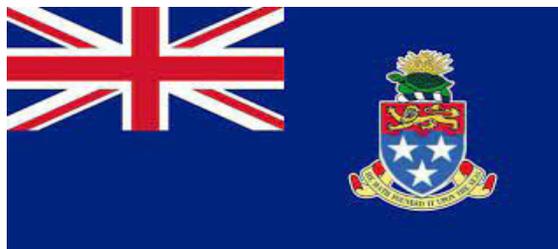




COMMONWEALTH PARLIAMENTARY ASSOCIATION

**CPA POST-ELECTION SEMINAR:
PARLIAMENT OF THE CAYMAN
ISLANDS**

4, 5 AND 6 AUGUST 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

This document was produced by Lydia Buchanan, Programmes Manager at the CPA Headquarters Secretariat.

Acknowledgements

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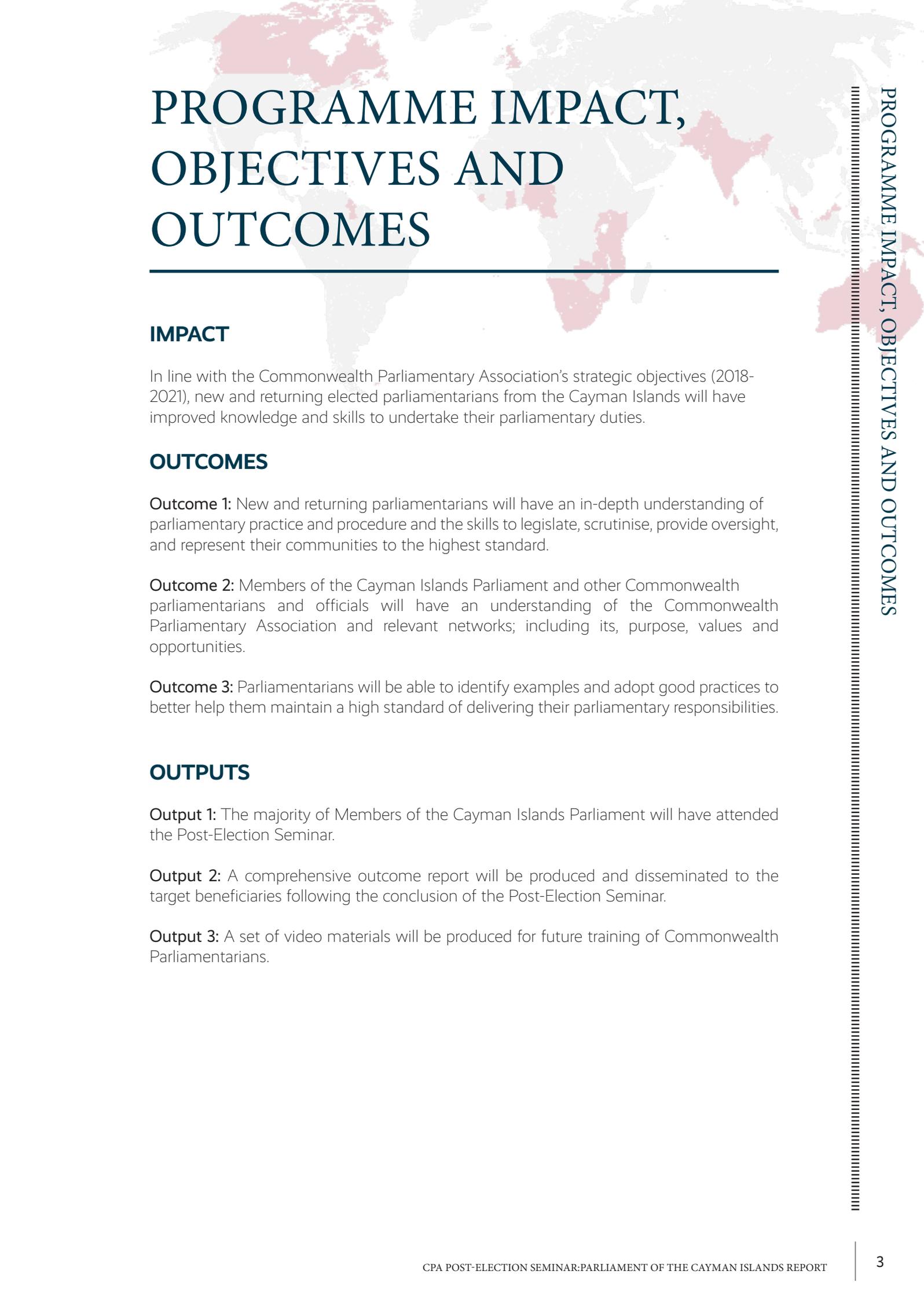
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A world map with several countries highlighted in red, including Canada, the United States, India, and parts of Africa and South America. The map is in the background of the page.

PROGRAMME IMPACT, OBJECTIVES AND OUTCOMES

IMPACT

In line with the Commonwealth Parliamentary Association's strategic objectives (2018-2021), new and returning elected parliamentarians from the Cayman Islands 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 of the Cayman Islands Parliament 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 Cayman Islands Parliament will have attended the Post-Election Seminar.

Output 2: A comprehensive outcome report will be produced and disseminated to the target beneficiaries following the conclusion of the Post-Election Seminar.

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

Programme Overview

On 4, 5 and 6 August 2021, the Commonwealth Parliamentary Association (CPA) Headquarters Secretariat in collaboration with the Parliament of the Cayman Islands delivered a three-day induction programme for new and returning Members of the Parliament. The CPA Post-Election Seminar was delivered online using Zoom video communication software.

The programme saw the contribution of highly experienced and knowledgeable Presiding Officers, Parliamentarians and Clerks 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 Seminar was opened by the Hon. G. Wayne Panton JP MP, Premier of the Cayman Islands, Hon. Dr W. McKeeva Bush OBE JP MP, Speaker of the Parliament of the Cayman Islands and Stephen Twigg, Secretary-General of the Commonwealth Parliamentary Association.



Hon. Dr W. McKeeva Bush OBE JP MP,
Speaker of the Parliament of the Cayman
Islands

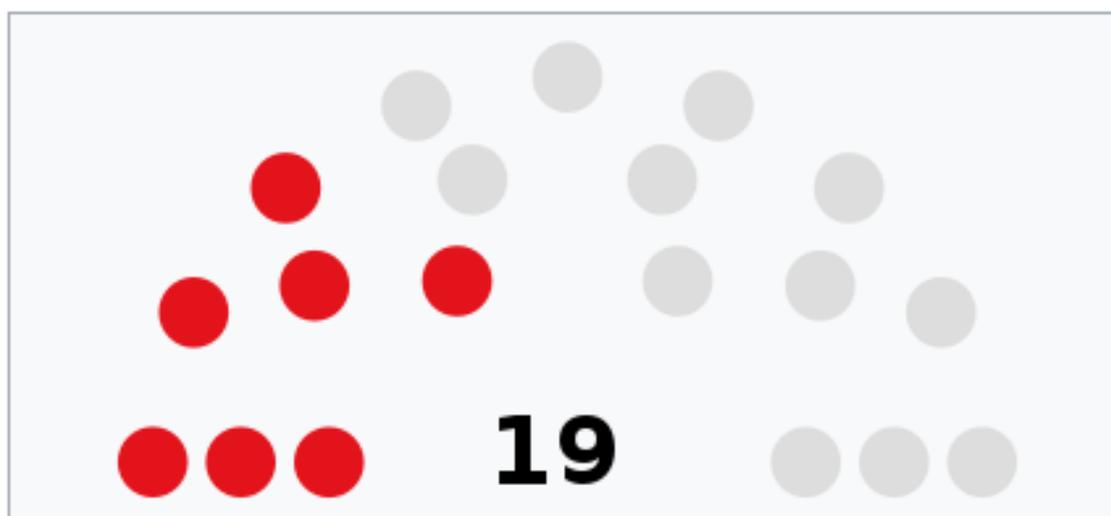


Hon. G. Wayne Panton JP MP, Premier of
the Cayman Islands

Programme Background

The Legislative Assembly of the Cayman Islands was renamed the Parliament of the Cayman Islands as part of suite of changes included in the 2019 Constitutional Amendment. Overall the Constitutional reform has been seen as a move towards increased parliamentary autonomy. The Parliament is composed of 21 members (19 elected Members for a four-year term and two ex officio, namely the Deputy Governor and the Attorney General). The Speaker is elected from the membership of the Parliament.

