UNDP

Empowered lives.
Resilient nations.

Pacific Parliaments **ICT Knowledge Exchange Platform**

STRATEGIC FRAMEWORK AND IMPLEMENTATION ROADMAP

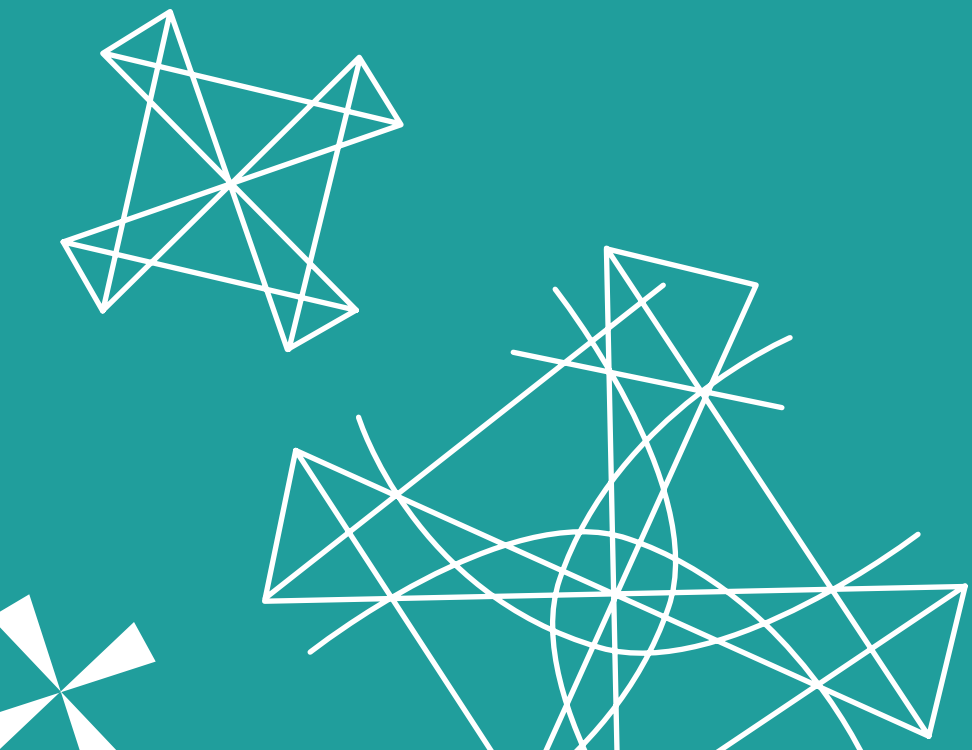
Pacific Parliaments ICT Knowledge Exchange Platform

STRATEGIC FRAMEWORK AND IMPLEMENTATION ROADMAP

DISCLAIMER

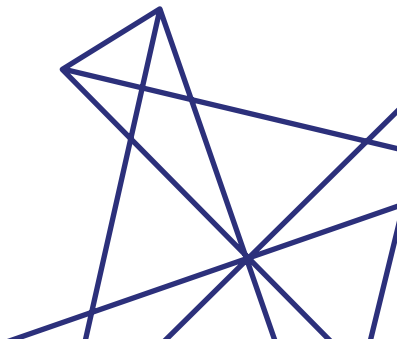
The views expressed in this publication are those of the author and do not necessarily represent those of the United Nations, including UNDP, or their Member States.

Author: Avinash Bikha



ACRONYMS

AWP	Annual Work Plan
DRM	Disaster Risk Management
ECPRD	European Centre for Parliamentary Research and Documentation
ICT	Information and Communication Technology
IFLA	International Federation of Library Associations and Institutions
KJIP	Kiribati Joint Implementation Plan
MCO	Multi-Country Office
MPs	Members of Parliament
NCSL	National Congress of State Legislatures
PACCSAP	Pacific-Australia Climate Science and Adaptation Planning Programme
PCs	Personal Computers
PIFS	Pacific Islands Forum Secretariat
PPKN	Pacific Parliamentary Knowledge Network
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Program
ToR	Terms of Reference
UNDP	United Nations Development Programme



CONTENTS

Executive summary 1

Introduction 5
Knowledge Exchange among Pacific Parliaments 5
About this Document 6
Strategy Planning Methodology 6
Document Structure 7

Main Stakeholders 9
Kiribati 9
Republic of the Marshall Islands 9
Tuvalu 9

Part I – Future state 11
Vision Statement 11
Critical Pillars 11
Network Secretariat 11
Online Knowledge Exchange Platform 12

Part II - Current state 13
Technological Readiness of Parliaments 13
Knowledge Exchange in the Pacific Parliaments 15
Kiribati Joint-Implementation Project 15
Internet Penetration 16
Global and Regional Parliamentary Knowledge Networking 17
AGORA Parliamentary Development Portal 17

Other Regional Networks 18
Fit-gap Analysis 18
Enabling Factors 18
Gaps 10
Risks 20
ICT Implementation Skills 20
Leadership and Experience in Regional Parliamentary Knowledge Networking 20
Opportunities 20
Leveraging AGORA Technical Expertise/Experience/Assets 20
Alignment with KJIP Initiative 21

Part III – The Way Forward **23**
Strategic Framework 23

Part IV - Implementation Roadmap **25**
Implementation Activities 26
Harnessing Modern Technologies 26
Vesting the Network in Parliamentary Cooperation 29
Network led and managed by Pacific Parliaments 31
Responding to Pacific Parliaments Needs 33
Provide Information and Resources to Strengthen Parliamentary Functions 35
Engagement and Collaboration with other Networks **38**

Conclusions **41**
Critical Next Steps 43

Appendices **45**

EXECUTIVE SUMMARY

Within the Pacific region, there is currently no formal network for Parliaments to exchange knowledge and network on matters concerning parliamentary development and legislation-making, representation and oversight matters. This gap, results in Pacific Parliaments missing out on opportunities to connect and learn from each other in a structured and targeted manner. These lost opportunities are especially relevant as the Parliaments are confronted with common issues stemming from their similar geographical, political and societal contexts.

The UNDP Fiji Multi-Country Office (MCO), through its Scaling-Up project with the Parliaments of Kiribati, Marshall Islands and Tuvalu, seeks to address this gap of formal inter-parliamentary networking through the introduction of a Pacific Parliamentary information and communication technology (ICT) knowledge exchange platform, which in essence would consist of a website, for and by the Pacific Parliaments. The platform would facilitate the exchange of news, information, electronic resources, including public parliamentary documents, reports and more. The primary audiences and users would include parliamentary administration staff, Members of Parliament (MPs), and the public e.g. citizens, students, researchers, parliamentary development practitioners, and civil society representatives.

The road to creating such a platform is a complicated one, with many challenges related to the available levels of enabling technology, processes and people´s skills, which are all critical for success. Additional challenges exist especially at the institutional and management levels, as the Parliaments involved have little experience of participating in (if not leading) inter-parliamentary knowledge exchange and networking initiatives.

To make the road to establishing the platform more insightful, this document has been produced at the behest of the UNDP Fiji Multi-Country Office, and elaborates on two main components: 1) a strategic framework; and 2) a three-year implementation roadmap for the realization of the online Platform and the required institutional context.

