary system where the government of the day holds the balance of power, these can be limited. However, there are a number of ways that parliamentarians can have influence in the legislative agenda:

- Express concern for a bill and spot potential consequences and other implications that may have been overlooked. In a small jurisdiction this can be done informally as well as on the public record within the formal legislative process.
- Propose a bill be referred to a committee or delayed, provisioned for in the Standing Orders.
- Take evidence on the bill, either in the Chamber or the committee. This is an effective way to bring other voices into the legislative process.
- Conditional support: only offer support to a bill if commitments are agreed by the government that certain requirements or expectations are met.



## SESSION 4: THE COMMITTEE SYSTEM

Committees form a central part of scrutiny within a parliamentary system. Despite variations in the makeup of committees across Commonwealth jurisdictions, they are consistently regarded as among the best arenas by which the more substantive scrutiny of the executive can take place.

Committees are an important venue for **bipartisanship**. Membership within a committee can foster a distinct identity for a parliamentarian, supplementary to their party affiliation. The membership of a committee is mixed across political parties, and the relationship Members develop among one another, contributes to a consensual approach. The Chair of a committee is also an important role. In addition to providing overall leadership they are also key to driving the committee's work through keeping the committee together, giving all Members equal opportunity, promoting consensus, foreseeing political problems and establishing good relationships with ministers.

One of the more important standing committees in a small legislature is the Public Accounts Committee, tasked with overseeing government expenditure and ensuring transparency and accountability in all its financial operations. This can be one in a number of ways:

- **Scrutinise the accounts of any government department.**
- **Look for value for money spent by the government.**
- **Scrutinise the accounts of government projects and identify issues for remedy.**

For a Public Accounts Committee to be effective, it depends on a number of factors:

- **Commitment of the Members.**
- **Preparation of Members – including for hearings, reports and consultations.**
- **Attendance and participation of the membership of the committee.**
- **Management of the Chair of the committee's work.**
- **Represent values of honesty, fairness and integrity in the process of its operations.**
- **Establish collaborative approach with government agencies and bodies it is working with.**
- **Proceedings follow relevant rule of engagement, e.g. from the Standing Orders.**
- **Effective administrative support from parliamentary staff and experts.**

## SESSION 6: GIVING PARLIAMENTARIANS A VOICE: AMENDMENTS, DEBATES, PARLIAMENTARY QUESTIONS AND MOTIONS

Parliamentarians have a wide range of tools at their disposal to raise issues of importance, including contributing to debates, drafting and signing motions, written and oral questions, proposing bills and amendments to legislation and raising issues at the constituency level. Some avenues by which a parliamentarian can have agency in influencing the parliamentary agenda are:

- **Amendments:** Amending legislation at the committee stage can offer individual Members opportunistic amendments to affect legislation, perhaps if such an amendment had not hitherto been debated or considered.
- **Questions:** Questioning of ministers is the primary tool at the disposal of Members to hold the executive to account. Its purpose is to obtain information, not initiate a debate. The utility in gaining information in this manner is through the public nature by which it is obtained, particularly for your constituents. In this method, be prepared and know the parameters of the response in advance so that supplementary questions can be asked. They are also an effective way of building the case for a future policy position.
- **Private Members' Bills:** These can be much more effective if the subject is one that crosses political boundaries. A bill put forward by the opposition that is wedded to a party political platform stands little chance of success in parliament. An issue that is low down on the government timetable may be an opportune moment for a private member's bill, allowing the government to deal with an issue earlier than it would normally have been.

- The key limitation to private member's bills is that they are unable to tie the public purse.
- **Debates:** Debates provide an opportunity for constituents to be able to hear and engage with the proceedings of the house and to inform the populace of what the legislative agenda looks like. They provide an important arena by which legislation and government agendas could be effectively scrutinised and questioned. However, this must be done responsibly and within the rules and procedures of the House.

## SESSION 7: BEHAVIOUR, ETHICS AND STANDARDS

The principles of accountability, transparency and morality should guide the work of parliamentarians in public life. The levels of trust and responsibility granted to parliamentarians by the electorate, has to be foremost in their minds when thinking about how they use their position to contribute to the betterment of their society. For a Member of Parliament, the frameworks that guide behaviour inside the legislature are the constitution, laws, practice, standing orders and precedent.

Whereas these frameworks regulate behaviour in the Chamber, a **codes of conduct** applies to Members in all aspects of their public life and describes the responsibilities that parliamentarians have as Members of the House, based on a set of principles. When the codes are breached it is also important that they enable a process by which a Member can be censured. The CPA Benchmarks for Codes of Conduct can assist legislatures in drafting or refining their own codes of conduct to help better regulate the behaviour of Members and set a minimum standard for conduct, with both aspirational and prescriptive provisions.<sup>6</sup>

The main purpose of a **register of interests** is to provide information about any financial interest which a Member has, or any benefit which they receive, which others may consider to influence their actions in parliament. Often, the rules of the registry can be found within the codes of conduct. It is also important that the registry of interests is regularly maintained and kept up-to-date.