The Post-Election Seminar follows the 14 April 2021 election which has seen a new government come to power. The Government is made up of 8 ministers who are independent of a political party.



SEATS



People’s Progressive Movement and 1 Independent MP

The Opposition



Independent MPs

The Government

External Seminar Speakers

Hon. Dennis P. Lister JP MP

Speaker of the House of Assembly, Bermuda

Mr Lenox Joash Proctor

Clerk of the Anguilla House of Assembly

Hon. Barbara Webster-Bourne

Speaker of the Anguilla House of Assembly

Mr William Wong

Parliamentary Counsel of the Legislative Assembly of Ontario

Ms Jacqui-Sampson Meiguel

Clerk of the House, of Parliament of the Republic of Trinidad and Tobago

Hon. Sharie De Castro MHA

Junior Minister for Tourism, Virgin Islands

Hon. Alincia Williams-Grant

President of the Senate of Antigua and Barbuda

Mr
Clerk



Stephen Twigg
Secretary General of
the Commonwealth
Parliamentary
Association

Dr Mark Egan
Greffier of the States
Assembly, Jersey

Deputy Robert Ward
Member of the States
Assembly, Jersey

Rt. Lord Lisvane KCB DL
House of Lords in the United
Kingdom

Hon. Mohamed Nasheed
GCSK MP
Speaker of the People's
Majlis, Maldives

Hon. Kate Osamor
MP
Member of the Public
Accounts Committee,
House of
Commons, UK

Jonathan King
Member of Tynwald, Isle
of Man

Programme Summary

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

Session 1: The Opportunities and Challenges of Being a Newly Elected MP

The opening session saw Hon. Kenneth Bryan MP, a returning Member, share the opportunities given, challenges faced and lessons learnt from his experience as a Member so far.

He provided insight into the following:

- **Knowing the Standing Orders** and how they apply in practice. Using Erskine May to supplement your understanding.
- **'Truth vs politics'**: Knowing when to stop the political show-boating and do your duty in the interests of Cayman citizens.
- **Balancing roles and responsibilities**: A Member must balance their role as a Parliamentarian, Government or Opposition Member, Constituency MP and everything else in between.

Members of the Parliament of the Cayman Islands reflected on their own opportunities and challenges and shared these with the group as a whole. These reflections were used as a basis to guide discussions during the remainder of the Seminar and the challenges were addressed throughout the three days.

Some of the reflections included the following:

Opportunities:

- Making a difference for the citizens of the Cayman Islands.
- Having access to resources to aid the role of an MP.
- Coming together with other like minded MPs.
- Ability to educate and inform the public on the work of the Parliament.
- Opportunity to address the key issues of constituents as well as national and international commitments.

Challenges and how to address them:

- **Understanding the parliamentary process**

Erskine May is a useful tool to help you understand the parliamentary context, reading Handsards and knowing your Standing Orders can help you get to grips with the parliamentary process in Cayman.

- **Fear of being wrong**

Using all the information and resources available to you, including in and out of the House. Knowing when to seek advice from the Clerk's office and other more experienced MPs.

- **Managing Expectations**

Be realistic and honest with your constituents about what is achievable.





Hon. Kenneth Bryan addressing his fellow Members

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.



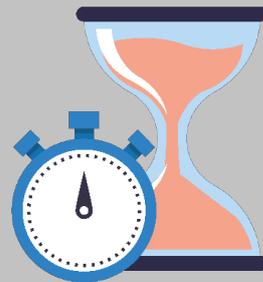


Tip 9: Read Your Standing Orders!

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.

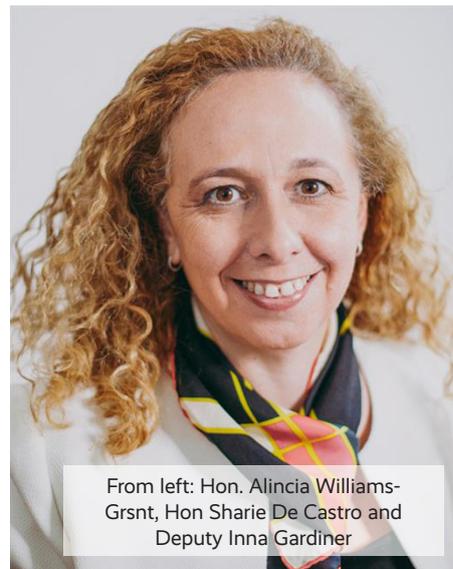
Tip 10: What's Next?

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: Giving Parliamentarians a Voice: Amendments, Debates, Parliamentary Questions and Motions

This session looked at the importance of using all the tools at a Member's disposal. These tools include using your voice effectively in the Chamber during debates, making relevant amendments to legislation, as well as using your skills and knowledge to good effect as a committee member. The Speakers for this session were Hon. Alincia Williams-Grant, President of the Senate of Antigua and Barbuda, Hon. Sharie De Castro MHA, Junior Minister for Tourism, Virgin Islands and Deputy Inna Gardiner, Chair of the Public Accounts Committee in the States of Jersey.



From left: Hon. Alincia Williams-Grant, Hon Sharie De Castro and Deputy Inna Gardiner

Here are some useful tips for using your voice as a Parliamentarian as provided by our speakers:

Questions: When questioning Ministers on legislation, remember that questions can be your biggest tool as an MP. They are an opportunity for the public to see you are questioning Government legislation and can provide you with good public exposure. You may not get the required impact after one question, so keep a record of what you have asked and what answers you have got in response. Build a bank of previous answers that Ministers have responded with, and use them as quotes for follow up questions. In using these techniques, you may get the answers you want to hear to move an issue or gain clarity, but it can take time.

Motions: A Motion is a proposal put forward by a Member for a debate or decision to take place in the Chamber. It is important that when looking to bring forward a Motion, a Member consults with the Office of the Clerk for any queries they may have.

Debates: When considering the best approach to take in the Chamber, the first thing that any MP should do is look at their Standing Orders. Debates in the Chamber work best when everyone involved understands the process and the rules that surround debates. MPs should look at what their key points are and what they want the public or Ministers to take away. It is important that MPs keep to their main points during a debate and get the facts out there.

“Everyday presents challenges and new learning experiences, but you continuously grow and develop”

Hon. Alincia Williams-Grant, President of the Senate, Antigua and Barbuda

TIPS FOR SCRUTINISING AND AMENDING LEGISLATION:

Know your Standing Orders:

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 in the Chamber when suggesting amendments. This will allow you to use your time effectively in the House and to your advantage.

Knowing your legislative goal:

Think carefully about the changes you want to make and plan how they can be achieved. Expect to be challenged, so always be prepared for questions.

Use resources available to you:

Look for available support and resources within Parliament or externally for support in amending legislation. Using all the tools at your disposal is vital.

Follow up:

Follow up on your attempts to change legislation whether they were successful or not. If they were unsuccessful, don't give up and remember that you were elected to make a difference and making or amending legislation are great ways to do so.

Using your influence as a committee member:

As a committee member, you have the opportunity to apply further pressure for change through your committee work. By using public pressure and parliamentary questions alongside your committee work, you will find that success is more likely. It is important to remember that sometimes real change takes time and consistent effort.

As a committee Member you can delve further into a particular topic, inquiry or issue and that leads of greater expertise that the area of work.

Further information and advice for committee work can be found on page 22, where session 7: The Committee Process is discussed.

