

NAMIBIA - PRINT UNIT BENCHMARKING

REPORT SUMMARY

19 - 22 MARCH 2018



IMPACT & OUTCOMES

Impact. In line with Objective 4 of CPA UK and the Parliament of Namibia's Parliamentary Partnership Proposal, this inward visit will contribute an enhanced research and information capacity of the Parliament of Namibia.

Outcomes. In the context of the Westminster model and through a programme of meetings, briefings and tours, the programme will deliver the following outcome:

- **Outcome 1.** Officials will gain a detailed understanding of both the technical and organisation structures of the UK Parliament's printing services with the aim of establishing a similar unit in Namibia.

Outputs. To achieve the above objectives, the project will produce the following outputs:

- **Output 1:** Meetings with all key stakeholders involved with printing services, including the production and design of documents prior to print.
- **Output 2:** A benchmarking report by the delegation surmising the visit and key takeaways.

PROGRAMME OVERVIEW

From 19-22 March 2018, CPA UK organised a benchmarking programme for staff of the National Assembly of Namibia to assist them in **improving the services they provide to Members**. The programme built on CPA UK's prior work with the National Assembly of Namibia in line with its three year parliamentary partnership proposal.

The delegation, consisting of the Director, Deputy Director, and Chief Administration Officer met with a number of parliamentary counterparts at the UK Parliament covering the following areas:

- **Printing and Distribution of Parliamentary Papers**
- **Parliamentary Research**
- **Communications**
- **Outreach**
- **Hansard**
- **Parliamentary Digital Services**

Through their meetings the delegation explored a variety of differing parliamentary practices, identifying techniques and systems which may be partially or fully implemented in the National Assembly of Namibia, whilst also identifying practices

that are not so suitable. A key area of interest was the organisation of the UK's Print Services, from both a technical and management perspective. There was also significant discussion of how digital solutions can improve efficiency across a whole range of departments, and enable greater collaborative working.

The Parliament of Namibia & CPA UK Engagement

Bilateral Programmes

February 2017

Programme on Parliamentary Scrutiny, held at the Parliament of Namibia. CPA UK works in partnership with the Parliament of Namibia to provide support for effective parliamentary management and scrutiny of government policy, practices and budgets at the national level, as well as strengthening the skills of the parliamentary secretariat.

November 2017

CPA UK deliver a programme on Legislative Scrutiny at the Parliament of Namibia. The three day training programme, involves both parliamentary staff and Members of the National Assembly, providing an opportunity for both delegates and participants to share best parliamentary practices, discuss critical challenges they face to undertake their work effectively, and explore efficient ways to improve legislative scrutiny.

March 2018

CPA UK coordinates a benchmarking programme for staff of the National Assembly of Namibia. This programme looks at the creation, printing, and distribution of Parliamentary Papers.

Multilateral Programmes

March 2017

Namibian delegates attend the International Parliamentary Conference on National Security and the Commonwealth. This project was designed to increase parliamentarians' knowledge of, and build capacity on, national security and cybersecurity.

November 2017

Delegates attend Westminster Seminar on Parliamentary Practice and Procedure. The annual Westminster Seminar is CPA UK's flagship capacity-building programme for first-term parliamentarians and newly appointed procedural/committee Clerks from across the Commonwealth.

December 2017

Delegates from Namibia attend the Westminster Workshop on Public Accounts Committees. CPA UK's Westminster Workshop explored the role of parliamentarians and parliamentary Public Accounts Committees (PACs) in financial oversight, providing practical training and knowledge to Commonwealth PACs.



NAMIBIA - PRINTING UNIT PROGRAMME

FULL REPORT

19 - 22 MARCH 2018

CPA UK & NAMIBIA

Members and staff from the Parliament of Namibia have regularly participated in CPA UK's multilateral conferences and workshops, including its annual Westminster Seminar. However, CPA UK and Namibia relations made great strides after the visit of the Speaker of the National Assembly of Namibia, Hon. Professor Peter Katjavivi MP, to Westminster in May 2016 at which he expressed the need for capacity building support in the National Assembly of Namibia, both for the Members and for the parliamentary administration. Later in November 2016, the Parliament of Namibia hosted the African Regional Workshop on Cybersecurity in Windhoek, the delivery of which has been coordinated by CPA UK, the Commonwealth Secretariat and the Organisation of American States.