## MINISTERS' SESSION

In small legislatures like Bermuda, Ministers face challenges balancing important government business with their other roles, including parliamentary responsibilities. This is not helped by the fact that the role of a Minister comes with no job description. What's more, the office holder often enters the position without prior relevant experience in the role or sectoral expertise. This is compounded with the immense public pressure that exists.

Newly appointed or returning ministers should consider the following:

- **Taking time to learn the role:** conducting independent research and consulting widely with stakeholders to form an understanding of what the position entails, what is expected of you and the parameters within which you are expected to operate in. It is also important to become fully aware of the details of the role before embarking on wholesale and expansive changes, or reform.
- **Building quality relationships:** This could be with constituents, with other ministers and officials, parliamentarians and the media. Often one of the most difficult aspects of being a minister is communicating what it is you are doing. Relations with elements of the media can be an important way of achieving this. Making use of personal networks, including peers, friends and family is also important.
- **Keeping on top of the detail:** Ministers have great responsibility to their constituents but also fellow parliamentarians and it is crucial that they are in a position to defend and advocate their positions, particularly when taking the lead on a piece of legislation through parliament.
- **Support:** Utilising the staff and resources within the Ministry as much as possible so as not to become too entrenched within the ministerial position and neglecting parliamentary responsibilities.

<sup>6</sup> CPA Benchmarks for Codes of Conduct: [http://www.cpahq.org/cpahq/Main/Document\\_Library/Codes\\_of\\_Conduct/Codes\\_of\\_Conduct.aspx](http://www.cpahq.org/cpahq/Main/Document_Library/Codes_of_Conduct/Codes_of_Conduct.aspx).



## SESSION 8: PUBLIC OUTREACH, REPRESENTATION AND ENGAGEMENT

Representing one's constituents is at the centre of a parliamentarian's duty and should constantly inform and influence their other roles in legislating and holding the government to account. Constituents, in this definition, must extend to all Members of a community not just those who gave their vote to the elected official. This is the essence of representative democracy. The dangers are that beyond the election season, emphasis can shift away from constituents to areas considered of higher abstraction. The key for Members is to balance national needs while remaining focused on local constituent concerns throughout their term in office.

CPA Benchmark 8.1.2 states<sup>7</sup>: *The Legislature shall provide all legislators with adequate resources to enable them to fulfil their constituency responsibilities.*

The key is to find balance between pre-election expectations and post-election realities. The challenge of balancing competing interests also extends beyond the electorate, to a range of other interested stakeholders. This balance can be achieved through efforts by both parliament as an institution and individual parliamentarians. Among others, they may include:

**Consultations:** These can extend to constituent engagement in the review and implementation of policy but also other stakeholders from civil society, business, academia, and cultural and religious groups and can lead to transformational change in the legislative agenda and on broader social and political norms.

**Youth engagement:** A range of initiatives, such as youth parliaments, outreach activities, mentorship schemes and scholarships can bring a youth perspective into the legal framework and generate more interest into the political process from this important demographic. Integrating the work of parliament into a civic education within school curriculum is also essential and parliaments and parliamentarians can pursue this with relevant government ministries.

**Accessibility:** The building of parliament itself must reflect openness and engagement. This includes having a calendar of outreach activities available to all members of the public and the implementation of physical accessibility considerations. Parliament should also ensure the accessibility of online space, including keeping a modern and up-to-date website.

**Social media:** A simple and cost-effective way to remain connected to constituents and communicate key messages. Appropriate social media usage can also signal a willingness to communicate with the people and negate perceptions of disconnect from constituents post-election.

## SESSION 9: COMMUNICATIONS WORKSHOP

The ability to communicate effectively is an essential skill for parliamentarians. Effective spoken communication requires being able to express your ideas clearly, confidently and concisely in speech, tailoring your content and style. There are a range of methods and approaches that can guide Members on how to speak effectively in a parliamentary setting, communicating to influence, to ask powerful questions and to get the answers you want:

<sup>7</sup> CPA Benchmarks for Democratic Legislatures: [http://www.cpahq.org/cpahq/Main/CPA\\_Benchmarks/Main/Programmes/Benchmarks\\_for\\_democratic\\_Legislatures.aspx](http://www.cpahq.org/cpahq/Main/CPA_Benchmarks/Main/Programmes/Benchmarks_for_democratic_Legislatures.aspx).

- **Influencing:** Exploring established and essential principles of influencing (reciprocity, scarcity, authority, consistency, liking and consensus) to include when communicating and attempting to convince people to do something they may be resistant to.
- **Preparing and delivering your message:** The various aspects to consider before constructing your message, including; who is being addressed, what is trying to be achieved and how to plan ahead. When delivering a message, the importance of body language, voice and mental preparation should also be considered.
- **Speeches:** Methods and approaches to structuring and delivering a speech within the Chamber, such as recognising the importance of the beginning and end; stylistic cues from power verbs to repetition, and; adding substance through emotion, humour and novelty.
- **Questioning and answers:** Understanding the various methods involved in constructing an effective question and remembering to consider what is trying to be achieved and determining the types of approaches used. Different methods to identify different types of answers and how to navigate through them, including, bridging, avoidance, flagging and hooking should also be considered.