Public Pressure

Petitions
Letters
Social media
Interviews on radio, television and for online outlets

Questions

Written and Oral Questions
Keeping a record of all questions asked and what the answers given were.

Committee Work

Public Hearings
Stakeholder evidence
Reports
Follow-up
Government Responses



Session 3: Parliamentary Privileges and Immunities

In this session, Members delved into the various privileges and immunities afforded to parliamentarians and how they can exercise these privileges. Parliamentarians heard from two experienced Speakers; Hon. Mohamed Nasheed GCSK MP, Speaker of the People's Majlis, as well as Hon. Dennis Lister JP MP from Bermuda. They were joined by Mr William Wong, the Parliamentary Counsel in the Office of the Clerk at the Legislative Assembly of Ontario.

Parliamentary privilege grants Parliamentarians certain legal immunities to allow them to perform their duties without interference from the outside. When considering privilege, it is important to remember the following:

- Parliamentary privilege and freedom of expression should be guarded at all times in Parliament, but it does not apply to speaking outside of Parliament, including on social media.
- **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. 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.
- Standing orders should not be abused to stifle free speech.

“The right to be able to speak freely, to address issues of concern, to express your perspective without fear of facing external actions”

Hon. Wayne Panton, Premier of the Cayman Islands

Whether a new or experienced Member, consulting with the Office of the Clerk is always advisable, they can help you with a number of matters relating to privilege and immunities, including:

- **Understanding the Standing Orders.**
- **Knowing what to do if you suspect there has been a breach of privilege.**
- **Seeking advice on any unwritten customs or practices.**

CAYMAN ISLANDS



Legislative Assembly Law

LEGISLATIVE ASSEMBLY STANDING ORDERS

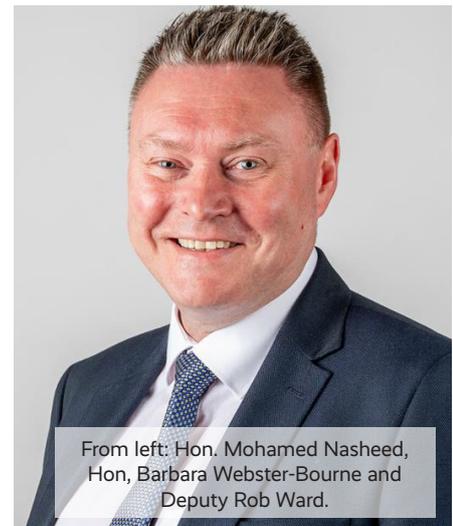
(2018 Revision)

Supplement No. 1 published with Extraordinary Gazette No. 24 of 23rd March, 2018.

Session 4: Behaviour. Ethics and Standards

Members of the public expect their elected Parliamentarians to have high standards of behaviour and ethics and that they will be held to these standards. One way to increase the reputation of Parliament is to ensure that they are as open and transparent as they can be. This session looked at the importance of establishing an ethical culture within Parliament and how a strong Code of Conduct can aid this goal. Our speakers were able to address this important topic from different angles. Members were able to hear from Hon. Mohamed Nasheed GCSK MP, Speaker of the People's Majlis, Maldives, Hon. Barbara Webster-Bourne, Speaker of the Anguilla House of Assembly and Deputy Rob Ward, Member of the States Assembly, Jersey.

Developing a suitable Code of Conduct is advisable and the next two pages provide some advice on what should be included. For further assistance, please do consider reaching out to the CPA for any support.



From left: Hon. Mohamed Nasheed, Hon. Barbara Webster-Bourne and Deputy Rob Ward.

“Parliament must be the driver of any initiative to develop any code governing itself and must likewise develop and support a culture that is conducive to ethical governance”

Hon. Barbara Webster-Bourne, Speaker of the Anguilla House of Assembly

Recommended Benchmarks for
Codes of Conduct
applying to
Members of Parliament



The CPA Recommended Benchmarks for Code of Conduct have been designed by experts and are a valuable tool when looking to develop or revise Parliamentary Codes. All Parliaments are encouraged to access the CPA Recommended Benchmarks for Codes of Conducts to ensure that the key principles of parliamentary standards are being upheld.

The document is accessible from:

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

Published by the Commonwealth
Parliamentary Association
www.cpahq.org



The 7 Nolan Principles¹

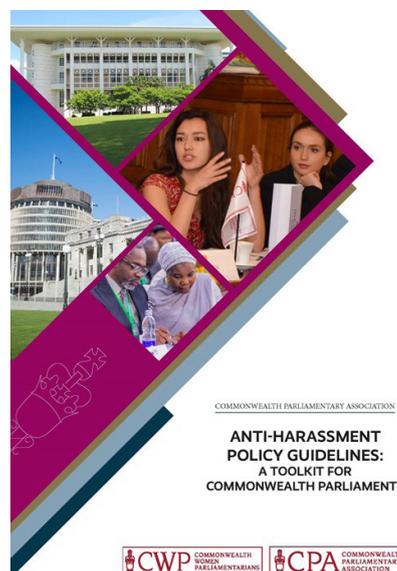
When considering the fundamentals of a Code of Conduct, Members should consider the following set of principles. These are widely used across the Commonwealth as a basis for Parliamentary Codes.

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 have been 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>

It is important to consider the safety and well-being of everybody who works and enters the parliamentary estate, by ensuring that effective behaviour policies are in place. In order to develop an effective policy, it is important to understand the concept of harassment and the negative role it can play in the workplace. The CWP Anti-Harassment Policy Guidelines are a useful toolkit for Commonwealth parliaments looking to address bullying and harassment within their Parliament.

The document is accessible from:
<https://www.cpahq.org/media/1gy15xhi/cwp-anti>



Session 5: The Legislative Process

One of the key roles that a Parliamentarian will have to master during their time in Parliament, is that of legislator. The session examined this key role with the help of Hon. Alincia Williams-Grant, President of the Senate of Antigua and Barbuda, Hon. Sharie De Castro MHA, Junior Minister for Tourism, Virgin Islands and Ms Jacqui Sampson-Meiguel, Clerk of the Republic of Trinidad and Tobago Parliament. Our speakers looked at the various stages of legislation, the different types of bills, what pre and post-legislative scrutiny entails and why it is vital for all Members of Parliament, whether Government or Opposition, to be involved in the legislative process.

What is a Bill?

A Bill is a proposal for a new law, or a proposal to change an existing law that is presented for debate before Parliament.

A Bill can be proposed by any Member of Parliament. Some Bills will reflect Government policy and these will be introduced by Ministers of Government. Other Bills, known as Private Members Bills can be brought forward by Opposition and Backbench Members.

Bills or Acts, are known as primary legislation. An act may delegate certain powers to Government Ministers and these are referred to as secondary legislation.

TIP:

Don't neglect the non-legislative action to strategise and influence the legislative process when supporting or opposing a Bill:

- Meet with parliamentarians from all sides;
- Meet with members of the public/your constituents to discuss the bill;
- Issue news releases on the topic;
- Give interviews;
- Host informative webinars;
- Use your social media platform to raise awareness



The Cayman Islands Parliament
Mace



The Passage of a Bill in the Cayman Islands

First Reading

At this stage, the introduction of a bill is only a formality. The Clerk will read the bill and there is no discussion by the Minister. At this stage of the process there is also no debate.

Royal Assent

This stage of the process is only complete once the bill has been passed in the House. It only becomes law once it goes through and completes this stage and has been signified to Parliament by the Governor.

Second Reading

This stage will have a debate on the main principles of the bill, held in the chamber. A Government Minister will open the debate by setting out the case for the bill and explaining its provisions. The opposition will respond, and other Members can discuss it. At the end of the debate, the House will vote on the bill. If the vote is lost by the government, the bill cannot proceed any further. A bill in this stage can also be moved by the ex-officio members, the Attorney General, and Deputy Governor.

