REPORT

Workshop
ICT Strategic Planning
in the Caribbean Parliaments

27 - 29 September 2010
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Project funded by the European Union
Introduction

The Workshop “ICT Strategic Planning in the Caribbean Parliaments” was held from 27 to 29 September 2010 at the Accra Beach Hotel in Barbados. The event was co-organized by the United Nations Department of Economic and Social Affairs (UNDESA), through the Global Centre for ICT in Parliament, and the Caribbean Centre for Development Administration (CARICAD).

The workshop brought together 26 participants, including Clerks/Secretaries General, ICT Directors and staff from 12 parliamentary chambers. The event provided a regional platform to raise awareness among the Caribbean parliaments on the potential of ICT in parliament and on the importance of strategic planning for the effective adoption and integration of ICT in parliamentary processes.

Participants were briefed on the key steps of the ICT strategic planning process in parliament through the analysis of best practices and case studies. A draft of “Guidelines for Strategic Planning in Parliament” was presented to the workshop participants for discussion and comments.

The programme of the workshop was shaped around the basic stages of the strategic planning process as described in the draft Guidelines, namely: 1. Analysis of the Current State; 2. Envisioned State and Choices; 3. Gap Analysis; and 4. Definition of the Strategy and the Plan of Actions. The first day helped to set the stage for the subsequent sessions through an overview of the ICT Strategic Planning process and presentations by participants on the state of ICT and ICT Strategic Planning process in their parliaments. The concluding session on the third day focused on regional inter-parliamentary cooperation.

This report summarizes the presentations showcased during the different sessions and highlights the main points of discussion. The summary of the proceedings follows the structure of the programme.

The programme of the workshop and the list of participants are enclosed as an Annex. The presentations delivered during the event are available at: http://www.ictparliament.org/node/1465

The Workshop represented the kick-off of the Project “Support to ICT Strategic Planning in the Caribbean Parliaments” funded by the European Union through the “ACP-Information and Communication Technologies [@CP-ICT] programme”. The Project is implemented by UNDESA in collaboration with CARICAD.

Opening Session

Ms. Jennifer Astaphan, Executive Director of CARICAD, welcomed all participants and provided a brief background on CARICAD’s mandate and its work. She explained that CARICAD is partnering with UNDESA in the implementation of the project “Support to ICT for Strategic Planning in the Caribbean Parliaments”.

Mr. Gherardo Casini, Head of the UNDESA Office in Rome, stated that about one year ago the Global Centre for ICT in Parliament declared its intention to engage with parliaments of the Caribbean in a collaborative process aimed at better harnessing technologies in parliamentary settings. The workshop “ICT Strategic Planning for ICT in Parliaments” is the first step of this collaborative process and is intended to provide a platform for key actors in the region to discuss the potential of ICT in Parliament and the importance of the planning process for the effective integration of ICT in the parliamentary environment.

Mr. Casini emphasized that the workshop was the start of a process supported by the funding if the European Union. Through the project “Support to ICT for Strategic Planning in the Caribbean
Parliaments’ technical assistance will be made available during the next year for those parliaments willing to engage in a strategic planning exercise.

Mr. Casini stressed the role of the Global Centre for ICT in Parliament as the transition to a global Information Society accelerates. He pointed out the importance of workshops such as this one, along with increased partnerships and greater cooperation among parliaments, citing the need for parliaments to be able to rapidly adapt to ever changing technologies in order to maintain high standards in parliamentary proceedings.

Mr. Casini also spoke briefly about the work of the Global Centre for ICT in Parliament. The Centre is a hub for technical assistance and functions as a clearing house for information, research, and innovation in the use of technology in parliament. It has assisted in strengthening the capacity of parliaments over the last five years, increasing accountability, transparency and participation. Two World e-Parliaments Reports were produced in 2008 and 2010 and outline the efforts of legislatures in harnessing ICT. The partnership with CARICAD is one of the newest collaborative efforts for the Centre.

Mr. Michael Carrington, Speaker of the House of Assembly of Barbados, expressed a sense of excitement over the workshop, being the first of its kind to take place in the Caribbean, and stated that it was an honour to have been chosen as the host country for such an event.

He stated that the Parliament of Barbados is the third oldest in the Western hemisphere, very rooted in traditions and often been resistant to change. However, live broadcasting is now done for both Houses of the bicameral legislature and there is live streaming for some proceedings. He reminded participants that some of the Westminster traditions that are rooted in many of the parliaments of the Caribbean are out of step with the technologies being used by parliamentarians in other parts of the world. Upon reflection on these traditions, and the rapid advances in technological devices available, Mr. Carrington highlighted that parliaments are faced with the challenge of finding a way to use ICT which is relevant to the current technological age. He pointed out that ICT has potential benefits in many spheres of parliamentary activities. He regarded the workshop as timely, and suggested that there is a need for continued collaborative action to support parliaments in the region.

**Envisioning, Planning and Managing for e-Parliament**

The session was chaired by Ms. Astaphan. Mr. Jeffrey Griffith, Senior Advisor of the Global Centre for ICT in Parliament, presented the major findings from World e-Parliament Report 2010 and provided an overview of the ICT Strategic Planning process in Parliament.

**Mr. Griffith** highlighted that ICT is dramatically changing the political environment and that parliaments need to use ICT to be more accountable, transparent and accessible. Based on a survey conducted by the Inter-Parliamentary Union in 2006 regarding trust in national institutions, citizens appear to have the least amount of trust in parliamentary bodies.

Mr Griffith explained that the results of the World e-Parliament Report 2010 are based on a survey conducted by the Global Centre for ICT in Parliament in 2009. The survey received responses from 134 chambers in 109 countries.

In the area of communication with the public the results of the survey highlighted some improvement since the first survey conducted in 2007. There has been an increase in the use of e-mails and websites. Audio and video technologies will be predominant in the upcoming years, including webcasting of
parliamentary sessions and Parliament TV channels. There is expected growth in the use of interactive technologies such as online discussion groups, polls, e-petitions and e-consultations. Difficulties may arise due to the fact that some members of parliament are not familiar with common technologies, and that some citizens are not familiar with the legislative process, therefore impeding the flow of communication.

Websites have become the primary means by which parliaments can achieve the goals of transparency and accountability. Nearly every parliament in the world has a website, though many are not being used optimally (e.g. 55% have not implemented standards for access by persons with disabilities; 1/3 do not provide text and status of proposed legislation).

Systems and standards for documents are essential for improving the efficiency of a parliament’s operations and enabling legislatures to achieve transparency and accessibility. Fewer than 50% of parliaments have a Document Management System for managing bills, only 25% use XML. It can take from two hours to two weeks to publish parliamentary proceedings.

In the area of libraries and research services there have been some improvements in technical capacity for ICT since 2007, but overall the progress has been limited. Some parliamentary libraries have become leaders in integrating technology into their work in new and innovative ways. Others still have inadequate resources for training and lack access to the necessary technology. Only 58% of parliamentary libraries are connected to Local Area Networks.