Later, CPA UK sent a delegation of five in February 2017 to Windhoek to deliver a training programme on strengthening parliamentary practice and procedure. This programme also served as a scoping visit to assess the needs and requirements of the Parliament of Namibia for future collaboration. Based on the feedback received from this visit, CPA UK established a three-year Parliamentary Partnership Programme in 2017. The PPP lays out a three-year engagement strategy with the National Assembly of Namibia to strengthen the technical skills of Members to undertake their parliamentary responsibilities efficiently and effectively, particularly legislative and financial scrutiny. This programme was continued during a November visit to the Parliament of Namibia.



Description of the picture above

In March 2018, CPA UK hosted a delegation of three members of the parliamentary service of the National Assembly of the Republic of Namibia for a programme **specifically exploring the support services offered by the UK Parliament to its Members**. This programme covered four key areas:

- printing and distribution of parliamentary papers;
- parliamentary research;
- communications, outreach, and Hansard;
- and parliamentary digital services.

PRINTING AND DISTRIBUTION OF PARLIAMENTARY PAPERS

The delegation met with representatives of a series of departments involved with the **production of parliamentary papers**. This included all elements of this process including gathering the relevant information, data handling, design of documents, printing, and distribution. Discussions centred on the evolution of the processes for the distribution of papers and the vote bundle, including how **the Vote Office has moved away from delivery of papers to individual Members, to distribution points around the House**. The UK Parliament brought the printing process in-house to guarantee production of papers, eliminating reliance on external companies. **This resulted in cost-savings, as well as a diversification of services offered to in-house teams**. The delegation found this of particular interest, as the National Assembly of Namibia currently outsource their

printing requirements, resulting in long delays as a result of turnaround times. The delegation also found difficulties in finding printing shops with a great enough capacity to produce all the required materials within budget.

Discussions also focused on **the benefits that could be provided by digitising the services offered to Members**. The House of Commons had recently commissioned the creation of an app which provided all the information needed by Members in an attempt to reduce the necessity for hard copies. **UK staff also emphasised how utilising digital products such as indesign greatly increased efficiency of processes**, as well as automating data usage across teams.

The delegation then toured the UK Print Services facilities, meeting with the team running the machines, and discussed technical specifications, and what systems might suit the National Assembly of Namibia. The delegation also discussed how the team was managed in a shift pattern to ensure that the printing unit was in operation around the clock. Aside from the scale of the parliaments, there were many points of similarity in regards to ensuring Members had information in a timely manner.

PARLIAMENTARY RESEARCH

The second day of the programme was dedicated to **exploring the research functions of Parliament** in a variety of manifestations, from the research provided to Members by their staff

to academic research provided to all Members by the House of Commons Library. This was of particular interest to the delegation, as expansion of the library and research facilities offered to Members was a priority for the National Assembly.

Meetings with Members' research staff led to discussions of resources available to Members in Namibia, and how these could be improved, despite financial constraints. **Currently Members in Namibia do not have a provision for support staff, and hence are expected to undertake their own personal research.**

The delegation then met with the House of Commons library, giving a series of presentations on how research is undertaken and publicised. **The presentations laid out the structures of the library, its staffing, and its underlying research principles.** Emphasis was given to the public facing elements of the library, and how the production of research is made available to the public, as well as Members.

A key area of interest to the delegation was the **distinction between party research, and the impartial research provided by Parliament.** Ensuring the impartiality of research was raised as a difficult element to ensure, particularly around emotive issues. The library discussed how it relies on subject experts, and has a strict set of principles to ensure a balanced approach to information provided and **the importance of maintaining confidentiality of requests.**

COMMUNICATIONS, OUTREACH, AND HANSARD

The delegation met with a range of different stakeholders in this area, **exploring how the multifaceted elements of parliament are communicated both internally and externally.** Of particular interest was a meeting with the Media Relations Team, during which communications strategies were discussed more broadly. This included discussions around the importance of the relationship between Parliament and members of the media. It was discussed how it was **critical to ensure unfettered access to parliamentary**

proceedings by members of the press, but at the same time working to ensure that Parliament was portrayed in a positive light where possible, and mitigating more negative stories through careful strategising, and maintaining of strong working relationships.