The strategic framework departs from a vision statement – at the institutional level - for establishing a modern Pacific Parliamentary Knowledge Network (PPKN) by and for the Pacific Parliaments, aimed at strengthening the participating parliaments´ administrative, legislative, representation and oversight functions – bringing them in line with the highest global democratic standards and parliamentary best practices.

The strategic framework specifically outlines that the PPKN shall:

1. Harness modern technologies for information, communication and resources exchange (among others through its online platform);
2. Be vested in a declaration of parliamentary cooperation among the Pacific Parliaments;
3. Be led and managed by the Pacific Parliaments;
4. Be responsive to the information, learning and development needs of the Pacific Parliaments;
5. Provide news, information and resources on developments, standards and best practices within the fields of: Parliamentary administration; legislation-making; representation and oversight; and
6. Engage, exchange and collaborate with other parliamentary knowledge networks around the world.

In order to evaluate the feasibility of implementing this strategic framework, an assessment was made of the current state of the Parliaments´ technological readiness, and critical developments and trends which may impact the implementation. This assessment results in a fit-gap analysis which highlights the following fits (enabling factors) and gaps:

Enabling Factors:

Parliaments (at Clerk-level) have expressed a clear willingness to establish a formal PPKN;

- Most staff at Parliaments have basic ICT skills;
- Most Parliaments have basic-level infrastructure supporting Internet connectivity;

- There are many best practices for a modern parliamentary knowledge networks available - especially within UNDP itself through the AGORA portal[1];
- Aside from best practices, the AGORA team demonstrated a willingness to collaborate with the PPKN and assist (where it is able to do so) with the development of its online platform, and provide operational guidance and support during the implementation phase;
- A rapid penetration of modern mobile Internet technologies in the Pacific Islands, including 3G and 4G technologies and infrastructure (provided by commercial mobile network operators) for data transfer.

Gaps:

- Absence of prior parliamentary knowledge networking tradition in the Pacific;
- Absence of (existing) formal institutional Pacific inter-parliamentary cooperation frameworks;
- Absence of advanced-level ICT skills within the Pacific Parliaments that is needed for developing, managing an online knowledge exchange platform;
- Limited skills among parliamentary staff for creating electronic content and knowledge products;
- Limited skills among parliamentary staff for using modern online collaboration, and knowledge networking and communication tools;
- Limited skills by MPs for using modern Internet-based knowledge networking and communication tools;
- Limited ICT technical infrastructure within the Parliaments to properly (i.e. robust, secure) host an online platform.

Based on the fit-gap analysis the following risks are highlighted:

1. The Parliaments – despite being in good shape from a basic ICT/Internet connectivity point of view - are not ready in terms of ICT skill-levels to be fully independently responsible for a) development and b) management/ operations of the online platform – at least not in its initial year;

[1] www.agora-parl.org

2. The Parliaments, due to limited tradition in regional inter-parliamentary knowledge networking, lack experience of leading a parliamentary knowledge network in terms of: secretariat management; global-regional- local outreach; regional/international relations management; strategy and annual work planning; funds raising; funds management; and facilitating regional and online substantive knowledge networking activities.

Management of these risks will greatly impact the sustainability and effectiveness of the envisaged PPKN and its online platform. Translating all of the above (vision, strategic framework, fit-gap, risks) into the implementation road map the following milestones are foreseen within the next three years:

1. The formulation of a PPKN Charter (or statutes) by the Parliaments and their endorsement;
2. The establishment of a Council of Clerks and a PPKN Secretariat (overseen by the Council);
3. The appointment of PPKN correspondents by each Parliament;
4. The establishment of the PPKN online platform (by AGORA based on requirements compiled by a platform focal point to be (the latter to be recruited by UNDP);
5. PPKN Secretariat strengthening in terms of staffing (with platform focal point) and management training; and,
6. PPKN correspondents capacity building (recommended in collaboration with AGORA).

The above should be feasible through: a first regional workshop which would result in the achievement of milestones 1 to 3; an online platform development stage resulting in milestone 4; and a second regional workshop (in combination with smaller training activities) resulting in the delivery of milestones 5 and 6. Part IV of this document and the Appendices provide guidance for the implementation in terms of a planning roadmap and relevant terms of references (ToRs).

INTRODUCTION

Pacific Parliaments experience various constraints including weak secretariats that are unable to effectively support the MPs/legislators in their legislative and committee work, limited access to critical information and expertise needed for law-making and oversight, and inadequate systems, procedures and equipment. Consequently, legislators are often marginalized in the policy development, oversight and implementation process and have not been effectively engaged as development partners.

The UNDP Fiji Multi-Country Office is supporting the Governments and Parliaments of Kiribati, Marshall Islands and Tuvalu with the following interventions: 1) scaling-up of the institutional and legal reforms in each country and accelerate capacity development of parliamentarians by transferring success stories, knowledge on best practices and lessons learnt among the three countries; 2) advocating for changes to mind set and power relationship so as to transform current administrative structures and institutionalize changes within national strategies, legal frameworks and policies; and, 3) improve and increase citizens' participation in law making in particular, innovative initiatives, such as practice (or mock) Parliaments for women.

KNOWLEDGE EXCHANGE AMONG PACIFIC PARLIAMENTS

One of the major challenges faced by Parliaments throughout the Pacific, and in particular the three mentioned Parliaments, is access to information on standards and best practices for improving administrative, legislative, representation and oversight functions. The absence of proper knowledge exchange mechanisms, in combination with technological barriers and limited human resource capacity makes it a challenging endeavour for the Parliaments to systemically acquire information and knowledge for development purposes. In addition, the lack of regular exchange and communication with peers facing the same challenges and solving similar issues limits development progress.

Having specifically identified regional inter-parliamentary cooperation, in particular structured information and knowledge exchange among the Pacific Parliaments, as a weak link or rather absent mechanism, UNDP in collaboration and participation of the Parliaments of Kiribati, Marshall Islands and Tuvalu, intends to develop a strategic framework for the realization of an envisaged Pacific Parliamentary Knowledge Network (PPKN). The three mentioned Parliaments are considered part of a first pilot stage for which the strategic framework will be developed, leading to an implementation road map for the PPKN, for both at the pilot level and wider-regional level.

ABOUT THIS DOCUMENT

This document formulates the strategic framework guiding the establishment of the PPKN, and defines the different strategy planning components, including a vision statement, strategic objectives, and a proposed road map in the form of a three-year work plan. Formulation of these components are based on an assessment of the future versus current states, an analysis of existing fits and gaps, and risks and opportunities that may be mitigated/leveraged in order to support a successful implementation.

STRATEGY PLANNING METHODOLOGY

For the development of the strategic framework the following methods have been applied:

Desk research:

- Charter documents of existing exchange platforms and networks outlining governance structures, working modalities, scope of knowledge exchange;
- Current network online ICT tools e.g. portals, content management systems, document management tools, technical management issues (resources classification, indexing etc.);
- Pacific Parliaments in scope (administrations, obtain previously completed Global Surveys of ICT in Parliament, as completed with the Inter-Parliamentary Union/Global Centre for ICT in Parliament);

- Survey of Pacific providers of telecommunication services (Internet services providers, website hosting).