Building a robust and flexible technical infrastructure poses continuing challenges. 96% of parliaments have a LAN but only 72% state that all members and committees are connected. There is also a need for more applications to support legislative and oversight work.

Mr. Griffith explained that the World e-Parliament Report provides an overall description of the state of e-parliament in 2010 based on six key areas: Oversight and Management, Infrastructure, Systems and Standards for Documentation, Library and Research Services, Websites and Communication between Citizens and Parliaments. A composite score was developed for each parliament on a scale of 0 to 100, with results ranging from 13.5 to 82.7%. Those with the highest scores of e-Parliament adoption made up only 20% of respondents. The level of adoption has a direct impact on Members of Parliament - e.g. 20% do not have a personal computer at their disposal; 31% do not have access to the parliament’s intranet.

The survey showed that the gap between technically advanced parliaments and less advance parliaments is growing larger, which calls for a need for increased cooperation and collaboration, which can be both effective and inexpensive. It also raised the fact that many parliaments need and/or want assistance from other parliaments, especially in strategic planning. However, the level of assistance from other parliaments is low, demonstrating what Mr. Griffith called the ‘assistance gap’.

However, there are numerous opportunities for ICT cooperation - which are illustrated by the e-Parliament Framework 2010-2020, as proposed by the Board of the Global Centre - that enable the improvement of policy development, the enhancement of communication links between citizens and their parliaments, the increase of inclusive access to laws and legislation, the implementation of ICT for parliamentary functions, and the establishment of a sustainable technical assistance programme.

Mr. Griffith emphasized how imperative it is for a parliament, in today’s age of the Information Society, to realize the potentials of ICT in their parliamentary functions, in order to fulfil their responsibilities, and to achieve high levels of openness and accountability. In order to begin such a process, a strategic plan for technology is required.

Strategic planning is a process. Strong leadership is essential for success in strategic planning as well as the involvement of all stakeholders. There should be the capacity and commitment to manage change, and a willingness to state a vision, values and goals. Resources, knowledgeable
staff and funds are needed, as well as wanting to engage with and learn from the international community. Leadership for the process could come from several sources - e.g. Speaker/President, Committee, Clerk, Director of ICT or a single member - though to a certain extent the cooperation of all is necessary. A strategic vision must be challenging, realistic, exciting and measurable, and should be built upon teamwork and involvement of all stakeholders. The need for change must be clear to all involved. This process can be challenging for parliaments who are accustomed to making decisions through a political process of discussion and compromise, because strategic planning is quite a different process.

The World e-Parliament Report 2010 summarizes the current status of parliaments regarding Strategic Planning. 59% of parliaments report having a well-managed strategic plan, though many plans lack measures of success and regular updating. Mr. Griffith concluded his presentation by reiterating the urgent need for effective implementation of strategic plans in many more parliaments.

Discussion
Regarding the financial challenges it was suggested that financial resources tend to follow ideas and leadership, therefore it is often best to start with limited resources, and if the job is well done, more resources will follow. ICT costs can range from 3-5% of a total budget and can take time to implement. Great benefit can be derived from investing in training for staff in ICT.

The Parliament of Barbados found cost to be a major factor for upgrading ICT and therefore used an incremental approach to get members support for more funds. It was highlighted that strategic planning, being a process which is ongoing, allows for incremental improvement.

Regarding support from members of parliaments for the establishment of an ICT Strategic Planning group, it was stressed that members should be included in the Committee, putting the Secretary General/Clerk or a knowledgeable, ICT savvy member as chair.

When asked about what assistance the Centre can provide for engaging members, the response was the project can provide technical assistance in the form of expertise for the strategic planning process, but parliaments must determine their own priorities and lead the process for future investments in ICT. It may be necessary to have meetings between members and ICT experts.

It was noted that the most important first step in introducing ICT in parliaments is building a network. Networks are a good place to start to connect everyone. It is important for IT experts to consult with users when making final decisions. Special training can be provided for members, though not all of them are willing to undertake it. There must be a focal point for leadership in the parliament itself in order for there to be success.

Antigua and Barbuda asked for information on what has been done in each country as a basis for garnering support nationally. The Centre unfortunately does not have such detailed information to provide, but can assist in connecting parliamentary officials with each other.

The State of ICT use in the Caribbean Parliaments: Presentations by Participants

During this session, chaired by Mr. Franklyn Michael, Programme Officer at CARICAD, parliamentary delegations made a presentation on the state of ICT and ICT Strategic Planning process in their parliaments.

Antigua and Barbuda
Mr. Terry Ephraim, E-commerce Coordinator, Ministry of Information, and Alison Peters, Deputy Clerk of the Parliament, presented information on the new parliament building which was commissioned in 2006. It was designed specifically with ICT in mind. The building contains a fully equipped media gallery, with a capacity of 250 people. There is access to the central government data centre, located on the lower level, and the building is equipped with high speed Internet.
Currently, there are 52 users of ICT, which include members of parliament. Each sitting of parliament is broadcast via radio, television, and Internet, and the building is set up with wired and Wi-Fi Internet access, 19 computers, and other technical hardware and software (including SQL for their database, and MS Office). The Parliament does not have its own website, and therefore information to be shared with citizens can be found on the official website of the Government of Antigua and Barbuda.

There is currently no national ICT Policy, though the Parliament hopes to set up a Strategy Implementation Unit and develop a five-year Strategic Plan to strengthen the ICT infrastructure for both staff and members. Other goals include improving document management and developing an intranet/website. The main challenges that the Parliament faces are financial constraints, resistance to change and the recruitment and retention of highly skilled ICT staff (currently the Parliament does not have its own IT staff).

Barbados

Mr. Pedro Eastmond, Clerk of the Parliament, discussed the mixed state of ICT in the Parliament of Barbados. Though improvements have been made in areas such as capturing debate proceedings, there seems to be general lack of formal strategic planning. While in the past there were only 3 copies available to be used by 27 Members of Parliament, the Parliament currently makes the Hansard available online and readily accessible. Order papers, resolution papers and bills are also available online for all members to access. This has reduced the time required for getting papers to members. The Government was accustomed to having order papers faxed to them. Despite having the papers online, stakeholders have shown resistance in adopting the newer, faster and more efficient methods. In addition to audio recordings of proceedings, video is now also available.

Mr. Eastmond highlighted that the success of an ICT programme is not measured simply by equipment used, but ultimately by the number of trained ICT personnel. In order to achieve better results, experts are needed. He also suggested finding more economical ways for smaller parliaments to adapt certain technologies. He communicated some members’ concerns over the use of laptops in parliament. Due to an existing standing order which states that when a member is speaking, others should pay close attention, the use of laptops may constitute a distraction. He also mentioned that the parliament is equipped with the technology to replay speeches, but it is not used. Finally, he suggested that standing orders be changed where necessary in order to accommodate the greater use of technology, and that the printing of all parliamentary documents should be done in parliament.