Third Reading

This stage in the process is simply a formality delivered by the mover of the bill. At this stage, there is no debate or discussion. The bill is passed immediately after the Minister confirms the completion of this stage.

Committee Stage

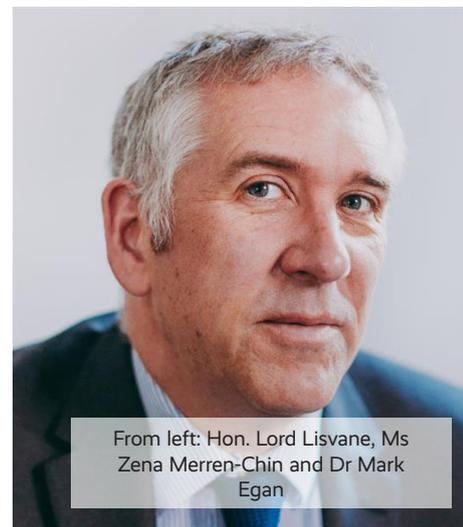
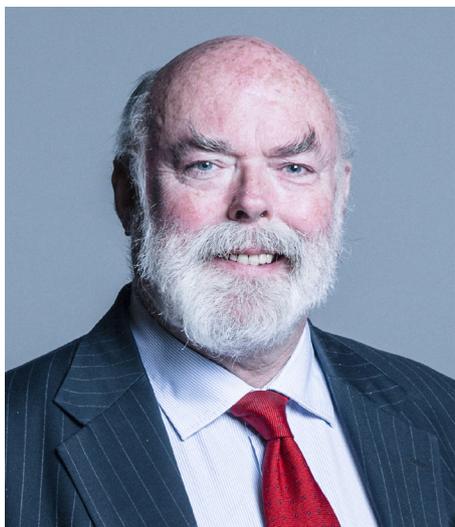
This stage is used to closely review the text and content of the bill. Witnesses are not invited during this stage of the process. All amendments are proposed at this stage from both the Government and the opposition.

Report Stage

At this stage, there is no discussion regarding any amendments have been proposed in earlier stages of the process. No further amendments can be added at this stage in the process.

Session 6: Administration and Management of Parliament

In this session, participants heard first hand from the Clerk of the Parliament of the Cayman Islands, Ms Zena Merren-Chin about how the Parliament is run and managed. Participants were also able to hear about the importance of parliamentary independence through the concept of financial autonomy from Rt Hon. Lord Lisvane KCB DL, Member of the House of Lords and former Clerk of the House of Commons and Dr Mark Egan, Greffier of the States Assembly, Jersey.



From left: Hon. Lord Lisvane, Ms Zena Merren-Chin and Dr Mark Egan

“Better scrutiny makes for better government”

Rt Hon. Lord Lisvane KCB DL, Member of the House of Lords and former Clerk of the House of Commons”

The separation of powers between the executive, legislative and judiciary is vital for a thriving and effective democracy. In many small jurisdictions, the separation between the three branches can sometimes be blurred. In these cases, it is important to ensure there is a harmony between the branches and that every effort is made to separate as far as possible while being pragmatic.

Historically the concentration of powers has rested in the hands of the executive arm of government, as such the legislature should ensure that they are able to adequately hold the executive to account. The Latimer House Principles suggests that Parliamentary procedures should provide adequate mechanisms to enforce the accountability of the executive to parliament. These should include:

- (i) a committee structure appropriate to the size of parliament, adequately resourced and with the power to summon witnesses, including ministers. Governments should be required to announce publicly, within a defined time period, their responses to committee reports;
- (ii) standing orders should provide appropriate opportunities for members to question ministers and full debate on legislative proposals;
- (iii) the public accounts should be independently audited by the Auditor General who is responsible to and must report directly to parliament;
- (iv) the chair of the Public Accounts Committee should normally be an opposition member;
- (v) offices of the Ombudsman, Human Rights Commissions and Access to Information Commissioners should report regularly to parliament.

Further information on the separation of powers can be found in the Latimer House Principles. The Principles can be accessed here: <https://www.cpahq.org/media/dhfajkpg/commonwealth-latimer-principles-web-version.pdf>



Published 2020

MODEL LAW FOR INDEPENDENT PARLIAMENTS

ESTABLISHING PARLIAMENTARY SERVICE COMMISSIONS FOR COMMONWEALTH LEGISLATURES



In this session, the concept of parliamentary independence was highlighted and the CPA has developed an aid to empower Legislatures to ensure it has the administrative, operational and financial resources it needs to function effectively.

The Model Law is designed as a Parliamentary Service Commission Bill which seeks to create a parliamentary corporate body to oversee the institution of Parliament. It has also been structured to accommodate as many versions of the ‘Westminster System’ Parliament as possible. The Model Law can be adapted to suit unicameral or bicameral Parliaments, small or large Legislatures at either a national or sub-national level.

The Model Law for Independent Parliaments can be accessed here: https://www.cpahq.org/media/usdnwcpq/model-law-for-independent-parliaments_final.pdf.

How do you determine what is international good practice and relevance?

The CPA Recommended Benchmarks for Democratic Legislatures is a great tool to assess how effectively a Parliament runs, and whether international best practice is being followed.

Benchmarking is best done by an entity independent of Parliament for the most honest and accurate evaluation, but an open internal process can often reveal where improvements can be made. Although this might not be the most comfortable process, it is the most rewarding.

The CPA Recommended Benchmarks for Democratic Legislatures document is accessible from: <https://www.cpahq.org/media/10jjk2nh/recommended-benchmarks-for-democratic-legislatures-updated-2018-final-online-version-single.pdf>

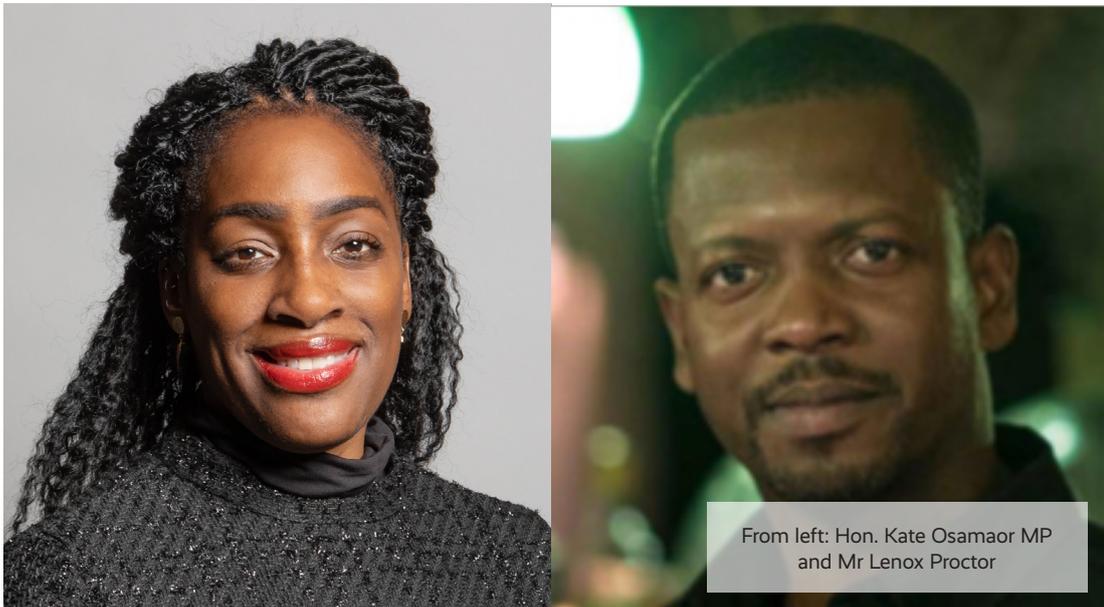


Members of the Parliament of the Cayman Islands during the virtual Post-Election Seminar

Session 7: The Committee System

This session was a great opportunity for Members to learn more about the committee system and the importance of parliamentary scrutiny and oversight. Hon. Kate Osamor MP, Member of the Public Accounts Committee, House of Commons, UK and Mr Lenox J. Proctor, Clerk of the House of Assembly, Anguilla led the discussion on the committee system.