The delegation also met with Daniel Bond, Editor of The House magazine, produced and distributed across Parliament. The National Assembly of Namibia has a similar publication, and were interested in the overlaps and differences between the two publications. Discussions were also held about **the different methods by which parliamentary news can be communicated, returning once again to the benefits of digitalisation,** with Daniel discussing how The House shares its content digitally and across a variety of platforms.

An afternoon was then spent with the House of Lords Hansard department, observing the reporting process and how this feeds into the wider production of parliamentary papers. **This also included a tour to the broadcast unit, an area which the delegation indicated it was interested in pursuing itself.** The National Assembly of Namibia was considering what systems it could install in order to broadcast its own proceedings across radio, both nationally and locally, and hence were particularly interested in this area.

PARLIAMENTARY DIGITAL SERVICES

The final day of the programme was spent with Parliamentary Digital Services, which operates across both Houses. The programme areas of interest indicated by the delegation, **included cybersecurity – an increasing threat to all parliaments.** Organised by the UK's Parliamentary Digital Services team, the programme touched on how PDS supports the printing services, cybersecurity, and the additional services provided to Members. A particular point of interest was the resources provided to Members, such as computing equipment, ipads, and mobile services, and how this was critical to the functioning of a legislature in a world that is increasingly digitally connected.

ABOUT CPA UK

The international Commonwealth Parliamentary Association (CPA) is the professional association of all Commonwealth parliamentarians, an active network of over 17,000 parliamentarians from 185 national, state, provincial and territorial Parliaments and Legislatures.

The Commonwealth Parliamentary Association UK Branch (CPA UK) is one of the largest and most active branches in the CPA community and delivers a unique annual programme both in Westminster and overseas. Overseen by the Houses of Parliament and governed by an Executive Committee of cross-party bicameral parliamentarians, CPA UK undertakes international parliamentary outreach on behalf of the UK Parliament and the wider CPA.

With a specific focus on parliamentary diplomacy and parliamentary strengthening activities, CPA UK seeks to foster co-operation and understanding between parliaments, promote good parliamentary practice and advance parliamentary democracy through a variety of international outreach activities and multilateral programmes. Its work is divided into three regions, which include national, regional and provincial legislatures and the legislatures of Overseas Territories:

- Americas, Caribbean, and Europe
- Africa
- Asia- Pacific

Working closely with parliamentarians and parliamentary officials, CPA UK focuses its bilateral and multilateral outreach activities on a number of areas, including parliamentary practice and procedure, and themes including human rights, public financial scrutiny, sustainable development, equal access to political and economic empowerment and democratic strengthening through election observation.

PARTICIPANT THOUGHTS

"The most relevant items on [the] programme was the Vote Office, Publication, Print and Hansard/ Official Report. The Vote Office showed that you can run a central and cost effective distribution of the Official Report and other documents. The publication office has showed that with technology you can have a greater reach to citizens and other stakeholders when releasing reports and publications especially on the website and social networks. The Print Office also gave a lot of insight especially with what type of machinery would be required to set up a print shop. The Official Report was also a major engagement especially the visit to the House of Lords, showing that again with technology you can have a faster output of the Hansard. The voice-to-text system proved something to be desired for."