The main challenges that the Parliament faces are the introduction of new equipment to a building over 300 years old - now considered a national heritage site - and the resistance to change by some Members of Parliament who, for example, still prefer to have hard copies delivered to them.

Belize

Mr. Eddie Webster, Clerk of the Parliament, expressed concern regarding the Parliament’s relative lack of ICT use. In 2008, an attempt was made to set up a website but the site was not maintained and the information not updated. The network is provided by the Government. The parliamentary staff consists of only 8 people. The Hansards from 2005 have not yet been published.

Mr. Webster looks forward to gaining knowledge about what he can do to make sure that citizens get necessary information in a timely manner, since he believes that some of the poverty is due to the fact that people do not have access to basic information. He also reiterated the need for technical assistance.

Dominican Republic

Ms. Catalina Olea Salazar, responsible for access to information of the Chamber of Deputies, discussed the Chamber’s new system which was introduced in 2004 following the passage of the Information Act. Since 2007, efforts have increased and information is now being uploaded onto the
webpage. The websites were changed to make them more user friendly, and all information related to legislation and all proceedings were published and uploaded onto the website.

There were some weaknesses to the system. In some cases, it is difficult to search for information without the proper background knowledge, therefore limiting the accessibility of the information to the people. For those that have difficulty finding information, a system has been established where citizens can make requests or queries and parliament has up to 15 days to provide an answer for non-urgent matters. However, this is a fairly lengthy process, and ideally the system should be able to respond to queries the same day. Ms. Salazar stated that more people are now using the service (a 300% increase since the start in 2007). Staff also reach out to rural communities by going there and explaining how to access information from the Public Information Access Office.

Each member uses a laptop in the chamber, and they also have blackberry and intranet services, which they utilize for decision making and communication purposes. The goal is to simplify the information provided to the public and make it available in a timely manner and to establish social networks for improving systems.

Grenada
Mr. Raphael Donald, Deputy Clerk of the Parliament, stated that the Parliament currently does not have a dedicated building which was destroyed by Hurricane Ivan in 2004. The construction of a new building will be funded by the Government of Australia and will begin next year. This is an opportunity to ensure that the new parliament building is equipped with all the necessary tools. A Documentation Centre will also be included in the new building.

There is no in-house IT Unit and so work is done in collaboration with the Government Information System (GIS). All TV networks record select sittings of parliament, and later rebroadcast them as news items. There are currently two TV networks and the GIS with web streaming capacity. All members of staff in parliament have access to Internet and use e-mail.

Parliamentary sessions are streamed live by an Internet based radio station, although cassette tapes are still used. Recordings of parliament are transcribed, however the problem is now that transcribers are no longer being manufactured, therefore highlighting the need to invest in digital equipment. Transcripts are currently made on cassettes but are available upon request. Unfortunately, due to Hurricane Ivan in 2004, a large amount of information was lost.

Parliamentary staff is ready for change and wants to move forward with new ICT technologies.

Guyana
Mr. Deo Dookie, Systems Development Coordinator, National Assembly, stated that a resource centre was created through the assistance of the United Nations Development Programme (UNDP). The resource centre is set up with 85 computers, as well as copiers and printers. Internet access is now available to parliament, though members are still using free e-mail services (e.g. Google, Yahoo, etc.). The National Assembly intends to develop the website using open source software and to meet the 2008 “Guidelines for Parliamentary Websites” of the Inter-Parliamentary Union. Currently there are 90 staff members in parliament who use Windows software (Microsoft packages). Voice recognition software has also been used to convert discussion to text, but there is no data available to demonstrate how successful it has been.

Haiti
Mr. Francois Joseph Jobner, Director of Human Resources, Chamber of Deputies, discussed the difficulties of the Parliament of Haiti. The Parliament is made up of 2 chambers, but the infrastructure was completely destroyed by the earthquake. The staff works now in a limited space without proper facilities. The systems are being rebuilt with the help of UNDP and other donors. A database with information about plenary sessions is currently available, and the Chamber of Deputies has implemented a programme of administrative reform.
Mr. Jobner highlighted the urgency of building a Documentation Centre for archiving, and creating a temporary facility for the opening of the fourth legislature.

**Jamaica**

Mr. Merrick Brown, Information Technology Officer of Parliament, stated that the staff of the Parliament is composed of over 50 members, each with e-mail addresses, who are divided among several departments (Hansard, Library, ICT, etc).

The schedule of meetings is always issued on the website on the Friday before sittings. The website is an ongoing issue, but has seen some improvement. Documents have been scanned and archived and are available electronically. Order papers, which were previously out-sourced, are now done in-house, and are always placed on the website before sittings. Webcasts are done in collaboration with the GIS, and are provided only on special occasions. The Hansard department still uses cassettes but is moving towards digital recording. Some members still use WordPerfect but they are moving towards the use of Microsoft Word. Minutes, and documents being tabled, are available in 5 minutes on the website.

The main challenges are the resistance to change and to the use of digital recordings, and the adoption of Microsoft Word rather than WordPerfect. It was also highlighted that the position of IT Officer is new and steps are being taken in small increments.

**Saint Kitts and Nevis**

Mr. Jose Lloyd, Clerk, National Assembly, stated that the Parliament is made up of 15 members, and a staff of 3, none of whom are permanent parliamentary staff, but are attached to other departments in the government. The staff is assisted by other civil servants and the GIS.

There are no set dates for parliaments, so notices must be printed and hand-delivered to all the key stakeholders. Concern is often raised with regard to timely delivery in Nevis. GIS records meetings and delivers the recordings to Administrative Clerk for transcription, which are then stored on discs and tapes. However, there is no general library for storing purposes. Live streaming of proceedings takes place with regular rebroadcasting on TV and radio. The goal is for each member to have a laptop computer.

**Saint Lucia**

Ms. Lyndell Gustave, Deputy Clerk of the Parliament, and Ms. Adela Arthur, Administrative Assistant, described the difficult state of ICT use in the Parliament, which is currently entirely dependent upon Government ICT services. The Chamber does have Internet access but nobody makes use of it. Some members of parliament have government-provided e-mail addresses. Every member has access to the server which contains all information. They have been faced with the problem of storing cassettes and are now trying to digitalise the proceedings. All proceedings are currently being broadcast by external media. The Parliament does not have an independent IT unit, website, or library. Ultimately the Parliament would like to have more independence from the Government. The main challenges are the lack of space and human resources, financial constraints and dependence on Government for recruiting and financing.