## SESSION 10: KNOWLEDGE IS POWER

Parliamentarians can draw on a range of resources to support research on political issues. Stakeholders such as civil society organisations and academics can be instrumental in providing relevant information and research. Various avenues exist for parliamentarians to make the most of research:

- **Legal and procedural knowledge:** For new parliamentarians, understanding the legal, constitutional, and procedural parameters of their working environment would be a useful starting point before conducting research on specific policy or legislation. This involves understanding the separation of powers as espoused through the Commonwealth Latimer House Principles<sup>8</sup>, and other key pieces of legislation and procedure, including Human Rights Legislation, the Interpretation Act and Standing Orders.
- **Lobbying and networking:** People in the business community, experts, academia and constituents can all support research with additional knowledge, data and advice. Parliamentarians need a grasp on a broad range of issues and drawing on subject-matter expertise wherever it can be found can plug gaps in the knowledge base. Parliamentarians should, however, be cognisant of potential bias inherent within different sources of information and ensure that certain lines of enquiry don't lead to problematic conclusions. The CPA Headquarters Secretariat can also be a source of information, including through their CPRS research inquiries which tap into the knowledge base of its 180+ member legislatures<sup>9</sup>.
- **Parliamentary staff:** Take advantage of support that clerks and parliamentary staff at the parliament can provide, whether that be support in obtaining information or in drafting or amending legislation. The parliament library, whether physical or online, can provide a rich source of information for legislators including access to a catalogue of legislation, procedure and precedent.

<sup>8</sup> The Commonwealth Latimer House Principles: <http://www.cpahq.org/cpahq/cpadocs/Commonwealth%20Latimer%20Principles%20web%20version.pdf>.

<sup>9</sup> CPA Research Service (CPRS): [http://www.cpahq.org/CPAHQ/Main/Our\\_Services/Research.aspx](http://www.cpahq.org/CPAHQ/Main/Our_Services/Research.aspx).



# Programme

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TIME	SESSION
0900-0930	<b>OPENING OF THE VIRTUAL POST-ELECTION SEMINAR</b>  Participants will be introduced to the format of the virtual 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:
0930 - 1015	<b>VIRTUAL SESSION 1: THE OPPORTUNITIES AND CHALLENGES OF BEING A NEWLY ELECTED MP</b>  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.
1015 - 1030	Tea and Coffee
1030 - 1115	<b>VIRTUAL SESSION 2: INSTITUTIONAL AND LEGAL ASPECTS OF THE BERMUDA HOUSE OF ASSEMBLY</b>  The session will examine the institutional aspects of the Bermuda House of Assembly and its relationship with the other branches of government through the concept of the separation of powers. The work of the Assembly will also be framed inside the context of the Constitution and the legislative framework of Bermuda.
1115 - 1200	<b>VIRTUAL SESSION 3: RULES AND POWERS – STANDING ORDERS AND PRECEDENT</b>  This session will explore the Standing Orders of the House of Assembly 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.
1200 - 1300	<b>WOMEN'S CAUCUS: EMPOWERING FEMALE VOICES IN PARLIAMENT</b>  This informal discussion will provide an opportunity for female parliamentarians and women leaders to discuss women representation and to share experiences of working together to succeed. The session may lead to the development of a CWP Bermuda Branch.
<b>1300</b>	<b>End of Day 1</b>



TIME	SESSION
0900 - 0915	<p><b>GUIDED REFLECTION OF DAY 1</b></p> <p>An opportunity for discussion on learning and outcomes from the previous day.</p>
0915 - 1015	<p><b>VIRTUAL SESSION 4: THE LEGISLATIVE PROCESS</b></p> <p>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, 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 for the people of Bermuda.</p>
1015 - 1100	<p><b>VIRTUAL SESSION 5: THE COMMITTEE SYSTEM, WITH A FOCUS ON THE PUBLIC ACCOUNTS COMMITTEE</b></p> <p>This session will be an opportunity for Members to learn more about the committee system and the importance of parliamentary scrutiny. There will a discussion on what the Public Accounts Committee is and how it can help strengthen the confidence of the public in the Parliament.</p>
1100 - 1115	Tea and Coffee
1115 - 1200	<p><b>VIRTUAL SESSION 6: GIVING PARLIAMENTARIANS A VOICE: AMENDMENTS, DEBATES, PARLIAMENTARY QUESTIONS AND MOTIONS</b></p> <p>Parliamentarians have a wide range of tools at their disposal to raise issues of importance. This session will explore the practice and effectiveness of different tools, including contributing to debates, drafting and signing motions, written and oral questions, proposing Bills and amendments to legislation and raising issues at the constituency level.</p>
1200 - 1245	<p><b>VIRTUAL SESSION 7: BEHAVIOUR, ETHICS AND STANDARDS</b></p> <p>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?</p>
1245 - 1330	<p><b>MINISTERS SESSION: HOW TO BALANCE YOUR ROLE AS A MINISTER AND A CONSTITUENCY MP</b></p> <p>A Minister is first and foremost a Member of Parliament and being able to balance these sometimes conflicting roles is a skill that all Ministers need to have. This session will be a chance for Members to hear first hand about the challenges of effectively balancing important government business with parliamentary, constituency and personal responsibilities.</p>
1330	<b>End of Day 2</b>