Committees are a vital element of a functioning parliament, they provide backbench and opposition members the opportunity to scrutinise the executive in more detail. They also provide greater opportunities for the public to be involved with the work of the Parliament. Committee inquiries provide Members with a chance to specialise in a particular topic, they are able to hear from experts and from those who are directly affected by a particular issue. Committees should be open and accessible to the public, where possible. Consider inviting the public to observe a committee hearing by broadcasting the sessions and publicising a transcript. Members of the public can also be invited to attend hearings as silent observers.



TIPS FOR EFFECTIVE COMMITTEES:

Cross-party working: Members working in a cross-party manner are encouraged to go into committee open-minded when listening to evidence and diminish any ideological assumptions for the sake of a fair Committee process. A report developed free from political bias maintains a high level of oversight and is one that is also much harder to challenge or dismiss.

Committee Reports: Committees should try to reach a consensus and produce unanimous recommendations to go into the report; a stronger report with this consensus is much harder to challenge or dismiss. Relevant stakeholders and other organisations should be included in the process and Committee reports can also be disseminated to them in order to keep them engaged with parliamentary work.

Committee Experts: Committees can delve into complicated subjects, and they should always seek experts to address any gaps in information. Experts can often be found in academic spheres and often do not require financial reimbursement. Committees should also look to engage with civil society, especially when tackling an issue that affects a certain group within society. Having these experts is vital in informing a committee and producing a report that can withstand outside criticism.



Session 8: Writing Reports and Achieving Impact

Following on from the committee session, Members then looked at what makes a report impactful. This session focused on how reports should be written, what they should and should not contain and how to formulate recommendations. Participants heard from Deputy Rob Ward, Member of the States Assembly, Jersey and Mr Jonathan King, Clerk of Tynwald, Isle of Man.

Members were asked to consider what they thought makes a good report and this formed the basis of the session.

The following responses were given:

“Accountability and Honesty”

“Correct”

“Accessible”

“Eye catching”

“Factual”

***“Appropriate use
of graphics and
pictures”***

“Concise”

“Easy read language”

“Authoritative”



Members of the Parliament of the Cayman Islands during the virtual Post-Election Seminar

During the session, participants heard of various techniques used by report writers to make report more impactful. One of those techniques discussed was easy-read language. Easy-read language refers to the process of making complex pieces of information and text more digestible, studies have shown that by doing this readers are able to take in more information than if the text is too complex. When writing reports, consider whether your information is clear and easy to understand and whether the reader be able to identify the key points and arguments. Removing jargon and the use of acronyms is one way to do this.

The use of graphics and images can enhance a report, but be careful not to simplify the report too much. It is important to get the balance right. When using images, always ask whether they are adding to the text or taking away? Are they distracting from your point? Are you just adding a picture as you have run out of words to write? If the answer to these questions is yes, then reconsider the use of images in the section.

Recommendations are a key element of any parliamentary report. They should be concise, actionable and they should be monitored. It is often the case that reports are written, talked about for a short while and then forgotten and put to the back of the shelf. It is key that you track and monitor your recommendations, and if you are not getting adequate answers or responses from those who need to action the recommendations, hold them to account. Use your position in parliament to address the unanswered questions, ask written and oral questions of responsible Ministers, use your voice in committees by recalling witnesses and use your social media platforms to gather public support.

“We sometimes write reports that are very long, but we need to remember that by the time they reach the public they are distilled down to just a few words ”

Mr Jonathan King, Clerk of Tynwald, Isle of Man

Members were provided with the dos and dont's of report writing:

DO

- Be sensitive to political context
- Use plain english
- Be hard hitting
- Be realistic and actionable
- Take the occasional leap of faith
- Allocate responsibility where possible
- Make use of tables, graphs, diagrams, maps and photographs, if these will help the reader to understand the analysis or be persuaded by the argument
- Include evidence and opinion

DON'T

- Forget that reports can be read far and wide
- Oversimplify
- Exaggerate
- Be too “SMART”. If you attempt to micro-manage in terms of time and money, your recommendations may quickly perish
- Lose touch with reality
- Place too much reliance on graphics
- Include opinion masquerading as evidence



Session 9: Outcomes of the Election Expert Mission

This session explored the outcomes of the Election Expert Mission, led by Ms Fleur Ten Hacken, Election Coordinator, with Dr Alexander Folkes, Election Analyst and Mr Armin Rabitsch, Legal & Political Analyst who formed the experts panel working on the CPA BIMR Election Expert Mission to the Cayman Islands 2021. This session was an opportunity for the Members of Parliament to hear about the Mission and its report first-hand from the Mission members.

The report highlighted some key recommendation that Cayman Islands should consider to ensure they are following best electoral practices. Some of the recommendations included:

Electoral Reform

“An inclusive process of electoral reform, including possible reform of legislation on referendums, should be carried out, in which all stakeholders are encouraged to make every reasonable effort to build broad consensus over the reform, to be concluded at least one year ahead of the next election.”

The Right to Vote and the Right to Stand

- a) Any discrimination in voting rights and the right to stand against persons with disabilities should be abolished;
- b) The blanket ban on the right to vote and stand for all prisoners sentenced to imprisonment exceeding 12 months, ought to be reviewed;
- c) Residency requirements could be brought in line with international good practice.
- d) Returning Officers should be granted the right to vote

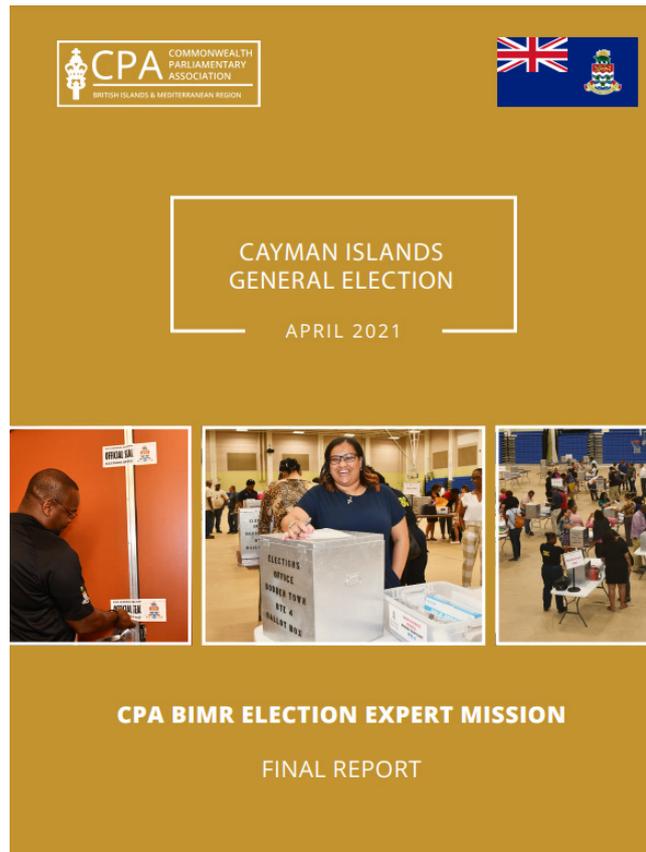
Participation of Women

“In order to promote equal participation of women and men in political life and processes, proactive measures should be considered in conjunction with main-streaming awareness about gender equality and harmonising official languages in line with international good practice”.

Campaign Finance

- “The electoral legal framework could be amended to require the following to be declared:
- a) all goods and services brought for benefit during the regulated period, regardless of when the contract or payment was made;
 - b) the sources of funding for all campaign expenditures during the regulated period, whether or not received during that time.
 - c) Regular financial reporting and regular publication of the reports submitted in the run up to Election Day could be introduced to provide for greater transparency.”