**Saint Vincent and the Grenadines**

Ms. Janeel Drayton, Deputy Clerk, Parliament, stated that the Parliament has a small staff of six people. The system has a fiber network and a server with assigned email addresses. The current policy limits access to parliament related information only. The general news service is responsible for recording sessions, from which transcripts are made. Documents go as far as back as 1994, and are currently kept on diskettes. It has been a challenge to convert these documents to modern electronic/digital formats. Currently, they have not yet reached the stage in which parliamentarians have their own laptops. However, they are making efforts to have one central computer accessible to all parliamentarians. Live webcasts are conducted but only for special occasions.
In general, there is a lack of space and a lack of trained or knowledgeable staff. There is a resistance to change and the need for training in the use of new systems. Infrastructure is poor. Since the chamber is also used by the judiciary, the Parliament cannot have a setup for their use only. Hansard is the only digital system used, the rest is still done on paper. The Parliament does not have its own website. Information is published on the Government site available.

Plans for the future include making public information completely accessible online, and digitizing documents so that searches and queries can be made with increased efficiency. The Parliament would also like a video and audio archive, and an online library. The hope is to increase social media, build the number of computers for members, and have all webcasts streamed online.

**Trinidad and Tobago**

Mr. Garreth Ferguson, Head of IT of the Parliament and Mr. Naeem Ali, Information Systems Administrator, described the Parliament as being made up of 150 staff members, divided into a bicameral system, with 17 different committees. Currently, parliamentary proceedings are broadcast on radio and television, with live stream via the web also available. Sign language is provided for the hearing impaired. The Parliament is seeking to further improve website access for persons with disabilities. Various forms of social networking are used including Facebook, Twitter and Really Simple Syndication (RSS) feed. The Parliament is moving away from recording on cassette tapes and using Total Recorder to record proceedings. It has also been looking into other software, such as Dragon and FTR. Hansard reporters are currently used. Content management systems are being established for the distribution of parliamentary proceedings using open source standards, attempting to model the approach used in Africa. Forty-one constituencies are currently managed and they are all computerised. The Parliament currently supports approximately 180 computer workstations.

The goals are to achieve a Parliament Distributed Management System, integrate with mobile services, and to achieve full accessibility and usability for members.

Major challenges are as follows: lack of a unified vision; varying levels of interests from members of parliament; delays caused by users being unfamiliar with the system; lack of sufficient resources (human, financial and time) to take the essential next steps.

**Discussion**

It was highlighted that a dedicated IT unit in parliament is necessary for rapid progress in ICT in legislature, just as it is also important to learn how to use the ICT equipment and capacity which may already exist. It was also reiterated that it is often difficult to get additional resources for parliament relative to other national needs.

In response to the challenge regarding the distraction of using laptops in parliaments, it was noted that culture may be a deciding factor in terms of how the technology is received and used by parliamentarians. As regards members’ preferences for hard copies, ultimately it comes down to individual preference. It also may be a matter of age and what has been customary thus far.

It was also noted that the Worldwide Web Consortium (W3C) has guidelines for building websites so that they are accessible to persons with disabilities.

Capacity will need to be addressed in the broad national plans. The capacity of the technology, as opposed to intended use, is an issue that must be faced. The range of services that the parliaments provide and the requirements for the technology will influence the decision regarding the kinds of systems that should be introduced.

With regard to funding for countries with special challenges (e.g. Haiti), it was highlighted that the Global Centre for ICT in Parliament can provide some level of technical assistance. Most of the funding for parliamentary development programmes, however, comes from bilateral and multilateral assistance at country level.
Presentations and discussions depicted a situation where needs and priorities differ significantly among the various parliaments who require therefore different kinds of assistance. CARICAD expressed the view that Haiti’s special circumstances need to be considered. The opportunity now exists when a new parliament building is constructed for taking ICT into account.

Day 2 - Tuesday, 28 September 2010

**Step 1 of the Strategic Planning Process: Analysis of the Current State**

This session, chaired by Ms. Jacqueline Sampson, Clerk of the House of Representatives of Trinidad and Tobago, focused on how to assess the state of ICT in Parliament, what information to gather and what methods and tools to use.

Mr. Casini first reviewed the main objectives of the workshop namely: 1. to exchange experiences among parliaments of the Caribbean; 2. to raise awareness of the importance of the strategic planning process, its benefits and outcomes; 3. to provide inputs and comments to the draft of the “Guidelines on Strategic Planning” with the aim of improving them and better tailoring them to the need of parliaments; and 4. to schedule a series of supporting actions/missions to provide expertise to national parliaments upon request. He also introduced four expectations: 1. Commitment to the process, 2. Ownership of the process, 3. Sustainability of the process (building the internal capacity of the parliament on Strategic Planning) and 4. Partnership.

Mr Casini explained that in 2009 the Board of the Global Centre for ICT in Parliament adopted the “e-Parliament Framework 2010-2020”. This framework has specific goals and targets for the world community of parliaments, one of which being 95% of parliaments around the world to have regularly updated Strategic Plans and written Vision Statements.

The first step in the Strategic Planning process is information gathering on the current state of the parliament - its mandate, responsibilities and organisation. The assessment of the current state should answer specific questions that provide information for analysis. The assessment is an important precursor to the full strategic planning process. Assessments are based on research conducted through several methods: desk research, interviews and questionnaires. A SWOT analysis could also be used to help identify areas in which action should be taken. There should be a final report of the assessment and such reports should be updated as the strategic plan is updated.

**Discussion**

During the following discussion it was highlighted that each institution should decide on its approach to the analysis, whether starting with a SWOT (Strengths, Weaknesses, Opportunities, and Threats) or PESTLE (Political, Economic, Social, Technological and Environmental) analysis or another approach.

The use of questionnaires should be targeted to the people in parliament but also to the users, e.g. the media and civil society. Regarding online vs. paper documents for questionnaires, results have varied. However, the majority of questionnaires have been done using paper. Public participation in surveys is greater when the interviewer is able to clarify uncertain areas. Different approaches may be required for different interest groups.
Participants stressed that the “Guidelines for Strategic Planning in Parliament” are very timely and can help in both benchmarking the present state and planning for the future. It was highlighted that the guidelines should be used flexibly in relation to the specific situation and needs of the parliament.

Step 2 of the Strategic Planning Process: Envisioned State and Choices

This session was chaired by Mr. Jose Lloyd, Clerk of the National Assembly of St. Kitts and Nevis, and addressed the challenges and steps of the process of formulating the vision.

Ms. Daniela Giacomelli, Programme Officer, Global Centre for ICT in Parliament, stated that the expected results of the visioning process are a vision statement for the parliament as a whole, a vision statement for each functional area and strategic goals for services, processes and systems within each functional area. The vision for ICT should emanate from the mandate, values and responsibilities of the parliament and is best developed by stakeholders in a visioning workshop. Outputs should be immediately available for circulation and review, and the vision should be signed off at the highest level. Vision statements should inspire action, and should be clear, concise, and easily understandable, without providing technical detail. From the vision, the parliament should formulate strategic goals, paying attention that they do not overlap. Examples of vision statements were given to participants.

Discussion

During the discussion it was noted that each parliament needs to consider whether or not a vision is needed. Parliament is not a business and it is difficult to follow precisely all guidelines of strategic planning established for the private sector. Reasonable timing for the visioning process is also a contextual issue, depending very much on local situations. Regardless, however, it is advisable to always set a sign off date.