Jan Christiaan, Chief System Administrator

Day 1 - Monday 19 March 2018

Printing and Distribution of Parliamentary Papers

House of Parliament, UK

TIME	SESSION
1000	Participant Arrival at House of Parliament, Cromwell Green (please see map page 10)
1015 - 1030	Welcome & Programme Briefing <p>This session will offer a background introduction to the programme, its structure and the impact, objectives, and outcomes.</p> <p>Speakers: Susie Latta, Head of International Outreach, CPA UK Yash Chandra, Africa Regional Programme Manager, CPA UK</p>
1030 - 1130	Session 1: The Role of the Vote Office and the Distribution of Parliamentary Papers <p>This session will explore the work of the Vote Office, including the key papers distributed to Members. This session could touch on the establishment of the vote office, what papers are most keenly read by Members, key challenges in a time-limited environment, and adapting to changing political time frames. This session could also explore contemporary developments in the distribution of papers, and the role of digital means of distribution.</p> <p>Speakers: Catherine Fogarty, <i>Vote Office, Chamber and Committees Team</i></p>
1130 - 1300	Session 2: The Printing Unit <p>This session will be held in Parliament's printing unit and will comprise of a tour of the facilities available on-site, and the processes implemented. This tour will be followed by a question and answer session allowing any questions to be raised by the delegation, and touching on design, distribution and printing.</p> <p>Speakers: Tony Hilton, <i>Print Production Manager, Chamber and Committees Team</i> Barry Underwood, <i>Head of Distribution, Vote Office</i></p>
1300 - 1400	<i>Lunch</i>
1400 - 1500	Session 3: Procedural Publishing <p>Building on earlier discussions this session will explore in more detail the logistics of ensuring the production of procedural and parliamentary papers.</p> <p>Speaker: Thomas McVeagh, <i>Procedural Publishing Team, Chamber and Committees Team</i></p>
1500 - 1600	Session 4: Promotional Materials and Parliamentary Participation <p>This session will explore the production of promotional materials for the UK parliament, and will touch on the underlying aim of promoting the work of parliament to the electorate, and the methods by which this is achieved.</p> <p>Speaker: Fiona Green, <i>Participation, Communications And Audiences Team</i></p>
1600	<i>End of day 1</i>

Day 2 - Tuesday 20 March 2018

Parliamentary Research

House of Parliament, UK

TIME	SESSION
1000	Participant Arrival at House of Parliament, Cromwell Green (please see map page 10)
1010 - 1140	<p>Session 5: Tour of the Houses of Parliament</p> <p>This tour will give an introduction to the buildings and the history of the Palace of Westminster and its current iteration.</p>
1200 - 1300	<p>Session 6: The role of Parliamentary Researchers</p> <p>This meeting will explore the role of Member's researchers, and the work they undertake on a day-to-day basis. This session will also touch on the different remits of Members research in contrast to the work undertaken by the House research department.</p> <p>Speakers: Tom Regan, <i>Office of Martin Whitfield MP</i> Hannah Carson, <i>Office of Ian Murray MP</i></p>
1300 - 1400	<p><i>Lunch</i></p> <p><i>Houses of Parliament Research Department Programme</i></p>
1400 - 1430	<p>Session 7: The House of Commons Library and its Research Service</p> <p>Introduction with David Hirst, <i>Research and Information</i></p>
1430 - 1500	<p>Session 8: The Members' Library Front of House Service</p> <p>Publishing and printing information for the Commons Business.</p> <p>Speaker: Claire Catherall, <i>Customer Operations Manager</i></p>
1500 - 1530	<p>Session 9: Communicating Research</p> <p>Speaker: Lina Jovaisaite, <i>Marketing and Communications Manager</i></p>
1530	<i>End of Day 2</i>

Day 3 - Wednesday 21 March 2018

Communications, Outreach & Hansard

House of Parliament, UK

TIME	SESSION
0910	Participant Arrival at House of Parliament, Cromwell Green (please see map page 10)
0930 - 1015	Session 10: Tour of the Education Centre Situating at the Northern end of the estate, this tour will visit the facilities specifically designed to promote the work of the UK Parliament, especially to children and younger visitors. This tour will provide an opportunity to explore alternative methods of parliamentary outreach.
1030 - 1100	Session 11: Production of the in house Magazine Similarly to Namibia, a parliamentary magazine is regularly produced and distributed across the House and more widely. This meeting will provide an opportunity to discuss the broader aims and achievements of the production of such publications, as well as common challenges. Speakers: Daniel Bond, <i>Managing Editor, The House Magazine</i>
1110 - 1155	Session 12: Managing External Communications This meeting with the House of Commons communications department will touch on both communications related to news items regarding the House as a whole, but also the resources allocated to committee communicating the work undertaken by Select Committees. This session will also touch on engagement strategies for external press relationships. Speakers: Alasdair Rendall, <i>Communications, Media Relations Team</i>
1200 - 1300	Session 13: View Prime Minister's Questions Sat in the Commonwealth Gallery this will be an opportunity to witness the Prime Minister take questions from Members of the House of Commons, including from the leader of the opposition.
1300 - 1400	<i>Lunch</i> <i>House of Lords Hansard Programme</i>
1400 - 1445	Session 14: Hansard Meet with John Vice, Editor of Debates
1445 - 1615	Session 15: House of Lords Question Time With a Hansard reporter, visit the Chamber and see how reporter works with digital audio to produce the Official Report
1630 - 1700	Session 16: Printing Meet Kath Kavanagh, Clerk of the Printed Paper Office
1700 - 1730	Session 17: Broadcasting Meet with John Angeli, Director of the Parliamentary Broadcasting Unit
1730 - 1830	Session 18: Sub-editing Meet Hansard Managing Editors, Q&A with John Vice
1830	<i>End of Day 3</i>