For further questions on the report, its findings or next steps please contact the Election Coordinator, Ms Fleur Ten Hacken on tenhackenf@parliament.uk.



Session 10: Knowledge is Power

This session looked at the various resources that Members can use during the parliamentary career. Participants heard from Ms Jacqui Sampson-Meiguel, Clerk of the Republic of Trinidad and Tobago Parliament, Hon. Dennis P. Lister JP MP, Speaker of the House of Assembly, Bermuda and Mr William Wong, Parliamentary Counsel, Ontario Legislative Assembly, Canada. During this session, speakers discussed how stakeholders such as civil society organisations and academics can be instrumental in providing relevant information and research.

There are a variety of academic resources that can be found online which may support Parliamentarians:

Often comparative analysis can prove useful in learning from the work of other parliaments when focusing on your own. 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 from the region.



Our World
in Data

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

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).



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



COMMONWEALTH PARLIAMENTARY RESEARCH SERVICE (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 Cayman Islands are encouraged to utilise the research services provided by the CPA through CPRS.

For more information please visit the CPA website here: <https://www.cpahq.org/knowledge-centre/research-service/>



Session 11: Communications Workshop

This session was led by Matthew Salik, Head of Parliamentary Development at the CPA and he was able to provide a comprehensive overview of how to communicate effectively. This practical workshop covered a range of techniques to make speeches and questions more powerful and effective.

Effective spoken communication requires being able to express your ideas and views clearly, confidently and concisely. When delivering a speech, Members should tailor their content and style to suit the audience. Asking the right question is at the heart of effective communication and information exchange. By consciously using the appropriate kind of question, you can gain the information, response or outcome that you want even more effectively.

TOP TIPS FOR GREAT SPEECHES:

- Remember to think about your body language; how you are standing, your posture and eye contact. This will help to keep your audience engaged with your speech
- Before you write your speech, consider who are you addressing and what you want to achieve.
- Project your voice clearly, as this is how your message will be received. Speak at a good pace with time to breathe and practise avoiding saying 'erms and ahhs'.

STRUCTURE YOUR SPEECH

PLAN, PLAN & PLAN AHEAD

- A BEGINNING, MIDDLE AND END
- HIGHLIGHT AND EMPHASISE KEY POINTS
- 70-20-100 RULE
- KEEP IT SHORT AND SWEET

THE STYLE

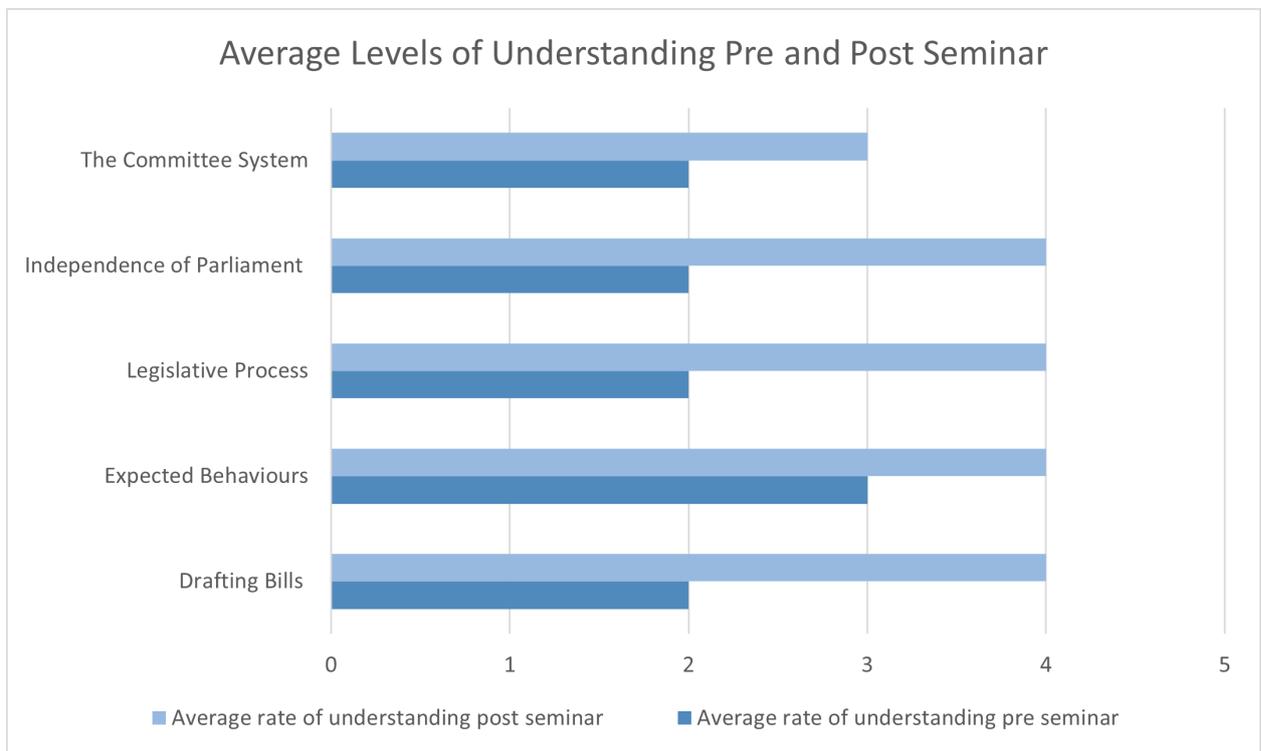
- POWER OPENING AND HOOK - GET THEIR ATTENTION -
- POWER OF THREES - "I came, I saw, I conquered" or "Snap, Crackle and Pop!"
- POWER VERBS - "Improve, Increase, Develop, Integrate"
- REPETITION, REPETITION, REPETITION - "Government of the **People**, for the **People**, by the **People**"
- PARALLELS & OPPOSITION - "No Pain, No Gain" or "Over Promise and Under Deliver"
- CONTRAST AND ANTITHESIS - "Ask not what your country can do for you, ask what you can do for your country"
- ALLITERATION "Increase investment to increase impact"

THE SUBSTANCE

- BE CREDIBLE - "I stand here before you, not as a prophet, but as a humble servant of you, the people"
- BE NOVEL - "We have a new and innovative policy to tackle this issue"
- BE ASPIRATIONAL - "Fired Up, Ready to Go!"
- VISUALISE - "I have a Dream..."
- SHOW EMOTION & EMPATHY & EVEN HUMOUR - "I share your pain..."

Monitoring and Evaluation Report

During the Seminar, Members were provided with the opportunity to give ongoing feedback and recount their expectations and insights. Members were also invited to complete pre- and post-assessment forms. The feedback provided by on the programme was overwhelmingly positive and the results can be found below.



100% of respondents were either satisfied or completely satisfied with the quality of panellists, workshop materials and the session facilitators.

100% of respondents said the Post Election Seminar met or exceeded their expectations.

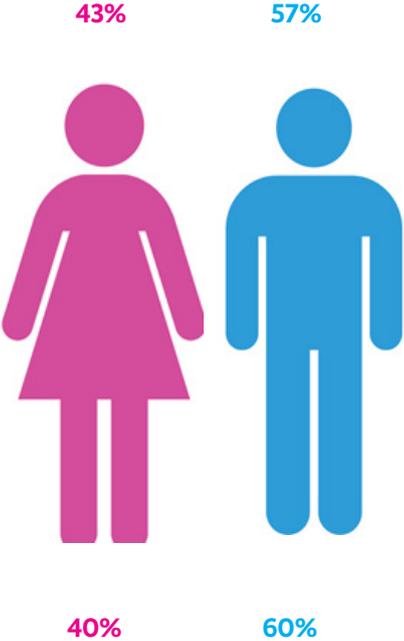
How Likely Are You to Look to Other Commonwealth Parliaments for Examples of Best Practice and Solutions to Common Problems?

100% of participants are either likely or highly likely to.