Parliaments with vision statements were invited to share them and describe their visioning process. The National Assembly of Guyana shared its vision statement and mission statement and stated that only parliamentary staff was involved in the visioning process. The House of Assembly of St. Vincent and the Grenadines focused on clarifying what parliament should be doing for the public and the differences between vision and mission statements. The Parliament of Trinidad and Tobago has engaged a consultant to support the strategic planning process in parliament. Waiting on parliamentarians to advance the process became a challenge because of differing political perspectives. The National Assembly of St. Kitts and Nevis has a challenge because most staff members are not full time and have regular jobs. Staff may not be aware of their vision statement, nor have time to properly decide on one. The efforts of the House of Representatives of Grenada are in response to the National Public Service Transformation Initiative in which there is a vision for the national public service. In the Parliament of Antigua and Barbuda all departments are required to produce vision and mission statements as part of the budget process.

Day 3 - Wednesday, 29 September 2010

Step 3 of the Strategic Planning Process: Gap Analysis

Mr. Eddie Webster, Clerk of the Parliament of Belize, chaired this session which focused on identifying the challenges that the parliament faces in realizing its vision and achieving its goals and objectives.

Mr. Carrington, Speaker of the House of Assembly of Barbados, made brief remarks before the session began. He reiterated his enthusiasm for the Project and expressed his desire to see success later on, especially with regard to the increased use of ICT by Caribbean Parliaments.
During his presentation on Gap analysis, Mr. Griffith highlighted the difficulty in getting some politicians to see the use of ICT in parliament as a priority. Parliament should be setting its own goals but it may be necessary for support staff to take the lead in the strategic planning process. It may be useful to have a vision and goals for each functional area as a first step. This could help to bridge the plans of support staff and the parliament as a whole. Gap analysis is what is missing in functional areas for best practice performance in: governance and policies, organisation, systems, technology, and human resources and services.

The annexes to the Guidelines are a useful guide for conducting gap analyses, but the templates in the annexes are still under review. Examples of ICT gaps include: outdated hardware and software; different operating systems; incompatible applications; insufficient training; and lack of user interest. Gaps can be graded e.g. small, big and very big, and can also vary by impact (big and small).

Priorities are set from the gap analysis in three broad areas: political, administrative and technical. All areas of the Action Plan cannot be treated as priority given limited resources. Political gaps—derived from members—involve core functions and processes. They are the most difficult challenges to solve. Members are often not clear on what they really want. Administrative priorities need attention to ensure good parliamentary service and reduce organisational conflicts. Technical priorities - servers, networks, document management systems, security systems - are important building blocks for accurate, timely and effective communication and information management. Technical priorities should be aligned with the other priorities to generate the greatest benefit, but major technical change can take 3-5 years. It is important to pay close attention to “wiring” in the design of new buildings. Provided that the vision is clear, systems can be improved incrementally.

Discussion
At the completion of presentation, participants were invited to discuss the challenges faced in establishing priorities. The Parliament of Jamaica identified with all the challenges described and pointed out that top level support was necessary, especially if some members did not desire major IT change. In Jamaica, there is only one person in the IT unit in parliament. There are major challenges with regard to real-time transcription skills and other skill areas. Funding is a big gap. Some job losses can occur with greater use of IT and it can become a political consideration.

The Parliament of Trinidad and Tobago had an opportunity to review and redesign its system because of the interest of the Clerk of Parliament. Members are now active users having started on less sophisticated systems. Some shareware programmes can help to reduce costs.

The Parliament of Antigua and Barbuda has benefitted from the interest and support of a “champion” Minister for ICT. This tends to generate support in Cabinet.

It was highlighted that having a strategic plan promotes continuity when administrations change, and good plans help parliaments to get funds. High profile events can create opportunities for improving the use of IT. It is helpful if there is an overall ICT Plan for the country. If there is no plan for ICT in parliament there is a challenge whenever administrations change. Attitudes towards technology can change with changing circumstances. It is important that Clerks of parliament remember that the use of ICT in parliament must be supported by appropriate plans both for accessing resources and for managing for the IT systems. The principle of appropriate technology should always be observed.

Step 4 of the Strategic Planning Process: Define the Strategy and the Plan of Actions

The session was chaired by Ms. Valerie Curtis, Deputy Clerk of the Parliament of Jamaica, and focused on how to address the challenges and formulating strategic recommendations and action plans.
Ms. Giacomelli, Programme Officer, Global Centre for ICT in Parliament, stated that the final phase of the strategic planning process aims to evaluate the possible solutions and options to address the challenge, to formulate recommendations and related activities, and develop plans of action. She emphasized that it may require several iterations to evaluate solutions, therefore grouping by process, people and technology can be helpful. It is also useful to look at the solutions already available and see what other parliaments and parliamentary organizations are doing.

Recommendations should be mapped with challenges. The level of priority should relate to the impact of the challenge. Activities follow from the recommendations. They are actual tasks to be accomplished. Actions should deliver outcomes.

Action Plans are a compilation of the critical actions that will be carried out over 3-5 years. It is the most tangible deliverable of the process. These plans should then be reviewed by officials and stakeholders before being signed off by the Clerk of parliament.

Mr Griffith stated that Strategic Planning is a process that should be subject to systematic review, especially at mid-term. Political and administrative leadership need to be involved at the highest levels of the process. Oversight is vital and may be done by an Advisory Committee or Programme Implementation Board. A project manager must be included in the process. Trained project managers are valuable resources. Monitoring and Evaluation (M&E) is a critical part of the process and should be done regularly, producing regular reports which are vital sources of information. A mid-term review assesses progress and identifies areas of concern in relation to the goals and objectives.

Assessing performance can be done by answering questions, such as: Are more citizens engaged? Are debates more transparent? Do members have access to the latest research? Are final votes immediately available?

Outputs and outcomes also need to be updated as part of the mid-term review process. Mr. Griffith defines outputs as what is provided as a result of the implementation of the plan, and outcomes as the things the expected beneficiaries intend to do. Outcomes focus on the new behaviours that derive from the outputs. Therefore, outputs are necessary for outcomes. Care should be exercised in expressing outputs and outcomes to avoid confusing the meanings of the two. Outcomes should reflect the fact that goals are being achieved and that the vision is attainable.

Discussion
A suggestion was made regarding the topics discussed on radio talk shows as a way to measure the desired outcome of greater citizen engagement. However, outcomes related to the use of new social media have proven challenging in terms of how it benefits to the political process. Though it certainly is very attractive in terms of reaching younger members of parliament, more traditional approaches may still have to be used to reach particular segments of the population.

Institutional Strengthening through Inter-Parliamentary Cooperation

The session was chaired by Ms. Jennifer Astaphan and focused on the importance of inter-parliamentary cooperation for strengthening parliaments through common information services and capacity building.