Interviews (remotely held) with:

- UNDP staff from the Fiji Multi-Country Office and Pacific Centre to firstly understand the scope of the assignment, expected deliverables, work approach etc.;
- Pacific parliamentary leadership (Clerks) to understand their view on and vision of parliamentary knowledge exchange, including specific needs, scope etc.;
- Pacific Parliaments heads of services, who could be potential future correspondents in the platform to understand their vision and understanding of knowledge exchange, use of ICT, affinity with exchange tools including online forums, social media tools (including Facebook, Twitter etc.);
- Pacific Parliaments heads of ICT to understand current ICT infrastructures in Parliament, ICT literacy levels among staff, current technical limitations and challenges;
- Representatives of existing parliamentary knowledge exchange platforms and inter-parliamentary cooperation initiatives, including the AGORA team and the Inter-Parliamentary Union, to understand the current work processes and how online portals are managed, moderated and how participation levels are maintained, including lessons learned of what works and what not.

Questionnaires to:

- Clerks/Parliamentary ICT staff (to establish a baseline on current state of ICT).

DOCUMENT STRUCTURE

Following a brief introduction of the main stakeholders, this document presents the following strategy planning components:

Part 1 – future state: describes where the three Parliaments ideally would like to be in terms of parliamentary knowledge networking. It formulates a vision statement and describes the main strategic pillars.

Part 2 – current state: describes the current situation at the three parliaments, in particular the state of ICT. This part also looks at trends related which may impact the establishment of a parliamentary network, and it concludes with a fit-gap analysis, risks and opportunities overview.

Part 3 – implementation road map: provides an overview of all necessary interventions, actions, activities which are recommended to be carried out (considering the fit-gap, risks and opportunities), in order to actually realize a working and sustainable PPKN. The activities are visualized using a simplified Gantt overview for the first year, and a more detailed three-year overview (Appendix 1).

A Maneaba in Kiribati (Photo: Karen Bernard/UNDP).

MAIN STAKEHOLDERS

KIRIBATI

Kiribati is an island nation (inhabitants: 100,700 in 2012) located in the central tropical Pacific Ocean. It is comprised of 32 atolls and one raised coral island. Kiribati is about half way between Hawaii and Australia. The government system is a republic. The chief of state and head of government is the President.

The House of Assembly of Kiribati (*Maneaba Ni Maungatabu*) is a unicameral legislature, with 46 MPs of which 44 are directly elected by citizens, and one is appointed by the Rabi Council of Leaders (representing Banaba Island), and one is the Attorney General as ex officio member. Currently, there are four women MPs. Members are chosen for four years, with the last elections held in October 2011.

REPUBLIC OF THE MARSHALL ISLANDS

The Marshall Islands is a Micronesian nation (inhabitants: 52.500 in 2012) of atolls and islands in the middle of the Pacific Ocean. The islands were occupied by the United States for several decades after World War II. They are now a sovereign nation. The government system is a constitutional government in free association with the United States. The chief of state and head of Government is the President.

The Parliament of the Marshall Islands (*Nitijela*) is unicameral, with 33 MPs, of which one is a woman MP. All Members are directly elected for a period of four years. The last election was held in November 2011.

TUVALU

Tuvalu is an island group nation (inhabitants: 9860 in 2012) consisting of nine coral atolls in the Pacific Ocean. The geography of Tuvalu includes low lying coral atolls.

The government system is a parliamentary democracy and a Commonwealth realm. The chief of state is the Queen of the United Kingdom and the head of Government is the Prime Minister of Tuvalu. Tuvalu has a traditional economy in which subsistence farming and fishing are the primary economic activities.

The Parliament of Tuvalu (known as Palamene) is a unicameral legislature, with 15 MPs, with one being a woman. All Members are directly elected for a period of four years. The last election was held in September 2010.

UNDP FIJI MULTI-COUNTRY OFFICE

The UNDP Fiji Multi-Country Office covers 10 countries including: Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Palau, Solomon Islands (sub-office), Tonga, Tuvalu and Vanuatu; the Samoa Office covers the Cook Islands, Niue, Samoa and Tokelau, and Papua New Guinea has its own office. Through the Joint Presence initiative, UNDP has a presence in Kiribati, Palau, Tonga, Tuvalu and Vanuatu. UNDP provides support in governance; inclusive growth and poverty reduction; gender equality; climate change, environment, and disaster risk reduction and management. Related to the focus area of Democratic Governance, UNDP works towards improving the capacities of parliaments, sub-national government ministries and civil society organizations strengthened to ensure improved service delivery, and inclusive decision making and to promote social cohesion at the community level.

PART I – FUTURE STATE

VISION STATEMENT

It is envisioned by the main stakeholders to:

Establish a modern Parliamentary Knowledge Exchange Network, by and for the Pacific Parliaments, aimed at strengthening the participating parliaments' administrative, legislative, representation and oversight functions – bringing them in line with the highest global democratic standards and parliamentary best practices.

As such – according to the stakeholders - the network shall:

1. Harness modern technologies for information, communication and resources exchange.
2. Be vested in a declaration of parliamentary cooperation among the Pacific Parliaments.
3. Be led and managed by the Pacific Parliaments.
4. Be responsive to the information, learning and development needs of the Pacific Parliaments.
5. Provide news, information and resources on developments, standards and best practices within the fields of parliamentary administration, legislation-making; representation and oversight.
6. Engage, exchange and collaborate with other parliamentary knowledge networks around the world.

CRITICAL PILLARS

NETWORK SECRETARIAT

The Pacific Parliamentary Knowledge Network (PPKN) Secretariat shall not only be a formal expression of the commitment from the Parliaments to inter-parliamentary knowledge networking, moreover it will be crucial for overseeing all knowledge networking activities, both online (mostly via the online platform) and face-to-face through regional meetings, workshops, trainings and more. Specifically its role/existence is required for the following

management tasks: global, regional and local outreach; regional/international relations management; strategy and annual work planning; fundraising; funds management; and facilitating regional and online substantive knowledge networking activities. Only with careful management of these tasks shall the sustainability and effectiveness of PPKN be ensured.

ONLINE KNOWLEDGE EXCHANGE PLATFORM

1. The online platform will be the PPKN main visible hub; a true "one-stop shop" for parliamentary staff, MPs, citizens, parliamentary development practitioners, researchers and civil society representatives.
2. It shall offer sections with (among others):
3. Resources and knowledge materials, including a virtual library offering handbooks, guidelines, reports, documents in English and French and other Pacific languages;
4. Social networking spaces, for hosting online groups and communities around parliamentary development issue areas: gender, climate change, anti-corruption and more;
5. Interactive learning (including e-learning courses); and
6. News, blogs and social media sections, where especially blogs can be used for sharing local citizens, practitioner, civil society representatives' stories.

It should be noted that the PPKN online platform will not serve as a substitute for Parliaments own websites, or their responsibility to be present on the web – e.g. to engage with citizens; provide access to parliamentary work. Parliaments themselves should bear responsibility for their institutional online presence through their own websites.

PART II - CURRENT STATE

As part of the strategy planning methodology, an assessment was made of:

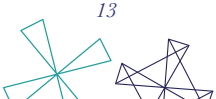
- The technological readiness of the Parliaments, achieved through the analysis of survey data that was provided by each Parliament on their respective ICT usage.
- Ongoing developments and trends which may impact the establishment of a regional parliamentary knowledge network, including current knowledge networking activity and examples/available experience; and the state of Internet connectivity in the Pacific.

The assessment results in a fit-gap analysis, yielding the main risks and opportunities, around which the implementation roadmap is developed.