Day 4 - Thursday 22 March 2018

Parliamentary Digital Service

House of Parliament, UK

TIME	SESSION
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0930	Participant Arrival at House of Parliament, Cromwell Green (please see map page 10)
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Parliamentary Digital Services Programme (to be escorted by CPA UK staff)

1700	<i>End of Day 4</i>
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LIST OF PARTICIPANTS - NAMIBIA

DR. JOHN SHIMANENI

Position: Director: National Assembly of the Republic of Namibia

Division: Library and Computer Services

Responsibilities: -

- Manage and direct strategic planning of the Information and library department of parliament
- Budget Planning and Execution
- Maintaining Service Level agreements
- Monitoring and evaluation of Information assets
- Budget allocation and evaluation of performance agreements
- Risk Management and compliance

Qualifications: BSc, MSc, LLB, MBA, PHD

MR. VINCENT SINALUMBU

Position: Deputy Director: National Assembly of the Republic of Namibia

Division: Research and Information

Responsibilities: -

- Manage the affairs of the division;
- Conduct research for Members of the National Assembly;
- Edit stories for the newsletter and parliament website ;
- Responsible for marketing the National Assembly through conducting public education, post information on the parliamentary Facebook and website;
- Budget for the division;
- Supervise staff within the division etc.

Qualifications: Degree in Law

MR. JAN CHRISTIAAN

Position: Chief System Administrator: National Assembly of the Republic of Namibia

Directorate Library and Computer Services

Responsibilities: -

- Manage the IT division;
- Maintenance of Parliament IT network
- Website upgrade and maintenance
- User Support and system administration
- Procurement of IT related products
- Supervisor to 4 IT staff
- Responsible for budget and reporting for the IT division

Qualifications: BSc (Computer Science and Economics), Microsoft Certified Professional (MCP, MCSA).

LIST OF PARTICIPANTS - UNITED KINGDOM

SUSIE LATTA

Head of International Outreach

Susie Latta is Head of International Outreach in which she leads CPA UK's work on planning and delivering an annual programme of international outreach programmes on behalf of Westminster.

Prior to joining CPA UK she has held many roles in the private, public and charitable sectors and has organised a number of high profile conferences and events in the UK and overseas. Most recently she was Operations Director for The Democratic Society. She has a BA in Combined Social Science from Durham University and an MSc in Development Management from the Open University.

YASHASVI CHANDRA

Africa Regional Programme Manager

As the Regional Programme Manager for Africa, Yash is responsible for planning and delivering annual and long-term strategic programmes and advancing parliamentary democracy in the Commonwealth countries of Africa. He is also responsible for strengthening bilateral relations between the Commonwealth parliaments of Africa and Westminster. He has worked with a number of international organisations, including the UN, managing human rights projects across the World. Yash holds an MSc in Human Rights Law from London School of Economics and an MPhil in International Relations from Jawaharlal Nehru University in New Delhi.

CATHERINE FOGARTY

Head of the Vote Office

I am head of the Vote Office, which is responsible for preparing House of Commons procedural documents, such as the Order Paper and amendments, publishing them digitally and in print, and distributing the parliamentary, Government and European Union publications needed by Members, their staff and House staff. The Vote Office, through the Design and Print Services teams, also provides creative design and printing services for House teams, such as Catering, Public Information and Resources, and the Education and Engagement teams.

PRINT UNIT STAFF:

BARRY UNDERWOOD

Head of Distribution

Responsible for both Print Services and the publication distribution arm of the House. In the 1990's was founding manager of the Commons Print Unit (now Print Services).