Mr. Casini first reported on the work done by the Global Centre for ICT in Parliament in the area of recording parliamentary proceedings. The Global Centre has prepared a questionnaire on capturing and recording parliamentary proceedings that will be soon circulated in the Caribbean to gather information. 36 parliaments in other countries have already completed the same questionnaire.

Results so far have shown that there is great variation in the use of technologies used for capturing and reporting information and preparing verbatim records of plenary proceedings. Eight percent (8%) of respondents publish data on their website within 12 hours of an event. Digital audio, digital
video and analogue are the most commonly used technologies, and MP and MPEG are the formats used to capture audio and video records. The sample size was very small and can only be increased in future by more countries responding.

Mr Casini's presentation focused then on the importance of inter-parliamentary cooperation and highlighted that a network of parliaments in Latin America and the Caribbean could be useful for mutual support in many ways. He stated that inter-parliamentary networking is very strong among parliaments in Europe and mentioned the European Centre for Parliamentary Research and Documentation (ECPRD) created more than 30 years ago. Similar arrangements exist in the United States of America where the State legislatures cooperate through the National Conference of State Legislatures (NCSL). In Africa, in 2008 the United Nations began consultations that led to the establishment of the Africa Parliamentary Knowledge Network (APKN).

Mr Casini also mentioned that the International Federation of Library Associations and Institutions (IFLA) has a Section on Library and Research Services for Parliaments. More than 200 libraries are represented in the network. IFLA will meet in August 2011 in Puerto Rico and it is a very good event for librarians in parliaments to attend and share their experiences.

The Global Centre for ICT in Parliament wants to explore the prospects for greater cooperation in Latin America and the Caribbean leading to the development of a parliamentary network. The Association of Secretaries General of Parliament (ASGP) will hold its next annual meeting in Panama in 2011. On that occasion the Global Centre for ICT in Parliament intends to organize a meeting dedicated to Latin America and the Caribbean to discuss the possibility of supporting the establishment of such a network.

Discussion

Participants expressed strong interest in continuing the sharing of experiences and in the establishment of a community of practice in the Caribbean region for exchanging knowledge and cooperating in the use of ICT to strengthen parliamentary processes.

The Parliament of Barbados proposed closer collaboration among parliaments of the Caribbean starting with a website for the sharing of library information. The Parliament of Trinidad and Tobago suggested that a Google group could be a precursor arrangement to a more formal network. In response to concern raised about the management of a network for Latin America and the Caribbean it was pointed out that the networks are run by the parliaments themselves with a secretariat in a particular country that can undertake the function.

Participants were then asked to express their interest in participating in the next phase of the project “Support to ICT Strategic Planning in the Caribbean Parliaments” that will foresee technical missions to the beneficiary parliaments to assess their state of ICT. The timing of the missions was discussed taking into account the needs of the parliaments and national circumstances. Parliaments' responses were as follows:

Antigua and Barbuda

The Parliament of Antigua and Barbuda would like help especially with regard to the strategic planning process. They plan to meet with all stakeholders to inform them of the gaps in the current system and reinforce the intention to move forward.

Barbados

Although they currently make extensive use of technology, the Parliament Barbados would welcome assistance in the strategic planning process because they do not have an overall plan and direction for the future deployment and evaluation of ICT.

Belize

The Parliament of Belize would welcome financial and technical assistance to decide on what is best for them with limited resources, since they currently use very little ICT. The Clerk is
committed to making important changes especially in building capacity for using software. Some incremental changes will be made based on observations of the tour of the Parliament of Barbados.

**Dominican Republic**
Although the Dominican Republic has been identified as already demonstrating a strong use of ICT, there is great interest in continuing to improve. They would welcome further technical assistance to strengthen work done so far and networking with other parliaments.

**Haiti**
The Parliament of Haiti has many needs especially in the areas of capacity building, infrastructure, facilities and management of staff. Recommendations will be made to the Secretary General to improve ICT.

**Jamaica**
The Parliament of Jamaica needs help in the strategic planning process and with advocacy, prioritizing goals and in implementation. Delegates will hold discussions on their return to Jamaica to advance the process.

**Grenada**
The Parliament does not need much help in the strategic planning process because of earlier work done by CARICAD and other agencies. Great urgency is attached to the design of the new parliamentary building and improving the process of recording deliberations in parliament. Technical assistance with regard to the design of the building would be welcome. Discussion will be needed in Grenada about the best method for involving parliamentarians.

**Guyana**
The National Assembly of Guyana intends to implement ideas that do not have significant cost implications. It supports the idea of a regional network. A plan was developed in 2008 but was not approved. A new plan will be prepared soon. Donors are keen on seeing approved plans. This workshop will help with the planning process.

**Saint Kitts and Nevis**
The participants will submit a report to the Speaker and leader of parliamentary business.

**Saint Lucia**
The participants form Saint Lucia stressed that the current Clerk is IT savvy and is keen on promoting the use of IT. The new Speaker is keen on developing parliament as a whole. Work has begun on the library. Work started several years ago in drawing up a strategic plan. It was highlighted that help will be needed in developing systems and advocating for change.

**Saint Vincent and the Grenadines**
The House of Assembly of Saint Vincent and the Grenadines stated that a good time for receiving the mission could be January 2011, about three months after the upcoming election and prior to the budget approval. In the meanwhile, a preliminary meeting will be held with the Speaker, Prime Minister and Leader of the opposition. A return visit of experts 6 months after January 2011 would be helpful.

**Trinidad and Tobago**
The Parliament of Trinidad and Tobago will review its current plan following the workshop and would welcome technical assistance from the Global Centre especially in interfacing with parliamentarians.

**Next Steps and Concluding Remarks**
Mr. Casini expressed gratitude to everyone for their active participation and reiterated that the Global Centre for ICT in Parliament is a hub at the service of the parliaments. Mr. Casini mentioned
that it is important that parliaments clearly identify priorities when working with donors, who may have their own priorities or preferences in terms of assistance they wish to provide. The development of an ICT Strategic Plan may facilitate interaction with donors and create partnerships around it. He suggested that parliaments seek to raise awareness of the project on ICT Strategic Planning in the Caribbean Parliaments at the upcoming regional conference of the Commonwealth Parliamentary Association (CPA) to be hosted by Grenada in June 2011.

Mr. Casini also expressed gratitude to all persons and agencies that worked together to stage the workshop. He suggested that in considering the next steps the approach should be: - Start small and grow e.g. A Google group before a full network; - Continue the process of strategic planning building on what has been done so far; - Clarify and articulate specific needs for assistance under the project.

The Executive Director of CARICAD, Ms. Jennifer Astaphan, expressed gratitude to all persons and agencies who worked hard to make the workshop a success. She emphasized the value of strategic planning and reminded participants that CARICAD continues to promote it as a tool for good governance and effective planning.