TECHNOLOGICAL READINESS OF PARLIAMENTS

The technological readiness of the three Parliaments was assessed through an ICT survey data. Specifically the survey (see Appendices VI and VII) assessed the levels of ICT management and organization, infrastructure, services to users, and ICT literacy levels and respective training needs. Analysis of all the data yielded the following:

- The Parliaments of Kiribati and Marshall Islands do have in-house ICT staff providing ICT services including personal computers (PCs), storage systems and user support. Kiribati has an IT manager capable of managing the Parliament's website. The Parliament of Tuvalu has no ICT staff, no website, no email service.
- Currently only Kiribati out of the three Parliaments actually has a working Parliament website. The Marshall Islands and Tuvalu are both developing their websites. For the Marshall Islands, the situation is better since it has its own ICT staff, while Tuvalu does not.
- All the Parliaments do have Internet connectivity, with most individual staff having their own PCs with Internet access.
- In all three Parliaments, staff possess basic ICT skills (e.g. MS Office and Internet), but are in need of refresher or advanced training. Some staff



have actual content management experience; Kiribati is in the process of training some of its staff in the content management for the Parliament's website.

- MPs are considered the least proficient in using PCs or demonstrating MS Office skills, although most are familiar with mobile Internet technologies (e.g. smartphone, handheld devices, tablets) for personal-use.
- At the ICT planning or governance level, in all three Parliaments ICT strategy plans or ICT governance (e.g. user-conduct, security policies etc.) may require further development.
- In terms of knowledge management, the Parliaments have small libraries. One parliament has a reading room with a few PCs but none have librarians who use modern library cataloguing or referencing systems, hence the use of modern ICT tools for knowledge management may require further development.
- Parliamentary research staff are not yet installed in either one of the Parliaments. They would be the main users and contributors to an online PPKN platform.

Summarizing the needs of these Parliaments in the modern era of conducting parliamentary work, the following can be stated:

- The Marshall Islands and Tuvalu Parliaments must establish their parliamentary websites with high priority and ensure that the websites are up to international standards e.g. in line with the IPU Guidelines for Parliamentary Websites [2];
- The provision of ICT services (e.g. user helpdesk/support, PC maintenance, website maintenance) in the Tuvalu Parliament can be better supported with a dedicated IT staff (at least one person);
- The Parliaments would benefit immensely from having an ICT development strategy – in line with the overall institutional strategy;
- Parliamentary research functions could benefit immensely from related ICT services (e.g. dedicated PCs in library reading rooms, and access to online research databases and electronic library catalogues)

[2] http://www.ipu.org/PDF/publications/web-e.pdf

A complete assessment per Parliament, based on the survey (Appendix VI) can be found in Appendix VII.

KNOWLEDGE EXCHANGE IN THE PACIFIC PARLIAMENTS

There are currently no formal inter-parliamentary cooperation networks by the Pacific Parliaments, for Pacific Parliaments, for example, aimed at knowledge exchange, nor are there online portals on inter-parliamentary cooperation managed by a regional Pacific secretariat. There have been in recent years among Pacific Parliaments several initiatives which can be termed as inter-parliamentary cooperation, including:

- Pacific Parliamentary Assembly on Population and Development (supported by the Secretariat of the Pacific Community (SPC).
- Pacific Forum Presiding Officers and Clerks (supported by the SPC).
- Pacific Islands Forum Secretariat (PIFS), Legislative Drafting Unit.
- Pacific Parliamentary Partnerships (supported by the Australian and New Zealand Governments as part of their parliamentary twinning projects).

The first three are led at the regional level i.e. by respectively SPC and PIFS, however, there are no active elements on inter-parliamentary knowledge exchange or cooperation aimed for parliamentary strengthening and development. The Pacific Parliamentary Partnerships is aimed at parliamentary development and strengthening but is comprised of the Australian and New Zealand Government-led twinning initiatives with the Pacific Parliaments.

KIRIBATI JOINT-IMPLEMENTATION PROJECT

The Government of Kiribati together with regional organizations (Secretariat of the Pacific Regional Environment Program (SPREP), and SPC), the Pacific-Australia Climate Science and Adaptation Planning Programme (PACCSAP) and UNDP are supporting the development of Kiribati's Joint Implementation Plan (KJIP) on Climate Change and Disaster Risk Management (DRM). One main outcome of the KJIP is the implementation of an online knowledge

management platform through which information, best practices and human stories can be shared among communities residing in the outer island atolls. UNDP since early 2013 is leading the support of the implementation of the platform, including activities such as: the assessment of knowledge management and information sharing needs in relevant line ministries and among parliamentarians, pilot communities in the outer islands; procurement of necessary IT equipment to enhance connectivity and access to the online platform; and creation of a country specific virtual knowledge network if feasible.

INTERNET PENETRATION

The Pacific Islands region is in the midst of an ICT revolution that could have major implications, particularly for democratic governance and the region's development. In urban and increasingly in rural settings, Pacific Islanders are using new digital tools to communicate, form online networks and coordinate. Approximately 60 percent[3] of Pacific Islanders now have access to a mobile phone and this figure continues to increase. Mobile Internet is leapfrogging obvious barriers to Internet access such as geographical remoteness, financial cost and availability. A boom in mobile phone use has facilitated the rise of social media in the Pacific.

As the Pacific's mobile networks continue to upgrade to 3G and 4G, the spread of mobile Internet has enabled the region to leapfrog computer-enabled Internet connections. Fixed or wireless computer broadband Internet connections are relatively expensive, less widely accessible, and require hardware (a computer, a modem etc.) and are not as convenient as mobile connections, especially for Pacific Islanders living outside of urban centres. Web-enabled mobile phones are now sold in most Pacific Island markets.[4]

[3] Digital Islands: How the Pacific's ICT Revolution is Transforming the Region, Lowy Institute, Nov. 2012

[4] Web survey Digicel and Vodafone

GLOBAL AND REGIONAL PARLIAMENTARY KNOWLEDGE NETWORKING

AGORA PARLIAMENTARY DEVELOPMENT PORTAL

Following a round of consultations in 2007 and 2008, AGORA (www.agora-parl.org) was created by UNDP to take up the crucial task of facilitating cooperation, increasing access to knowledge and providing an online platform for the exchange of practices and experiences in parliamentary development. The platform was launched in 2010, centralising knowledge and uniting parliamentary development actors and stakeholders in an interactive community of practice allows for more efficient planning, reduces the risk of duplication, and reinforces the sharing of expertise and experience. Its three key objectives are: to act as a hub of information and expertise on parliamentary development; to promote the global streamlining of parliamentary development activities and advocate for parliamentary development worldwide; and to consolidate knowledge and expertise, and to create an active online community for those working in parliaments and in the field of parliamentary development.

The AGORA platform is one of the more leading global knowledge platforms on parliamentary development, as evidenced by the following indicators:

- 140,000 page views (just under 12,000 a month) from over 37,000 unique visitors (in 2013), figures which continue to increase,
- The new e-learning portal saw around 2,300 page views per month and over 250 registered users,
- The content of the AGORA portal has grown considerably with now around 1300 resources in English, French and Arabic in the Library section; and the news feed and interact-sections seeing between 120 and 150 updates per month.