“As the Father of the House with over 36 years’ experience as a legislator and now a Parliamentarian, I see the merit of holding such a seminar. The seminar’s remit is to help Members hone their skills at becoming more effective parliamentarians, which is really a very invaluable service, particularly to new representatives. My sincere thanks go to the CPA Secretariat for bringing this resource to the direct benefit of our MPs.”
 Hon. Dr W. McKeever Bush OBE JP MP, Speaker of the Parliament of the Cayman Islands

Participants

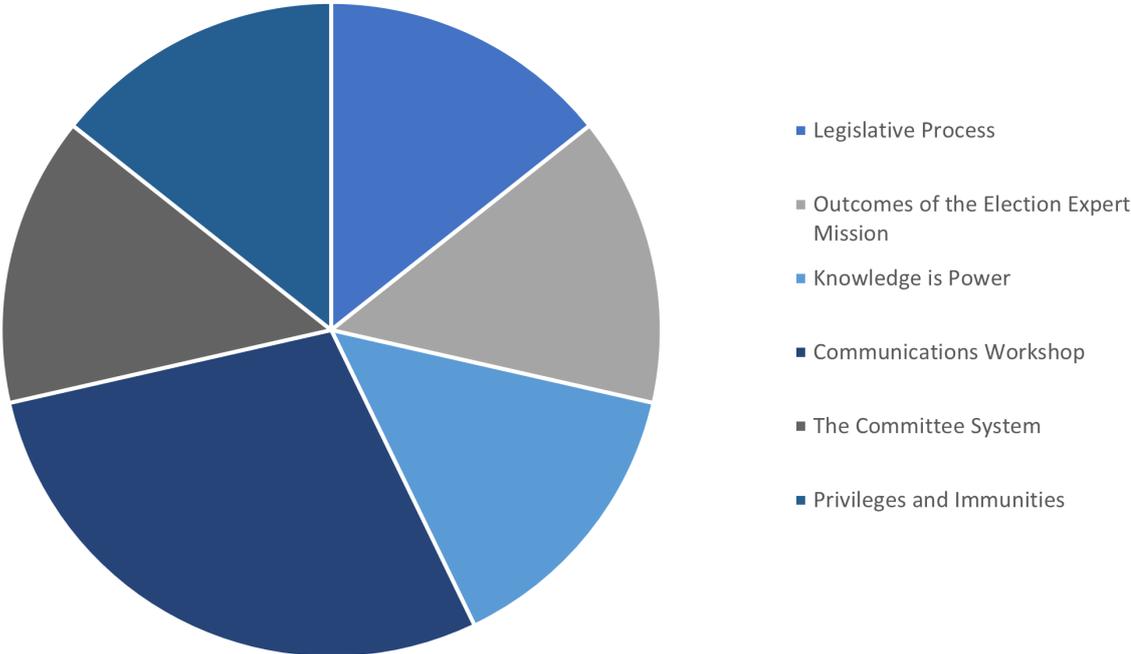


Speakers

First time MP and Minister for Health, Hon. Sabrina Turner commented: “The seminar was very informative and valuable in educating us in the legislative process and for providing us a clearer perspective on the resources and processes we have at our disposal as well as simplifying them.”

What Are your Objective and Expectations of this Post-Election Seminar?
“To enable myself to become a better representative of the people, not only in my constituent but the broader Cayman Islands.”

Which Session Did You Find to be Most Useful?



Seminar Programme

DAY 1 - 4 AUGUST 2021

TIME

SESSION

OPENING OF THE VIRTUAL POST-ELECTION SEMINAR

09:00-09:30
(EST)

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:

15:00-15:30
(BST)

Speakers:

30 minutes

Hon. G. Wayne Panton JP MP, Premier of the Cayman Islands

Mr Stephen Twigg, CPA Secretary-General

Hon. Dr W. McKeever Bush OBE JP MP, Speaker of the Parliament of the Cayman Islands

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

09:30-10:15
(EST)

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.

15:30-16:15
(BST)

Speakers:

45 minutes

Hon. Kenneth Bryan MP, Minister for Tourism & Transport, Cayman Islands

10:15-10:30
(EST)

16:15-16:30
(BST)

Break

15 minutes.



VIRTUAL SESSION 2: GIVING PARLIAMENTARIANS A VOICE: AMENDMENTS, DEBATES, PARLIAMENTARY QUESTIONS, AND MOTIONS

10:30-11:30
(EST)

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.

16:30-17:30
(BST)

1 hour

Speakers:

Hon. Alincia Williams-Grant, President of the Senate of Antigua and Barbuda

Hon. Sharie De Castro MHA, Junior Minister for Tourism, Virgin Islands
Deputy Inna Gardiner, Chair of the Public Accounts Committee, Jersey

VIRTUAL SESSION 3: PARLIAMENTARY PRIVILEGES AND IMMUNITIES

11:30-12:30
(EST)

This session will explore the various privileges and immunities of Members of Parliament. Freedoms and exemptions, such as the freedom of speech granted to parliamentarians, will be explored in close detail, to examine how parliamentarians can best exercise this freedom in a responsible fashion.

17:30-18:30
(BST)

1 hour

Speakers:

Hon. Mohamed Nasheed GCSK MP, Speaker of the People's Majlis, Maldives

Hon. Dennis P. Lister JP MP, Speaker of the House of Assembly, Bermuda
Mr William Wong, Parliamentary Counsel, Ontario Legislative Assembly, Canada

VIRTUAL SESSION 4: BEHAVIOUR, ETHICS AND STANDARDS

12:30-13:15
(EST)

This session will explore how to set a good example in communicating with colleagues in the Chamber whilst still 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?

18:30-19:15
(BST)

45 minutes

Speakers:

Hon. Mohamed Nasheed GCSK MP, Speaker of the People's Majlis, Maldives

Hon. Barbara Webster-Bourne, Speaker of the Anguilla House of Assembly

Deputy Rob Ward, Member of the States Assembly, Jersey

13:15
(EST)

End of Day 1

19:15
(BST)

DAY 2 - 5 AUGUST 2021

TIME	SESSION
09:00-09:15 (EST)	GUIDED REFLECTION OF DAY 1
15:00-15:15 (BST)	An opportunity for discussion on learning and outcomes from the previous day.
15 minutes	
VIRTUAL SESSION 5: LEGISLATIVE PROCESS	
09:15-10:15 (EST)	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 for the people of the Cayman Islands.
15:15-16:15 (BST)	
1 hour	
	<i>Speakers:</i> <i>Hon. Alincia Williams-Grant, President of the Senate of Antigua and Barbuda</i> <i>Hon. Sharie De Castro MHA, Junior Minister for Tourism, Virgin Islands</i> <i>Ms Jacqui Sampson-Meiguel, Clerk of the Republic of Trinidad and Tobago Parliament</i>
VIRTUAL SESSION 6: ADMINISTRATION AND MANAGEMENT OF PARLIAMENT	
10:15-11:15 (EST)	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.
16:15-17:15 (BST)	
1 hour	
	<i>Speakers:</i> <i>Ms Zena Merren-Chin, Clerk of the Parliament of the Cayman Islands</i> <i>Rt Hon. Lord Lisvane KCB DL, Member of the House of Lords and former Clerk of the House of Commons</i> <i>Dr Mark Egan, Greffier of the States Assembly, Jersey</i>
11:15-11:30 (EST)	
17:15-17:30 (BST)	Break
15 minutes	



VIRTUAL SESSION 7: THE COMMITTEE SYSTEM WITH A FOCUS ON THE PAC

11:30-12:30
(EST)

Scrutiny is essential for good governance. This session will focus on the role that Committees play in an effective Parliament with a particular focus on the Public Accounts Committee.