Parliaments participating in the workshop expressed their gratitude to UNDESA, the Global Centre for ICT in Parliament, CARICAD and the host country Barbados. They also expressed satisfaction with the arrangements put in place and the opportunities it afforded participants for informal consultation and networking. They suggested that a second workshop be held after the conclusion of the technical missions to discuss progress and compare ICT plans. This would help consolidate the network of parliaments in the region and provide sustainability to the planning processes in the long term. In general, participants committed themselves to facilitating a continuing process of mutual support and networking.
## Workshop

**ICT Strategic Planning in the Caribbean parliaments**

27-29 September 2010  
Bridgetown, Barbados

### PROGRAMME

#### Day 1

<table>
<thead>
<tr>
<th>27 September 2010</th>
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<tr>
<td><strong>08.30 - 09.00</strong></td>
<td><strong>Registration of Delegates</strong></td>
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| **09.00 - 09.45** | **Opening Session**  
Welcome Addresses and Presentation of the Programme and Objectives of the Workshop by the United Nations, the Caribbean Centre for Development Administration (CARICAD) and the Host Country.  
- Michael Carrington, Speaker of the House of Assembly of Barbados  
- Jennifer Astaphan, Executive Director, CARICAD  
- Gherardo Casini, Head of the UNDESA Office in Rome |
| **09.45 - 11.15** | **Envisioning, Planning and Managing for e-Parliament**  
Chair: Jennifer Astaphan, Executive Director, CARICAD  
Presentations:  
- Overview of what ICT Strategic Planning is, why it is critical and how it can be applied to the parliamentary context. Outline of the prerequisites and main steps/phases of the ICT Strategic Planning process.  
  - Jeffrey Griffith, Senior Advisor, Global Centre for ICT in Parliament  
Open Discussion |
<p>| <strong>11.15 - 11.45</strong> | <strong>Coffee Break</strong> |</p>
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<th>Time</th>
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<tr>
<td>11.45 - 13.00</td>
<td><strong>The state of ICT use in the Caribbean parliaments: Presentations by Participants (part 1)</strong>&lt;br&gt;Country presentations with particular emphasis on the planning process&lt;br&gt;(15 minutes per presentation. Five minutes Q and A will follow each presentation)&lt;br&gt;Chair: Jennifer Astaphan, Executive Director, CARICAD&lt;br&gt;Open Discussion</td>
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<td>13.00 - 14.30</td>
<td>Lunch break</td>
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<td>14.30 - 16.00</td>
<td><strong>The state of ICT use in the Caribbean parliaments: Presentations by Participants (part 2)</strong>&lt;br&gt;Country presentations with particular emphasis on the planning process&lt;br&gt;(15 minutes per presentation. Five minutes Q and A will follow each presentation)&lt;br&gt;Chair: Franklyn Michael, Programme Officer, CARICAD&lt;br&gt;Open Discussion</td>
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<td>16.00 - 16.30</td>
<td>Coffee Break</td>
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<tr>
<td>16.30 - 17.30</td>
<td><strong>The state of ICT use in the Caribbean parliaments: Presentations by Participants (part 3)</strong>&lt;br&gt;Country presentations with particular emphasis on the planning process&lt;br&gt;(15 minutes per presentation. Five minutes Q and A will follow each presentation)&lt;br&gt;Chair: Franklyn Michael, Programme Officer, CARICAD&lt;br&gt;Open Discussion</td>
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**Day 2**

28 September 2010

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<tr>
<td>09.30 - 11.00</td>
<td><strong>Step 1 of the Strategic Planning Process: Analysis of the Current State</strong>&lt;br&gt;Mapping and analyzing the state of ICT in Parliament: How to assess the state of ICT in Parliament. What information to gather and what methods and tools to use.&lt;br&gt;Chair: Jaqueline Sampson, Clerk, House of Representatives of Trinidad and Tobago&lt;br&gt;• Gherardo Casini, Head of the UNDESA Office in Rome&lt;br&gt;Open Discussion</td>
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<td>11.00 - 11.30</td>
<td>Coffee Break</td>
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<td>11.30 - 13.00</td>
<td><strong>Step 2 of the Strategic Planning Process: Envisioned State and Choices</strong>&lt;br&gt;Development and formulation of a shared vision for ICT: challenges and steps of the process of formulating the vision.&lt;br&gt;Chair: José Lloyd, Clerk, National Assembly of Saint Kitts and Nevis&lt;br&gt;• Daniela Giacomelli, Programme Officer, Global Centre for ICT in Parliament&lt;br&gt;Open Discussion</td>
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<td>13.00 - 14.30</td>
<td>Lunch break</td>
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<td>14.30 - 16.00</td>
<td>Visit of the Parliament of Barbados</td>
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### Day 3

**29 September 2010**

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<th>Time</th>
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<tr>
<td>09.30 - 11.00</td>
<td><strong>Step 3 of the Strategic Planning Process: Gap Analysis</strong></td>
<td>Identification of the challenges that the parliament faces in realizing its Vision and achieving its Goals and Objectives.&lt;br&gt;Chair: Eddie Webster, Clerk, Parliament of Belize&lt;br&gt;• Jeffrey Griffith, Senior Advisor, Global Centre for ICT in Parliament&lt;br&gt;Open Discussion</td>
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<td><strong>Coffee Break</strong></td>
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<td>11.00 - 11.30</td>
<td><strong>Step 4 of the Strategic Planning Process: Define the Strategy and the Plan of Actions</strong></td>
<td>Development, Oversight and Management of a Strategic Plan for ICT: Addressing the Challenges and Formulating Strategic Recommendations and Action Plans.&lt;br&gt;Chair: Valrie Curtis, Deputy Clerk, Parliament of Jamaica&lt;br&gt;• Daniela Giacomelli, Programme Officer, Global Centre for ICT in Parliament&lt;br&gt;• Jeffrey Griffith, Senior Advisor, Global Centre for ICT in Parliament&lt;br&gt;Open Discussion</td>
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<td><strong>Lunch break</strong></td>
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<td>13.00 - 14.00</td>
<td><strong>Institutional Strengthening through Inter-Parliamentary Cooperation</strong></td>
<td>Strengthening Parliaments through common information services and capacity building.&lt;br&gt;Chair: Jennifer Astaphan, Executive Director, CARICAD&lt;br&gt;• Gherardo Casini, Head of the UNDESA Office in Rome&lt;br&gt;Open Discussion</td>
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<tr>
<td>14.00 - 16.00</td>
<td><strong>Next Steps and Concluding Remarks</strong></td>
<td>• Jennifer Astaphan, Executive Director, CARICAD&lt;br&gt;• Gherardo Casini, Head of the UNDESA Office in Rome</td>
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Workshop
ICT Strategic Planning
in the Caribbean parliaments
27-29 September 2010
Bridgetown, Barbados

AIDE MEMOIRE

Background
Parliaments of the Caribbean, like other parliaments from around the world, have much to gain from a well planned introduction and sustainable integration of ICT, in terms of strengthening the institution in carrying out its core functions of representation, legislation and oversight, as well as reinforcing democratic values of participation, transparency and accountability. Specifically in the context of the Caribbean ACP Group of States, where five out of seventeen island nations are archipelago’s i.e. with a constituency distributed on remote islands and elected representatives carrying out the majority of their duties on the main island, the effective use of ICT can empower parliament and constituencies to overcome these geographical constraints and enhance the dialogue between them, as well as better equip mobile elected representatives to carry out their duties more efficiently and effectively.