To-date, AGORA has had a global scope with different language offerings. Regional versions have not yet been developed, despite the obvious needs (as evidenced by this strategy paper). The AGORA team is currently developing

a climate change portal for parliamentarians in collaboration with the World Bank Institute. For this new portal, much of the original portal platform environment is being leveraged and re-used to maintain cost-effectiveness and to avoid duplicating efforts or re-inventing the wheel. The AGORA team strongly supports similar leveraging and replicating of technological assets and experience – especially within the UNDP context - for future knowledge networking portals aimed at parliamentary development.

OTHER REGIONAL NETWORKS

Furthermore the success of long established inter-parliamentary knowledge exchange networks like the National Congress of State Legislatures (NCSL) in the United States and the European Centre for Parliamentary Research and Documentation (ECPRD) in Europe, both with more than 20 years of experience, underscores the value of these associations for parliamentary development. Their success has been exemplary in parliamentary strengthening and development, and provided opportunities for harnessing best practices to establish similar regional networks, including recently (and under guidance of the United Nations): the Exchange Network of Parliaments of Latin America and the Caribbean (Panama City, April 2011); and the Africa Parliamentary Knowledge Network (Cairo, June 2008).

FIT-GAP ANALYSIS

In the following overview a summary is provided of the ingredients which exist, and can be re-used or mobilized for the establishment and operation of the network, versus those which need to be brought into place. In this overview also an opinion is stated of the criticalities of these ingredients.

ENABLING FACTORS

- Parliament willingness
  - Leadership high level of interest to establish network.
  - Staff willingness to acquire knowledge, information and resources.
  - Members of Parliaments eagerness.

- Basic ICT skills
  - For using Internet and email.
  - Word processing i.e. producing electronic resources.

- Basic Internet connectivity
  - Within one or more offices there is access to Internet.
  - National telecom providers offer mobile 3G and 4G solutions (including attachable as USB keys on PCs and laptops.

- Available best practices and models for parliamentary knowledge networks
  - Existence of AGORA portal (which seems similar to the envisaged PPKN online platform and should be considered a proper and ideal model).
  - Existing relevant charter/statutes documents from other networks (for inspiration).
  - Expertise from around the world (from APKN, ENPLAC, AGORA portal and more).

- Potential assistance by AGORA team to develop and implement the PPKN online platform.
- Potential synergy with the KJIP, in terms of providing Internet connectivity and enhancing access to the PPKN online platform.

GAPS

- Absence of a formal Pacific inter-parliamentary cooperation (to embed network in).
- No experience/very limited skills at the Pacific parliaments on how to lead, manage or use such a network (at staff and MPs levels).
- Limited or no procedures for knowledge exchange among Parliaments.
- Limited skills among parliamentary staff for managing an online platform.
- Limited skills for using modern communication tools for inter-parliamentary networking and communication.

- Limited technical infrastructure within the Parliament to host an online platform with minimal or managed operational risks (e.g. data loss, security etc.).

RISKS

Based on the fit-gap analysis the following risks are highlighted.

ICT IMPLEMENTATION SKILLS

The Parliaments – despite being in good shape from an ICT/Internet connectivity point of view - are not ready in terms of ICT skill levels required to be fully independently responsible for a) development and b) management/operations of the PPKN online platform – at least not in its initial year.

LEADERSHIP AND EXPERIENCE IN REGIONAL PARLIAMENTARY KNOWLEDGE NETWORKING

The Parliaments, due to limited tradition in regional inter-parliamentary knowledge networking, lack experience of leading a parliamentary knowledge network in terms of: secretariat management; global, regional and local outreach; regional/international relations management; strategy and annual work planning; fundraising; funds management; and facilitating regional and online substantive knowledge networking activities.

OPPORTUNITIES

Similarly the following opportunities are present.

LEVERAGING AGORA TECHNICAL EXPERTISE/EXPERIENCE/ASSETS

The AGORA portal team has since the start of the portal (2010) developed a wealth of experience specifically on developing parliamentary development portals, including at the technological level (i.e. content management technology, multi-channel communication etc.); and the process/skills level (i.e. how to keep knowledge exchange going and stimulating users to generate

content, but also how to moderate content and contributions). On top of that, ensuring a substantive parliamentary development exchange, on matters related to parliamentary work is a very niche and specialized area of work.

The AGORA team has expressed, in consultation with the UNDP Fiji Multi-Country Office during the writing of this strategic paper, its willingness to provide assistance and technical support to UNDP and the PPKN, particularly in the establishment and management of the online platform.

Specifically, AGORA has offered to: 1) develop the online platform within the AGORA platform, and 2) host and provide ongoing technical support to the established platform.

In addition, AGORA has offered to facilitate the development of e-learning products e.g. online courses and modules, as well as training videos. AGORA has developed an e-learning course on introduction to parliamentary work, which could for instance be contextualized to better reflect the Pacific region. For this collaboration to work, an organizational arrangement is required where the AGORA team (based in Brussels) would collaborate/liaise with a local platform focal point based in the Pacific. This person would work closely with the Parliaments and compile requirements for the online platform and future knowledge products e.g. features, required areas of exchange, look and feel/usability parameters etc., and supply all of this to the AGORA team, as critical inputs for the platform development.

AGORA will ensure the platform development from its side, and will then liaise with its portal development and web design team to ensure that these requirements are met, and that the online platform is developed in the most efficient and cost-effective way possible. Where possible, synergies will be established with the existing AGORA portal and the climate portal (due to launch in June 2014), allowing administrators and users of the Pacific portal full access to the available content.

This platform focal point would after this initial stage (of requirements gathering and platform implementation, launch), carry on as a future staff member of the PPKN Secretariat, possessing excellent knowledge of the platform to among others train users in the Pacific and promote use of the platform. Hence sustainability is reinforced.

ALIGNMENT WITH KJIP INITIATIVE

The KJIP initiative (and other similar activities for the other Pacific Islands) could be aligned to the establishment of the PPKN and its online platform, specifically resulting in filling the identified technology gaps at the local levels, including though:

- Intermediate/advanced ICT skills training for parliamentary staff could be provided e.g. web content management training for parliamentary staff who will be dealing with the PPKN Platform.
- ICT skills training for MPs so that they know how to use the mobile Internet technologies.
- Enhancing Internet connectivity – where poor or less reliable – especially on the outer atolls could be addressed. It should be noted that 3G and LTE 4G technologies are being rolled out in the Pacific Islands, however full coverage may still take two years. As such intermediate solutions as provided through the KJIP initiative may be re-used within the context of providing access to the PPKN online platform.

PART III – THE WAY FORWARD

Against the background of the vision, current state, fit-gap analysis, and evaluation of risks and opportunities for the establishment of the PPKN, the following strategic objectives are formulated.

STRATEGIC FRAMEWORK

1. Harnessing modern technology
    i. To establish a modern parliamentary knowledge exchange platform for the storage, structuring, and dissemination of news, information and electronic resources.
    ii. To promote the use of modern tools for communication within the Network.

2. Vesting of network in declaration of cooperation
    i. To outline and agree on the terms of network governance, functions, structure, and responsibilities.

3. Led and managed by Pacific Parliaments
    i. To establish a dedicated network secretariat.
    ii. To establish the network correspondence structure.
    iii. To strengthen the secretariat and correspondents capacities.

4. Responding to Pacific Parliaments´ needs
    i. To engage with Parliaments to assess their knowledge exchange/ networking needs.
    ii. To incorporate results-based planning.
    iii. To act as counterpart between Parliaments and the international community stakeholders and technical assistance providers.