TIME	SESSION
0900 - 0915	<p><b>GUIDED REFLECTION OF DAY 2</b></p> <p>An opportunity for discussion on learning and outcomes from the previous day.</p>
0915 - 1015	<p><b>VIRTUAL SESSION 8: PUBLIC OUTREACH, REPRESENTATION AND EDUCATION</b></p> <p>Who's role is it to ensure the public is engaging with Parliament? Disseminating correct information ensures that the public is aware of what Members are doing for the people of Bermuda. This session will explore the various techniques that Members use when engaging with the public, including utilising the media and key stakeholders</p>
1015 - 1145	<p><b>VIRTUAL SESSION 9: COMMUNICATIONS WORKSHOP</b></p> <p>The ability to communicate effectively is an essential skill for parliamentarians. Effective spoken communication requires being able to express your ideas clearly, confidently and concisely in speech, tailoring your content and style to the audience. In addition, Parliamentarians are also required to work with and under the authority of the Speaker to as it relates to contributions in the Chamber and general conduct.</p> <p>1) Speeches This part of the workshop will cover techniques to make speeches more powerful and effective.</p> <p>2) Questions Asking the right question is at the heart of effective communication and information exchange. In this part of the session, different types of questioning techniques will be explored.</p>
1145 - 1200	Tea and Coffee
1200 - 1245	<p><b>VIRTUAL SESSION 10: KNOWLEDGE IS POWER</b></p> <p>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.</p>
1245 - 1330	<p><b>FEEDBACK AND FOLLOW UP ACTIONS</b></p> <p>Participants will be given the opportunity to share what lessons were learned and what knowledge and skills they will be able to use going forward.</p> <p>At the end of the programme, participants will be provided with a certificate to confirm their participation at the Seminar.</p>
1330	<b>End of Day 3</b>



# Panellist Biographies

## **HON. DENNIS P. LISTER, JP, MP** *SPEAKER OF THE HOUSE OF ASSEMBLY, BERMUDA*



The Hon. Dennis P. Lister, JP, MP, was born and raised in Bermuda. Currently he is the longest serving Member of Parliament. He was first elected to Parliament in a general election on 9th February 1989 as one of the two Members elected for the constituency Sandys North under the then system of dual seat constituencies. He was re-elected for that constituency in 1993 and 1998. The general election of 2003 was the first under the single seat system, Mr. Lister won that election as the representative for constituency Sandys North Central and was re-elected in 2007, 2012 and 2017. In 1991 Mr. Lister was one of the delegates representing Bermuda at the Commonwealth Parliamentary Association (CPA) CAA Regional Conference held in Trinidad and Tobago. In 1992 he was one of two Progressive Labour Party representatives singled out by the British Commonwealth in London to visit Britain for an intensive study of the internal workings of the Westminster system of Government. In 2002 he represented the Government at the British Labour Party's annual conference in Blackpool, England. In 2012 he was a delegate at the annual CPA plenary conference held in Sri Lanka. In 2018 Speaker Lister attended the 24th CAA Regional Conference of Speakers and Presiding Officers of the Commonwealth (CSPOC) in the Seychelles and also the 43rd CPA CAA Regional Conference in Cayman Islands. From 1989 to 1998 Mr. Lister sat as a Member of the Opposition. He first served as the Shadow Minister for Youth, Sport and Recreation and later as the Shadow Minister for Transportation. From 1998 to 2012 he sat as a Member of the first Progressive Labour Party Government and served as Minister for Youth, Sport and Recreation; Minister for the Environment and the Minister for Works and Engineering. From 2012 to 2017 he again sat as a Member of the Opposition and served as the House Leader. In 2017 when the Progressive Labour Party regained Government, Mr. Lister was unanimously elected Speaker. The 2017 election was historic for Mr. Lister as his son was also elected. This is the first time that a father and son have simultaneously served as Members of Parliament.

As a Minister, Mr. Lister has represented Bermuda at various overseas conferences. However he highlights the 2002 World Sustainable Development Conference in Johannesburg, South Africa as life changing. The discussions reflected upon the impact that every country, collectively and individually have on the sustainability of the world and challenged us all to take responsibility for our harmful environmental practices. Mr. Lister was educated in Bermuda and America, and has a Degree in Business Administration. In 1983 he returned home and began his life as an entrepreneur. He and his family opened a grocery store in the Sandys community which he operated for over a decade. In the mid 1990's his entrepreneurial spirit led him in a new direction and he purchased an Insurance Agency from his uncle in 1996. The Agency has afforded Mr. Lister to expand into various business opportunities over the years including real estate. However as a result of his keen interest in the environment and sustainable development, he has participated in and or created a variety of "Green Technology Projects". He has presented on Green Energy topics in Bermuda, The Caribbean and the USA, including taking one of the first electric cars to a conference in the Caribbean. In 2015 he was a partner in supplying a fleet of BMW i3 electric cars for the America's Cup Race that was hosted in Bermuda. Mr. Lister believes that embracing a "Green Energy" system today will help our sustainable accountability for the future. In 2016 he invited the green energy company Twenty First Century Utility to Bermuda to assess the feasibility of developing a green utility that would benefit the people of Bermuda. Mr. Lister and his wife Miranda have been married for thirty-eight years.