The World e-Parliament Reports 2008¹ and 2010² underline that the strengthening of parliaments as transparent, accountable, accessible, efficient and representative institutions through the introduction and utilization of ICT is a major undertaking. The success of this endeavour greatly depends on the critical engagement of the parliamentary leadership supported by Members, Secretaries General, Director of ICT, Information Services and relevant senior official and staff. A clear and concise vision statement emerging from this collaborative engagement is necessary to align the services provided by ICT to the highest goals of the institution.

One of the primary tools for managers to move from vision to implementation is the strategic planning process. Strategic planning links the vision to the goals and objectives of the projects and proposals of members, stakeholders, and other users. It assesses their feasibility and cost, and outlines plans, schedules, and resource requirements. The strategic planning process enables a parliament to establish priorities and to allocate resources accordingly. It also ensures that

tradeoffs and compromises among competing requirements are made taking into account the probable consequences of those decisions.

In light of the above, the Workshop on ICT Strategic Planning intends to provide a regional platform to raise awareness among the Caribbean parliaments on the potential of ICT in parliament and on the importance of strategic planning for the effective adoption and integration of ICT in parliamentary processes.

The Workshop is one of the activities of the Project “Support to ICT Strategic Planning in the Caribbean Parliaments” funded by the European Commission though the “ACP-Information and Communication Technologies [@CP-ICT] programme”. The Project is implemented by UN/DESA in collaboration with the Caribbean Centre for Development Administration (http://www.ictparliament.org/caribbeanICTplanning/index.htm)

Goals and objectives

The Workshop aims to raise awareness among key decision makers and senior staff of the Caribbean parliaments on the potential of ICT in parliament and the ICT strategic planning process.

More specific objectives of the Workshop are to:

a) Expose the participants to the developments of ICT in parliament by providing case studies and examples of the benefits of the application of ICT in legislative management, document and information management, parliamentary research and knowledge management, and citizen engagement;

b) Provide an overview of roadmaps for implementation and the critical success factors in terms of capacity, technology, organizational support and resources to better understand the complexity and risks of undertaking ICT implementation in parliament;

In addition, during the Workshop, one-on-one meetings will take place between experts of the Global Centre for ICT in Parliament, CARICAD and representatives of national parliaments with the aim of generating early assessments, which will provide an overview of the strengths and weaknesses of the parliaments in terms of technological advancement and ICT readiness. These assessments will help prepare for the technical assistance missions that will be carried out in each of the Caribbean parliaments after the Workshop as envisaged by the Project. The missions aim to assist the Caribbean parliaments in developing their own ICT strategic plan.

Targeted Audiences

The Workshop is addressed to Clerks of Parliament/Secretaries General and ICT Directors/staff. The expected number of participants is about 50.

The Project will cover the participants’ travel and per diem expenses.

Meeting date and venue

The Workshop will take place on 27, 28, 29 September at the Accra Beach Hotel, Bridgetown, Barbados.

Languages

The Workshop languages will be English, French and Spanish.

Organizers

The Workshop will be co-organized by the United Nations Department of Economic and Social Affairs, through the Global Centre for ICT in Parliament, and the Caribbean Centre for Development Administration (CARICAD).
Workshop
ICT Strategic Planning in the Caribbean Parliaments
27-29 September 2010
Bridgetown, Barbados

LIST OF PARTICIPANTS

NATIONAL PARLIAMENTS

Antigua and Barbuda
PETERS, Alison (Ms.) Deputy Clerk, Parliament
EPHRAIN, Terry (Mr.) e-Commerce Coordinator, Ministry of Information

Barbados
CARRINGTON, Michael (Mr.) Speaker, House of Assembly
TAITT, Branford (Mr.) President, Senate
EASTMOND, Pedro (Mr.) Clerk, Parliament
WALCOTT, Errol (Mr.) IT Manager, Parliament
HAMBLIN, Suzanne (Ms.) Typist, Parliament
FARRELL, Rosita (Ms.) Library Assistant, Parliament

Belize
WEBSTER, Eddie (Mr.) Clerk, Parliament

Dominican Republic
SALAZAR, Catalina Olea (Ms.) Responsible for access to information, Chamber of Deputies

Grenada
DONALD, Raphael (Mr.) Deputy Clerk, House of Representatives
WHYTE, Hugh (Mr.) Senior ICT Officer, House of Representatives

Guyana
GILGEOURS, Hermina (Ms.) Assistant Clerk, National Assembly
DOOKIE, Deo (Mr.) Systems Development Coordinator, National Assembly
Haiti
FRANCOIS, Joseph Jobner (Mr.) Director of Human Resources, Chamber of Deputies

Jamaica
CURTIS, Valrie (Ms.) Deputy Clerk, Parliament
BROWN, Merrick (Mr.) Information Technology Officer, Parliament

Saint Kitts and Nevis
LLOYD, José (Mr.) Clerk, National Assembly
GOMA, Mahlon (Mr.) Director of Communications, National Assembly

Saint Vincent and the Grenadines
DRAYTON, Janeel (Ms.) Deputy Clerk, House of Assembly

Saint Lucia
GUSTAVE, Lyndell (Ms.) Deputy Clerk, Parliament
ARTHUR, Adela (Ms.) Administrative Assistant, Parliament

Trinidad and Tobago
SAMPSON, Jacqueline (Ms.) Clerk, House of Representatives
FERGUSON, Garreth (Mr.) Head of IT, Parliament
ALI, Naeem (Mr.) Information Systems Administrator, Parliament
ATIBA-DILCHAN, Nataki (Mr.s) Parliamentary Clerk, Parliament

INTERNATIONAL ORGANIZATIONS

CARICAD
ASTAPHAN, Jennifer (Ms.) Executive Director
MADAVO, Richard (Mr.) Senior Advisor, Institutional Strengthening
SKEETE, Angela(Ms.) Monitoring and Evaluation Specialist
JOSEPH, Oliver (Mr.) CSME Coordinator
MICHAELS, Franklyn (Mr.) Programme Officer
PROVERBS, Andre (Mr.) IT and Documentation Officer
BRYAN, Leisha (Ms.) Administrative Assistant
CODNER, Alaine (Ms.) Communications Officer

United Nations Department of Economic and Social Affairs (UN/DESA)
CASINI, Gherardo (Mr.) Head of Office, Global Centre for ICT in Parliament, UN/DESA
GIACOMELLI, Daniela (Ms.) Programme Officer, Global Centre for ICT in Parliament, UN/DESA
GRIFFITH, Jeff (Mr.) Senior Advisor of the Global Centre for ICT in Parliament, UN/DESA