5. Provide information and resources to strengthen parliamentary functions

   i. To establish subject areas and technical working groups.
   ii. To raise awareness on network´s activities and benefits.
   iii. To promote/encourage inter-parliamentary network communication.

6. Engagement, exchange, collaborate with other parliamentary knowledge networks

   i. To raise awareness on other existing parliamentary knowledge networks.
   ii. To participate in events and work of other networks.
   iii. To promote participation from other networks in Pacific network.

Along the coastline in Tuvalu (Photo: UNDP).

PART IV - IMPLEMENTATION ROADMAP

A proposed roadmap and realistic timeline for the establishment of a Pacific Parliaments Knowledge Network could be as follows (Figure 1).

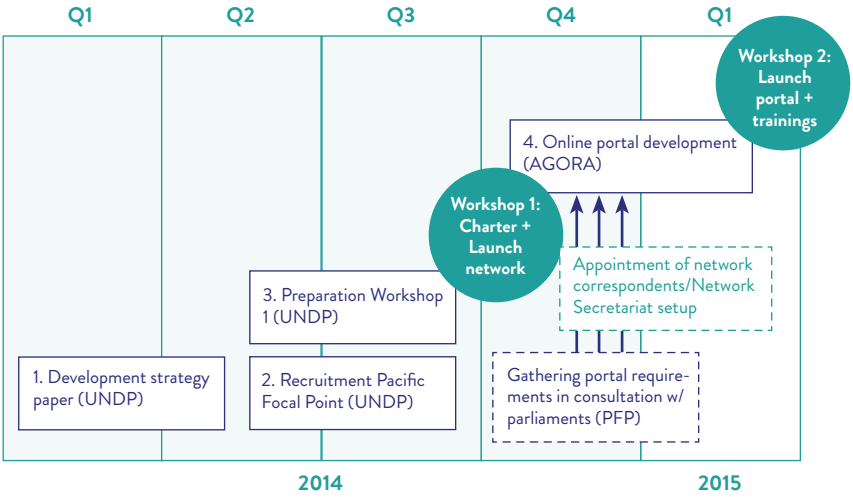


Figure 1: Implementation roadmap throughout 2014, quarters I-IV, and 2015, quarter I

- Provided that the PPKN strategy (this document) delivered by mid-Q2 of 2014, UNDP can initiate the recruitment of the platform focal point/network secretariat staffer, concluding ideally before mid-Q3. As mentioned before the platform focal point, once recruited will serve as focal point towards AGORA team for the online platform, and also progress work as (permanent) staff of the future network secretariat (see the job description in Appendix II with the dual responsibility).
- Around September 2014, the first workshop (Appendix III) could be held (preparations are initiated after delivery of the strategy paper). The workshop ideally would have as outcomes: an endorsed PPKN charter, the launch of the PPKN, with the establishment of a PPKN Council of Clerks, and the appointment of the PPKN Secretariat.

- In addition, with the platform focal point (Appendix II) already on board, during the workshop the first discussions on the requirements for the PPKN online platform could take place, to include what features it would have. To facilitate the discussions and also to create more awareness among participants and stakeholders on good practices of online parliamentary knowledge networking, it would be ideal to have the participation of the AGORA team during this workshop.
- After the first workshop, the online platform (portal) would be developed by the AGORA team, with the increased/continued requirements inputs (features, functionality, specific needs for knowledge exchange etc.) being provided by the platform focal point, who will work locally and closely with the Pacific Parliaments.
- Also after the workshop one, the network secretariat could be further established, and network correspondents appointed in the respective Parliaments (who would be the parliamentary focal points for knowledge exchange activity).
- During workshop two (towards the end of Q1, 2015) the online platform launch could take place in combination with relevant capacity strengthening trainings could be provided to the PPKN secretariat and correspondents (i.e. being the actual contributors to the online platform). Again, to transfer good practices and working methods, the participation of the AGORA team would be critical.

IMPLEMENTATION ACTIVITIES

In the following sections, for each of the elements of the strategic framework, a set of activities is proposed. The sequence of all these activities can be viewed in Appendix I.

HARNESSING MODERN TECHNOLOGIES

1.1. To establish a modern parliamentary knowledge exchange platform

The establishment of the knowledge exchange platform (as envisaged: see vision on pages 7, 8) will happen through several stages, including, first, a

formulation of the requirements of the platform. At this stage the questions are answered as to what the online platform should do (features) or provide to its users. This type of requirements gathering is proposed to be carried out mainly by the platform focal point (see Figure 1 and Appendix II). Based on requirements compiled, the actual platform will be developed by the AGORA team in Brussels. It should be noted that development of the platform can only start when a concrete list of requirements has been shared with the AGORA team.

The specific activities foreseen are listed below. The platform would be launched during the second workshop (see Appendix I for a detailed timeline).

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Recruit Pacific platform focal point	UNDP	ToR (Appendix II)
Gather requirements for online platform	platform focal point (in collaboration with AGORA)	platform focal point recruited/Workshop1 (see Appendices II and III)
Development of online platform	AGORA	Requirements documentation
Web design	AGORA	Requirements docs
Hosting of online platform	AGORA	IT infrastructure and resources (from AGORA)
Platform maintenance	AGORA	IT infrastructure and resources (from AGORA)

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Launch of online platform	PPKN Secretariat + UNDP (in collaboration with AGORA	Workshop 2 (see Appendix IV)
Training of network secretariat/ correspondents/ end-users	UNDP (in collaboration with Network Secretariat, AGORA)	Workshop 2
Development of e-learning modules	AGORA	Requirements to be discussed at Workshop 1

1.2. To promote the use of modern tools for communication

Based on the best practices and experiences/lessons learned from AGORA, it is highly recommended to adopt and deploy social media tools for communicating within the PPKN, between Parliaments and their staff, and with third parties e.g. other parliamentary networks.

In addition for supporting island wide coverage and participation into the online knowledge exchange activities, Internet connectivity shall be enhanced through the provision of Internet connectivity equipment, especially on the outer atolls; the three islands consist of a total of around 70 outer atolls. This is to be achieved through synergy with KJIP and similar initiatives. It should be noted that enhancing the coverage should be foreseen for 2015 and 2016, as then the PPKN online platform will already exist, and the national roll-outs of mobile Internet technologies (3G or 4G LTE) have progressed, bringing

the procurement cost lower: buying mobile Internet modems is a cheaper option than non-mobile Internet options.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Open network´s social media accounts	PPKN Secretariat + UNDP (in collaboration with AGORA)	
Develop guidelines	PPKN Secretariat (in collaboration with AGORA)	Platform focal point
Training of network secretariat on social media communication best practices	PPKN Secretariat (in collaboration with AGORA)	Workshop 2
Enhancement of Internet connectivity on outer atolls	UNDP	IT equipment, 70 atolls