17:30-18:30
(BST)

1 hour

Speakers:
Hon. Kate Osamor MP, Member of the Public Accounts Committee, House of Commons, UK
Mr Lenox J. Proctor, Clerk of the House of Assembly, Anguilla

VIRTUAL SESSION 8: WRITING REPORTS AND ACHIEVING IMPACT

12:30-13:15
(EST)

This session will look at how reports should be written, what they should and should not contain, how to formulate recommendations.

18:30-19:15
(BST)

This session will also examine approaches toward monitoring and evaluation to track progress and achieve worthwhile change.

45 minutes

Speakers:
Mr Jonathan King, Clerk of Tynwald, Isle of Man
Deputy Rob Ward, Member of the States Assembly, Jersey

**13:15
(EST)**

End of Day 2

**19:15
(BST)**

DAY 3 - 6 AUGUST 2021

TIME	SESSION
09:00-09:15 (AST)	GUIDED REFLECTION OF DAY 2
15:00-15:15 (BST)	An opportunity for discussion on learning and outcomes from the previous day.
15 minutes	
VIRTUAL SESSION 9: OUTCOMES OF THE ELECTION OBSERVATION MISSION	
09:15-10:15 (EST)	At the invitation of the Governor of the Cayman Islands Martyn Roper OBE, an independent team of international experts conducted a virtual Election Expert Mission to the Cayman Islands General Election from 6 - 20 April 2021. The Mission assessed election against international standards, commitments and obligations as well as domestic laws. It was organised by the Commonwealth Parliamentary Association British Islands and Mediterranean Region (CPA BIMR). This session will be an opportunity for the Members of Parliament to hear about the Mission and its report first-hand from the Mission members and to provide context as part of any potential future electoral and constitutional reform. <i>Speakers:</i> <i>Dr Alexander Folkles, Election Analyst, CPA BIMR Election Expert Mission to the Cayman Islands 2021</i> <i>Mr Armin Rabitsch, Legal & Political Analyst CPA BIMR Election Expert Mission to the Cayman Islands 2021</i> <i>Ms Fleur Ten Hacken, Election Coordinator, CPA BIMR Election Expert Mission to the Cayman Islands 2021</i>
15:15-16:15 (BST)	
1 hour	
VIRTUAL SESSION 10: KNOWLEDGE IS POWER	
10:15-11:15 (EST)	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>Speakers:</i> <i>Ms Jacqui Sampson-Meiguel, Clerk of the Republic of Trinidad and Tobago Parliament</i> <i>Hon. Dennis P. Lister JP MP, Speaker of the House of Assembly, Bermuda</i> <i>Mr William Wong, Parliamentary Counsel, Ontario Legislative Assembly, Canada</i>
16:15-17:15 (BST)	
1 hour	



11:15-11:30
(EST)

17:15-17:30
(BST) Break

15 minutes

VIRTUAL SESSION 10: COMMUNICATIONS WORKSHOP: GIVING EFFECTIVE SPEECHES

11:30-13:00
(EST)

The ability to communicate effectively is an essential skill for parliamentarians. Effective spoken communication requires being able to express your ideas and views clearly, confidently and concisely in speech, tailoring your content and style to the audience. Asking the right question is at the heart of effective communication and information exchange. By consciously using the appropriate kind of question, you can gain the information, response or outcome that you want even more effectively. In this session, different types of questioning techniques will be explored. This practical workshop will cover techniques to make speeches and questions more powerful and effective.

17:30-19:00
(BST)

1 hour 30 minutes

Speakers:

Mr Matthew Salik, Head of Parliamentary Development, CPA Headquarters Secretariat

CLOSING CEREMONY

13:00-13:30
(EST)

This official closing of the Post-Election Seminar will provide the opportunity to attendees to voice their thoughts on how the event went. Their will also be closing remarks from speakers.

19:00-19:30
(BST)

30 minutes

Speakers:

Stephen Twigg, CPA Secretary-General

**13:30
(EST)**

End of Day 3

**19:30
(BST)**

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.

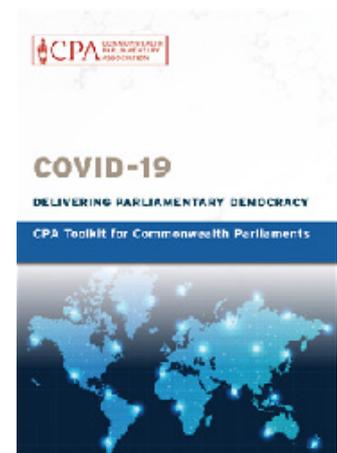
The CPA represents more than 180 Parliaments and Legislatures in 53 Commonwealth countries. Its network extends to over 17,000 Parliamentarians and Parliamentary staff and is the only Commonwealth organisation to represent national, state, provincial and territorial Parliaments and Legislatures.

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.

The CPA also produced this toolkit 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.

Members are encouraged to access the CPA COVID-19 Toolkit to obtain a guide on how parliament can convene digitally. The document is available from: <https://www.cpahq.org/media/gb1athp1/cpa-toolkit-covid-19-coronavirus-e-version.pdf>



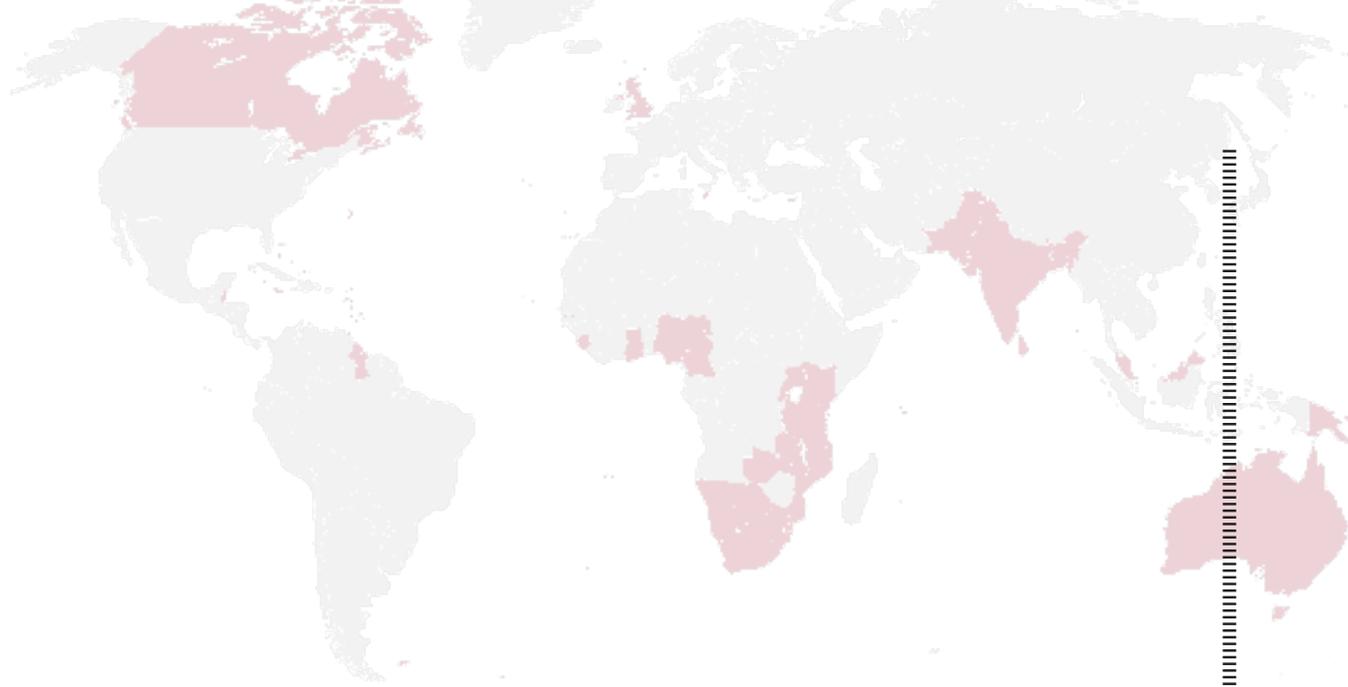




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