## **MR STEPHEN TWIGG** *SECRETARY-GENERAL ELECT, COMMONWEALTH PARLIAMENTARY ASSOCIATION*



Stephen Twigg was appointed as the 8th Secretary-General Elect of the Commonwealth Parliamentary Association (CPA) and will take up this position from 1 August 2020.

The CPA Secretary-General Elect, Stephen Twigg is a former UK Parliamentarian, who was elected to the Parliament of the United Kingdom as a Member of Parliament from 1997 to 2005 (Enfield Southgate) and from 2010 to 2019 (Liverpool West Derby). During his parliamentary career, he held several senior positions including Chairperson of the International Development Select Committee, Minister for Schools and a range of Shadow Front Bench roles.

Prior to his parliamentary career, Stephen Twigg attended Balliol College, Oxford University, where he studied Philosophy, Politics and Economics. He became the youngest President of the National Union of Students in 1990-92 and was then elected as a Local Councillor in the London Borough of Islington. Since the 2019 General Election, Stephen Twigg has been working to set up the International Parliamentary Network for Education and has been actively involved in parliamentary strengthening with both Global Partners Governance and the Westminster Foundation for Democracy (WFD).

## **HON. ANDY GLENN DANIEL** *SPEAKER, HOUSE OF ASSEMBLY OF SAINT LUCIA*



Andy Glenn Daniel is a politician and the current Speaker of the House of Assembly of Saint Lucia.

Andy Glenn Daniel was born on 8 October 1971 to Ivinia Daniel and Victor Edward. He was the last of his mothers' three children. He was raised in the community of La Caye in the Quarter of Dennerly.

His education commenced at the Dennerly Boys' School. He then proceeded to the Dennerly Junior Secondary School in the year 1985. In 1988 he secured a place at the St. Mary's College. He served as President of the Student Council during his tenure at both the Dennerly Junior Secondary School and the Saint Mary's College. He was also Treasurer of the National Youth Council in 1992 as well as President of the Students Branch of the National Youth Council. He proceeded to the Sir Arthur Lewis Community College. Upon graduation, he worked for a year at the Saint Lucia Development Bank and then proceeded to study law at the Holborn College, London.

Daniel returned to St. Lucia in 1999 where he was called to the bar. He immediately commenced private practice until 2004 when he was appointed as a Magistrate.

On 12 July 2016, Daniel was appointed as President of the Senate. He served previously as Leader of Opposition Business in the Senate and was a former candidate for Dennerly North. He is also an executive member of the UWP.

On 20 March 2018, Daniel was elected Speaker of the House of Assembly of St. Lucia.



### **MRS SHERNETTE WOLFFE**

*CLERK TO THE LEGISLATURE, BERMUDA HOUSE OF ASSEMBLY*

Mrs Shernette Wolffe matriculated from universities in Canada, the United States and France, where she obtained undergraduate degrees in French and Education as well as a Master of Science Degree in Library Service. Previously, as an educator, Shernette taught French and English in the public schools and was the former Head of Library Services at Cedar Bridge Academy. She has also worked at the Atlanta Fulton Public Library and the Bermuda National Library. As Clerk at the House of Assembly, Shernette is primarily responsible for providing authoritative advice on procedural matters to the Speaker and Members of the Parliament. In addition, she provides procedural advice and services to parliamentary committees. Another aspect of her duties is overseeing the Youth Parliament which meets every Wednesday at the House of Assembly.



Mrs Wolffe has participated in numerous overseas Commonwealth Parliamentary Association (CPA) Conferences. Most recently, she participated in the CPA Regional Staff Development Workshop and the 18th Biennial Conference of Presiding Officers and Clerks of the Caribbean Region in Tobago. Mrs Wolffe has always had an interest in current affairs and politics; hence her reason for working at the House of Assembly. In her spare time she likes to take massages or relax as the “art of doing nothing” is soothing to the soul. She also likes to travel, read and enjoys her monthly book club meetings with the reading club “Our Passion”. Cooking is her ultimate “passion”.

### **MISS TANYA AUGUST-HANSON MLC**

*MEMBER OF THE LEGISLATIVE COUNCIL, TYNWALD, ISLE OF MAN*

#### **Personal**

Born: Cheshire, England, United Kingdom.

Education: BA in Public Relations & Marketing; MA in International Journalism.

Career: Broadcast Journalist, Producer, Magazine Editor.

Public Service: Director of IOM UN Association; Director of REACH IOM.



#### **Parliamentary Profile**

Member of the Legislative Council 2018-date .

Member of the CPA Isle of Man Branch Executive Committee 2018-date.

Member of the 2018 Year of Our Island Political Board 2018-date.

Member of the Select Committee of Tynwald on Poverty 2018-date.

Member of the Emoluments Committee 2018-date.

Member of the Standing Committee on the Business and Functioning of the Council 2020-date.