VESTING THE NETWORK IN PARLIAMENTARY COOPERATION

2.1. To outline and agree on the terms of network governance, functions, structure, and responsibilities

The experience of previously established parliamentary network shows that a formal endorsement of the network with its daily tasks and activities is a pre-condition for success. Networks that have been established with lesser than Speaker or Clerk endorsement were greatly limited in that staff were not encouraged/mandated to spend time on "non-parliamentary activity". Therefore it is necessary to engage in a process of formalization, which

is visible and can be communicated through an endorsed charter. The deliberations on and formalization of the charter would be the main outcome of the first regional workshop, designed to establish the Pacific Parliaments Knowledge Network. Appendix V provides a sample charter document from the ENPLAC parliamentary network. In addition to endorsing the charter, the establishment of a Council of Clerks would take place, as well as the establishment of the secretariat.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Drafting of proposed charter document outlining network scope, governance, functions, structure, responsibilities	UNDP/ Parliaments	Workshop 1
Consultation on proposed charter	UNDP/ Parliaments	
Deliberations/finalization of charter	UNDP/ Parliaments	Workshop 1
Endorsement of charter/ establishment PPKN	Parliaments	Workshop 1
Establishment of Conference of Clerks (to oversee the Secretariat)	Parliaments	Workshop 1

NETWORK LED AND MANAGED BY PACIFIC PARLIAMENTS

3.1. To establish a dedicated Network Secretariat

As mentioned above the first workshop would be focused around endorsing the charter, establishing the Council of Clerks and establishing a network secretariat, with one Clerk (or deputy) being appointed as Acting Secretary to the Council.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Appointment of Acting Secretary	Conference of Clerks	Workshop 1
Recruitment/installation of network secretariat staffer (same person as Pacific focal point)	UNDP (in consultation with Parliaments)	ToR Pacific focal point/ network secretariat staffer

3.2. To establish the network correspondence structure

The appointment of network correspondents could take place during the workshop, but could also take place after this first workshop.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Appointment of network correspondents	Secretariat	Workshop 1 or 2, or in between
Appointment of sub-correspondents	Correspondents/ Parliaments	Workshop 2, or prior

3.3. To strengthen the secretariat and correspondents capacities

Once the secretariat has been established and all network correspondents and sub-correspondents have been appointed, the entirety of it will require capacity strengthening. This is especially critical since as the fit-gap analysis shows, there is no tradition or experience concerning managing and operating a regional parliamentary network of this kind. Much of this capacity strengthening could be realized during the second regional workshop.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Provide management training to secretariat on network management (including strategic planning, annual work planning, budgeting, etc.)	UNDP	Workshop 2 and other smaller regional workshops
Provide training to network correspondence on: content/ resources gathering, repurposing/uploading into knowledge exchange platform/client orientation/ communication (social media/email standards best practices)	Network focal point (in collaboration with AGORA)	Workshop 2 and other smaller regional workshops

RESPONDING TO PACIFIC PARLIAMENTS NEEDS

4.1. To engage with parliaments to assess their knowledge exchange/networking needs

In order to respond to the needs of the Pacific Parliaments and really work for them, it is critical for the secretariat to understand the actual knowledge exchange needs. For this purpose, an annual survey will be designed. In addition needs and requirements will be gathered during regular network events, including an annual network conference and ad-hoc technical meetings.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Annual knowledge exchange needs survey	PPKN Secretariat	Regional survey
Gathering of needs/ requirements	PPKN Secretariat	Ongoing/ meetings

4.2. To incorporate results-based planning

The secretariat really should be more than just a pro-forma or symbolic secretariat. Instead it should take the lead as is envisioned. It should incorporate the needs assessed into annual work plans and a strategic plan, which is also presented and endorsed during regular network meetings. Based on these plans, there shouldl also be an evaluation of the results. Having annual work plans and strategic plans at hand, better facilitates an engagement with the international donor community.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Development of network annual work plan	PPKN Secretariat	Initiated during Workshop 2

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Development of network strategic plan	PPKN Secretariat	Initiated during Workshop 1/ Presented during Workshop 2
Annual network conference	PPKN Secretariat	Initiated during Workshop 2
Monitoring and evaluation of results	PPKN Secretariat/ Conference of Clerks	Ongoing

4.3. To engage international technical assistance providers

As mentioned, to lead the network and work for the Pacific Parliaments, the secretariat must also engage with the interested international community. As mentioned annual work plans and strategic plans are necessary to translate and communicate needs from the network members. Activities which should be undertaken are listed below.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
To represent the network at regional/global events related to parliamentary development and knowledge exchange	PPKN Secretary	Ongoing

ACTIVITIES	LEAD RESPONSIBLE	TYPE
To develop and submit proposals to relevant calls by international donors/ technical assistance providers	PPKN Secretary/ UNDP assistance	Ongoing
Show case the network story within existing parliamentary development initiatives (e.g. twinning programmes)	PPKN Secretary/ UNDP assistance	Ongoing

PROVIDE INFORMATION AND RESOURCES TO STRENGTHEN PARLIAMENTARY FUNCTIONS

5.1. To establish subject areas and technical working groups

As envisioned, the network will provide information, news, documentation, online resources on developments, standards and best practices that concern the parliamentary administrative, legislative, representative, and oversight functions. Therefore for example the following knowledge categories or areas can be created:

- Parliamentary administration:
  - Rules of procedures, organization
  - e-Parliament practices
- Legislation:
  - News on legislation proposed or passed in Pacific Parliaments
  - Legislative documents/Bills before Parliament by subject area e.g. women empowerment/business and economy/communities and local government/culture media, sport/defence/education/ energy and climate change/environment/agriculture/fisheries/ telecommunications/media etc.

- Representation
- Oversight

The above is just an example and further more specific subject areas need to be formulated and structured within the knowledge exchange platform e.g. with assistance from specialists from other networks. In addition the responsible area owners need to be assigned and be trained on how to manage their areas.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Formulation of proposed areas of knowledge exchange	UNDP (with assistance of AGORA)	Workshop 2
Assignment of sub-correspondents as "area-owners"	PPKN Secretariat	Workshop 2 (or internal)
Train correspondents and sub-correspondents on content gathering, re-purposing, upload, indexing, categorizing etc.	UNDP (with assistance of AGORA/PPKN Secretariat	Workshop 2

5.2. To raise awareness on network's activities and benefits

The network will need to be positioned as a service to Parliaments, including all staff and all MPs. It should not only be limited to the secretariat or correspondents, but these stakeholders need to "sell" their service to the rest of Parliament, and absorb feedback on what is needed in terms of knowledge, information and resources in daily parliamentary work by staff and MPs. Hence a first step is internally in each Parliament, once the platform is up-and-running, and correspondents have been trained, to engage and educate the rest of Parliament. Engagement can also be achieved by involving staff and MPs in the annual network survey to assess information needs. Furthermore on the parliaments´ websites also visibility should be given to the online Network platform by sharing its link.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Provide parliament internal training to parliamentary staff and members	PPKN Secretariat/ Correspondents	Local training
Provide information on parliamentary websites or social media channels on network´s existence	PPKN Secretariat/ Correspondents	Ongoing
Engage staff and members in completion of annual network survey	PPKN Secretariat/ Correspondents	Ongoing

5.3. To promote/encourage inter-parliamentary network communication

The network is envisioned to facilitate and promote inter-parliamentary knowledge exchange. The experience of successful knowledge networks shows that instant dissemination and circulation of information requests is critical. Early listserv email circulation methods are being replaced by social media communication e.g. Twitter, which provide to community members with an "open communication channel" to which correspondents can reply to. Also successful networks provide users with the ability to submit requests.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Promote the use of social media tools for daily communication	PPKN Secretariat/ UNDP	Workshop 1, 2
Provide Network users with the ability to submit requests	PPKN Secretariat/ UNDP	Platform feature

ENGAGEMENT AND COLLABORATION WITH OTHER NETWORKS

6.1. To raise awareness on other parliamentary knowledge networks

As much as the Pacific Parliaments can learn from one another's activity, they can learn from other parliaments´ activities, by being engaged and "listening" to other parliamentary knowledge networks. Hence a regular scanning of other parliamentary knowledge network web-platforms or social media channels is highly recommended. As parliamentary knowledge exchange is something new for the Pacific Parliaments it would be useful to introduce the secretariat and network correspondents to the work of other similar networks (e.g. during the second workshop).