TONY HILTON

Print Production Manager

Responsible for the day to day running of Print Services. Has considerable experience in print management.

THOMAS MCVEAGH

Head of Procedural Publishing, House of Commons

Tom has been the Head of Procedural Publishing at the House of Commons since 2011. During his time at the House of Commons he has been responsible for restructuring its printing operations to improve efficiency, as well as in 2015-16 delivering a major programme to in-source printing operations from a third party supplier. In 2014 Tom took on responsibility for the electronic preparation and publishing of procedural documents (Order Paper, Bills, Amendments) as well as the Official Report. Tom's team is also responsible for brand and graphic design for the House of Commons.

Tom has worked in publishing and communications roles in the public sector for twenty years. Before joining the House of Commons he was Head of Publishing for the Qualifications and Curriculum Development Agency (a major education sector government agency), encompassing responsibility for digital communications, writing and editorial services, graphic design and branding; before that he was Head of Online Publishing at Arts Council England (the development agency for the arts in England).

LIST OF PARTICIPANTS - UNITED KINGDOM

FIONA GREEN

Public Enquiry Service

Fiona Green has worked in the House of Commons in various roles for over 20 years, initially in the House of Commons Library supporting the work of Members of Parliament before moving to work in public facing roles in 2006. Fiona currently manages the public enquiry service for the House of Commons, leading on providing members of the public accessible and engaging information on the work of the House of Commons. As well as answering enquiries from the public, her team produces printed publications to inform and engage the public with the work of the House of Commons.

MEMBERS' STAFF:

TOM REGAN

Parliamentary Assistant to Martin Whitfield MP

After studying Politics at the University of Sheffield, I began working for Martin Whitfield MP in September 2017 as his parliamentary researcher and his only member of staff here in Westminster.

The role can vary significantly day by day, but my primary responsibility is to assist Martin in all parliamentary activities. It is my responsibility to organise Martin's Westminster diary, assist with speech-writing, prepare briefings, contribute to Martin's commitments on various committees and APPG's and manage all parliamentary correspondence. In Westminster, your workload is always reflective of the parliamentary business that week, and is often dependant on the interests of the member you work for.

HANNAH CARSON

Parliamentary Assistant to Ian Murray MP

I Studied British Politics and Legislative Studies at the University of Hull, during which time I undertook a yearlong placement in Parliament with senior Labour Back bencher Ben Bradshaw MP. I am now Ian Murray MP's Parliamentary Assistant and main point of contact for all Parliamentary and policy related activities and queries.

My role involves ensuring the smooth running of his Parliamentary office, as well as assisting Ian in his various roles such as membership of the Foreign Affairs Select Committee and the Parliamentary delegation to the Council of Europe. I produce detailed research for questions, articles and press releases as well as writing parliamentary speeches. I analyse, evaluate and interpret data to ensure Ian is accurately informed on key issues and identify policy areas and issues for Ian to raise in Parliament. I am also responsible for providing responses for all policy related correspondence from constituents.

DAVID HIRST

House of Commons Library

David Hirst is an expert in parliamentary research and briefing, specialising in energy policy. As the energy policy specialist in the House of Commons Library he provides impartial proactive and reactive briefing on all aspects of energy policy to MPs and their researchers in the House of Commons. David also leads the House of Commons Library's development work with other Parliaments and from January–November 2016, led and project managed the research services stream of the House of Commons' parliamentary strengthening project in the Myanmar Parliament (the 'Hluttaw').

CLAIRE CATHERALL

Customer Operations Manager, House of Commons Library

My work involves providing excellent customer service to Members of Parliament who use the House of Commons Library. I provide operational and administrative support, including overseeing the processing of Parliamentary Papers and Business Briefing papers; I organise In House promotional events & customer engagement initiatives and continually review areas of work where improvements can be made to service delivery. I also work with Members on a daily basis assisting with research enquiries from themselves and their staff. I began my career in 2006 as a Visitor Assistant in Parliament, delivering tours to members of the public, before moving into the Library in 2009.

ACKNOWLEDGEMENTS

CPA UK would like to thank all those who kindly gave up their time to meet with the delegation throughout the course of the programme.



CPA UK

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