Alternate Member of the Social Affairs Policy Review Committee (for the purpose and duration of the Historic Child Abuse Inquiry) 2020-date.

#### **Parliamentary Career**

Political Member: Department of Home Affairs 2018-May 2019; Vice-Chair of the Isle of Man Post Office 2018-2020; Member of the Select Committee on the Business and Functioning of the Council 2019-2020.

### **JONATHAN KING LLB MA DPHIL LRSM**

*DEPUTY CLERK AND CLERK OF THE LEGISLATIVE COUNCIL*

Jonathan King was appointed Deputy Clerk of Tynwald in 2007. Prior to this he held various roles in the Home office, Cabinet office and Ministry of Justice. A former post-doctoral research fellow, he also worked as a violin teacher and Civil Servant. Since 2007 he has served as Assistant Secretary of the Isle of Man CPA Branch. He holds a DPhil in medieval music from Wadham College Oxford, and a Bachelor of Laws (Hons) from the Open University.



### **MS RUSHANARA ALI MP**

*MEMBER OF PARLIAMENT, UK HOUSE OF COMMONS*

Rushanara Ali has been the Labour Member of Parliament for Bethnal Green and Bow since May 2010. Rushanara has served on the Labour front bench as both Shadow Minister for International Development and Shadow Minister for Education. She has been a member of the Energy and Climate Change Select Committee, the Communities and Local Government Select Committee, and currently serves on the Treasury Select Committee. Rushanara has been the UK Trade Envoy for Bangladesh since she was appointed by Prime Minister David Cameron in April 2016.

Before entering politics, Rushanara was Associate Director of the Young Foundation, where she co-founded UpRising, Maslaha, and the Social Innovation Exchange. Rushanara has previously worked at the Home Office, at the Foreign and Commonwealth Office, as a Research Fellow at the Institute for Public Policy Research and as Parliamentary Assistant for Oona King, former MP for Bethnal Green & Bow. Rushanara also worked as Research Assistant to Lord Young of Dartington helping him to set up the charity, Futureversity (formerly known as Tower Hamlets Summer University) and Language Line, a national telephone interpreting company.



### **DEPUTY KIRSTEN MOREL**

*CHAIRMAN OF THE ECONOMIC AFFAIRS SCRUTINY PANEL, STATES ASSEMBLY, JERSEY*

Deputy Kirsten Morel was first elected to the States of Jersey in May 2018, as Deputy for St Lawrence, having previously worked as a technology and finance writer.

He chairs the Economic and International Affairs Scrutiny Panel, the Brexit Review Panel, is vice-chair of the CPA Executive Committee in Jersey and is a member of the Environment, Housing and Infrastructure Scrutiny Panel, the Future Hospital Review Panel, the Gender Pay Gap Review Panel, the OneGov Review Panel, the Government Plan Review Panel, the Scrutiny Liaison Committee, the Planning Committee, the Commonwealth Parliamentary Association (Jersey Branch) Executive Committee, the Chairmen’s Committee and the Assemblée Parlementaire de la Francophonie.



**HON STEPHEN CHARLES RODAN OBE BSC (HONS) MRPHARMS MLC**  
*PRESIDENT OF TYNWALD, ISLE OF MAN*



The Hon Stephen Charles Rodan (Steve) was born in and grew up in Glasgow. He attended Edinburgh and Heriot Watt Universities graduating with a BSc (Hons) in Pharmacy in 1977. He was admitted as a member of the Royal Pharmaceutical Society in 1978 while working in Scotland. He subsequently worked in Bermuda for seven years and has continued his professional interest as proprietor of Laxey Pharmacy.

His parliamentary career began in Scotland in the late 70s when as a member of the Scottish Liberal party he stood as the parliamentary candidate for Moray and Nairn in 1979. After moving to the Isle of Man in 1987 he first served on Laxey Village Commissioners and after a two year period as Chairman, in 1995 he first stood and was elected as Member of the House of Keys for Garff. He was re-elected in 1996, 2001, 2006 and 2011 and on the 19th July 2016 he was elected as President of Tynwald for a period of five years.

During his time as an MHK he served as Chairman of the Planning Committee in the Department of Local Government, which was followed in 1999 by his first Ministerial post at the Department of Education. In 2004 he was appointed Minister for Health and Social Security a post he held until elected as Speaker of the House of Keys following the General Election in 2006. He served as Speaker for 10 years representing the Isle of Man at home and abroad.

He is also now Joint President of the Isle of Man Branch of the Commonwealth Parliamentary Association. The CPA exists to develop, promote and support Parliamentarians and their staff. Mr Rodan has been a member since 1995 and he has represented the Island at a number of regional conferences. He led a good governance delegation to the Turks & Caicos in 2013 and then in 2015 was Head of an Election Observer Mission to the BVI, and in 2017 to the Cayman Islands.

In his role as President of Tynwald he chairs the Tynwald Ceremony Arrangements Committee and is Vice Chair of the Tynwald Management Committee. He has published articles in *The Parliamentarian* on voting at 16, and parliamentary benchmarking.

Outside of his parliamentary life he has served on a number of community bodies in Laxey including the Laxey and Lonan Heritage Trust, the Laxey Working Men's Institute, the Great Laxey Mines Railway, Laxey and Lonan Live at Home Scheme and the Laxey Regeneration Committee; he currently chairs the Laxey Fair Committee. He is also President of both the Isle of Man County and Lonan and Laxey Branch of the Royal British Legion.

He was appointed OBE in 2019 in the Queen's Birthday Honours list for outstanding service and dedication to the Isle of Man.

He is married to Ana and they have two daughters. In his spare time he enjoys, books, history and travel and was for many years a member of the Ellan Vannin Pipes and Drums, for two of them as Pipe Major.

**HON. GAIL TEIXEIRA**

*MINISTER OF PARLIAMENTARY AFFAIRS AND GOVERNANCE, GUYANA*



The Honourable Gail Teixeira, M.P. was born in Georgetown, Guyana on July 19, 1952. She attended the St. Roses High School; however, when her family migrated to Canada in 1966. She completed her secondary education in Toronto and went on to attain a Bachelor of Arts from the University of Toronto (1970-1974) and her Master's Degree in Political Science at York University, Toronto (1974-1976).

Her political career began at the age of 19 in Toronto, Canada, when she became an active participant in the anti-apartheid struggle in South Africa and the struggles for African liberation and the return of democracy in Chile, Nicaragua and her own native land, Guyana. She returned to Guyana in 1977 and became the personal secretary to Dr. Cheddi Jagan, M.P., the then Leader of the Opposition and the General Secretary of People's Progressive Party, from 1977-1992. Ms. Teixeira joined the women's rights movement in the same year and has remained a strong advocate for women's rights and participation at all levels of society..

She has consistently been elected to leadership positions in the Peoples' Progressive Party since 1980. Presently she sits on the Executive and Central Committees of the People's Progressive Party. She was secretary, and, subsequently elected Spokesperson for the Patriotic Coalition for Democracy (a six-party alliance for free and fair elections and the restoration of democracy) between 1986 and 1991.

Over the 45-plus years of her political career in Guyana, she has acquired wide experience in building alliance politics during the struggle for the restoration of democracy from 1977- 1992 and during the post-1992 period in restoring and building democracy. After the first free and fair elections in 28 years, she was elected to Parliament in October 1992 representing the People's Progressive Party/Civic. Since then she has been elected Member of Parliament from 1992 to the present in seven subsequent elections and has sat on numerous Parliamentary Standing and Select Committees, such as the Public Accounts Committee, the Parliamentary Management Committee, and, has chaired the oversight Parliamentary Sectoral Committees on Economic Services and Foreign Relations.

Notably, Ms. Teixeira was the Chairperson of the Human Rights Task Force of the Parliamentary Constitutional Reform Commission (1999-2000). Further, she was appointed the Government Chief Whip in the 10th Parliament (2012-2015) and the Parliamentary Opposition Chief Whip in the 11th Parliament (2015-2019). Currently, her role as Minister of Parliamentary Affairs and Governance brings together a wealth of experience and expertise in service of Guyana and the Guyanese people. She has been appointed Government Chief Whip in the 12th Parliament./

Ms. Teixeira has held three ministerial portfolios between 1992 and 2006:

- Minister of Health (1992-1997);
- Minister of Culture, Youth and Sports (1998- 2001; 2002-2005);
- Acting Minister of Home Affairs (July 2004-April, 2005), later appointed the substantive Minister of Home Affairs (June 2005- August 2006)

After 2006 General and Regional Elections, building on her experience, Ms. Teixeira was appointed Presidential Adviser on Governance in September 2006 and again in 2012 and created and headed the Governance Unit in the Office of the President until May 2015. Her current portfolio, which includes Governance, builds on the work done in these years. Ms. Teixeira has sat as a Cabinet member in six successive PPP/C governments from 1992-2015; and again in 2020. As such, she has served with six Presidents, who were elected on a PPP/C slate.

She has been appointed by these Heads of Government to represent their administration on several national bodies and at different fora. Ms. Teixeira was the President's representative on the Guyana Defence Force Commissioning Board; The Coordinator of the National Stakeholders Forum (involving over 100 civil society organizations) chaired by the President from 2008- 2015; the Government representative on the National Working Group on Public/Private Partnership on the Millennium Development Goals ( 2008-2014), chaired by the private sector. Additionally, Ms. Teixeira was Guyana's Expert on the OAS Mechanism for the Implementation of the Inter-American Convention Against Corruption (2008- 2015).

Between 2015-2020, she represented the PPP/C, as the then Parliamentary Opposition, on the Ministerial Advisory Committee on the Guyana/Venezuela Border Controversy.

Ms. Teixeira has combined motherhood, with a career of public service, underpinned by passionate commitment to democracy and nation-building and has demonstrated innovative, unconventional and daring leadership.



## MR MATTHEW SALIK

HEAD OF PARLIAMENTARY DEVELOPMENT, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Matthew has over ten year's experience working in the field of parliamentary strengthening and delivering projects in over 30 Commonwealth jurisdictions. Most recently he led on the CPA's Benchmarking Assessment in Anguilla in February 2020. He has been Head of Parliamentary Development at the CPA Headquarters Secretariat since July 2019. Prior to his appointment he was Deputy Head of International Partnerships at the CPA UK, which included the role of Senior Election Coordinator and Election Analyst, overseeing the first Election Observation Mission to Anguilla and the subsequent Post-Election Seminar. Whilst at CPA UK, Matthew also held the roles of Deputy Head of Multilateral Projects; Americas, Caribbean and Europe (ACE) Programme Manager; Private Secretary to the CPA International Chairperson and CPC 2011 Project - Office Manager. Before joining CPA UK, Matthew worked for five years in the UK Parliament as Communications Administrator for the Clerk of the House, and Senior Officer Clerk in the Vote Office in the House of Commons.



Matthew holds a MSc International Security and Global Governance from Birkbeck, University of London and a BA (Hons.) History from the University of Westminster. Matthew holds a number of project management qualifications including PRINCE2 Practitioner and Project Management for Development (PMD Pro) certification, he is also a Continuous Improvement Practitioner.

Matthew has authored and edited a number of parliament-related publications including e-Handbooks on Cybersecurity and Cybercrime and Sustainability, Energy and Development, as well as specialist guides on communication skills for parliamentarians. In May 2020, he published on behalf of the CPA, its Model Law for Independent Parliaments.

## MRS ZENA MERREN-CHIN

CLERK OF THE LEGISLATIVE ASSEMBLY, CAYMAN ISLANDS

**Education:** Bachelors of Science – Law Enforcement and Police Science – 1985  
Bachelors of Law (LLB) – Liverpool University – 1995  
Professional Practice Course (PPC) – Belfast University - 1996

**Career (Brief Summary):** Royal Cayman Islands Police Service 1986-1990  
Deputy Clerk of Courts 1997-1998  
Attorney at Law – Appleby – 1998- 2009  
Clerk of the Legislative Assembly 2009- present



### Participation in previous CPA Conferences/Seminars:

35th Regional Conference – Trinidad & Tobago July 2010  
57th CPC – London – July 2011  
Benchmark Workshop – Barbados – March 2011  
15th Biennial POCC – Cayman Islands – April 2011  
37th Regional Conference – Jamaica – May 2012  
22nd CSPOC – New Zealand – January 2014  
39th Regional Conference – Barbados July 2014  
Benchmark Workshop – Barbados – July 2014  
60th CPC – Cameroon – October 2014.  
40th Regional Conference – BVI – July 2015  
41st CAA Regional Conference – Bahamas – 2016  
62nd CPC – London - 2017  
43rd CAA Regional Conference – Cayman Islands – 2018  
67th Westminster Seminar – London – 2018  
64th CPC – Uganda - 2019

## CPA HQ TEAM

## MS LYDIA BUCHANAN

PROGRAMMES MANAGER - BILATERAL ENGAGEMENT, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Lydia Buchanan has recently joined the Commonwealth Parliamentary Association Headquarters Secretariat as a Programmes Manager, working on parliamentary strengthening around the Commonwealth on a bilateral basis. Prior to this appointment, Lydia spent two years at CPA UK most recently as a Programmes Officer and before this, she supported the UK Overseas Territories Project on public financial scrutiny, a special project funded by the UK Government. As part of this project, Lydia has supported the Public Accounts Committee of Anguilla and worked alongside its Members. Before joining CPA UK she worked as the Clerk of Council for the Legislative Council of St Helena, which is where her keen interest for small branches and parliamentary strengthening primarily began.



Lydia has a degree in Politics and a Masters in Public Policy and Practice from the University of Greenwich. Lydia also holds a Project Management for Development (PMD Pro) certification.

## MR JACK HARDCASTLE

PROGRAMMES OFFICER - COORDINATOR, SMALL BRANCHES NETWORK, COMMONWEALTH PARLIAMENTARY ASSOCIATION

Jack has been a Programmes Assistant at the CPA Headquarters Secretariat since June 2019. Prior to this he was an Administrative Coordinator with AximoMD, an intern at the Institute for Integrated Transitions, an Administrative Assistant at Aximo Design, Hospitality at Fullers, and a Sales Associate at Brimelows.

Jack holds an MA International Security, Universitat de Barcelona, 2016-2018 and BA Hons. History, University of Westminster, 2011-2015. Jack also holds a Project Management for Development (PMD Pro) certification.



Jack is currently the lead coordinator for the CPA Small Branches network and has published the CPA Climate Change Toolkit for CPA Small Branch Parliamentarians, and most recently the lead author of the CPA's Toolkit for Commonwealth Parliaments and Legislatures on the COVID-19 (Coronavirus) pandemic and delivering parliamentary democracy.

In February 2020, Jack supported the CPA's Benchmarking Assessment in Anguilla.





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CPA Headquarters Secretariat  
Richmond House, Houses of Parliament  
London SW1A 0AA  
United Kingdom

Telephone: +44 (0)20 7799 1460  
Email: [hq.sec@cpahq.org](mailto:hq.sec@cpahq.org)  
Website: [www.cpahq.org](http://www.cpahq.org)