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Expose network correspondents and secretariat to work of other networks	UNDP + AGORA	Workshop 2 (resource person)

6.2 To participate in events and work of other networks

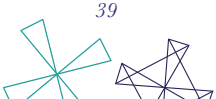
In addition to learn about other networks and keep abreast of developments the Pacific Parliaments Knowledge Network is recommended to actively engage and participate in global or regional events of other networks and relevant organizations (e.g. IFLA conferences etc.).

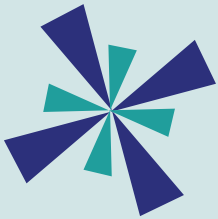
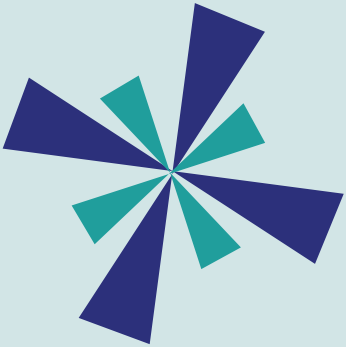
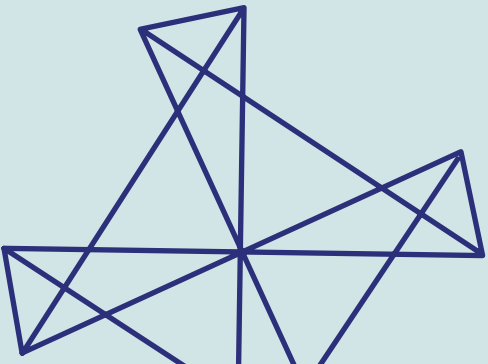
ACTIVITIES	LEAD RESPONSIBLE	TYPE
Represent network at relevant events	PPKN Secretariat	Ongoing

6.3. To promote participation from other networks in Pacific network

Analogue to the above, other networks should be encouraged to engage in ongoing work or events.

ACTIVITIES	LEAD RESPONSIBLE	TYPE
Invite representatives of other networks in Pacific network events	PPKN Secretariat	Ongoing



CONCLUSIONS

1. This strategy paper outlines the vision for the PPKN and provides a description of its online platform (see the Vision chapter).

2. The paper provides an overview of the assessment of the current state with the main conclusions that despite the Parliaments high willingness to engage in inter-parliamentary knowledge networking through a formalized PPKN, and accompanying online modalities, including online platform, there exist specific challenges that will impact the envisaged levels of knowledge networking, especially during the first start-up year.

3. The Parliaments currently do not possess sufficient capacity, including critical ICT skills and online platform management/moderation skills, to fully independently carry out the knowledge networking responsibilities.

4. Compounding this challenge is the lack of knowledge networking experience, which means that the Parliaments will face difficulty in providing leadership at the administrative and technical/substantive levels.

5. To overcome this, the UNDP Fiji Multi-Country Office has the opportunity to collaborate with its Brussels-based colleagues who are currently managing the AGORA parliamentary development portal (and expanding it for example with a dedicated climate change portal).

6. The AGORA team are willing to specifically offer (pending its own resources) its expertise and experience in creating and managing parliamentary development portals, as well as the related technological infrastructure including the existing AGORA platform itself, and to develop and host the PPKN platform within its AGORA platform.

7. For this to work, an organizational arrangement is required where the AGORA team (based in Brussels) would collaborate/liaise with a local Pacific platform focal point (see Appendix II) e.g. a staff member of the

PPKN Secretariat, who would work closely with the Parliaments and compile requirements for the online platform and future knowledge products e.g. features, required areas of exchange, look and feel/usability parameters etc.

8. For sustainable capacity building, it is recommended that the Pacific platform focal point (after compiling the requirements) also carries on working within the network secretariat as (permanent) staff. The job-description of the platform focal point is adjusted to serve both roles: requirements focal point towards AGORA and secretariat management support (see Appendix II).

9. Allowing the AGORA team to facilitate the establishment of the online platform, allows UNDP to focus more on the establishment of the much needed institutional structures of the PPKN. Specifically, it is critical to lay the foundations for ownership and sustainability, through the engagement of the Parliaments, and guide them in the establishment of the PPKN Secretariat, governing Council of Clerks, and PPKN Correspondents organization.

10. In order to strengthen ownership and sustainability, UNDP can further focus on filling the capacity gaps, namely concerning parliamentary knowledge networking management and leadership skills.

11. Furthermore to ensure greater participation from the outer atolls in the Pacific, UNDP is advised to explore synergies with the KJIP and similar projects, specifically to address the Internet connectivity gaps.

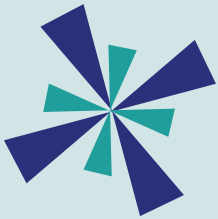
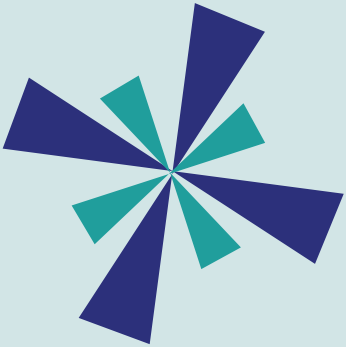
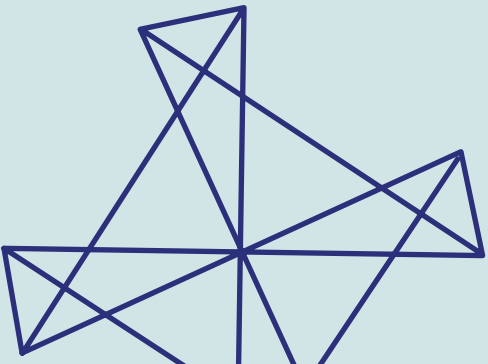
12. Once the PPKN would be established, and the PPKN platform be delivered (by AGORA), a concerted effort between UNDP, the PPKN secretariat (with its platform focal point), and AGORA team could begin to train the PPKN Correspondents (from the Parliaments) on how to maximize the potential of the online platform.

13. In addition the network secretariat can receive further capacity strengthening at different levels e.g. the management level, including strategy planning, annual work planning, monitoring and evaluation, outreach, fundraising and more.

CRITICAL NEXT STEPS

Following this strategy paper the next steps which will need to be considered are:

- Review of strategy paper among the main stakeholders, including the three Parliaments and the UNDP teams (Fiji, AGORA, KJIP).
- Coordination will be necessary at the level of UNDP Democratic Governance Group, to establish how to best re-use the AGORA expertise, technology and assets, and align the KJIP initiative, in order to avoid duplicating efforts and resources.
- A project document will need to be developed using this strategy paper and the roadmap overview (Appendix I) as inputs, followed by implementation of activities (e.g. using ToRs in the appendices).
- Swift recruitment of a Pacific platform focal point (Appendix II) is required to initiate critical work on platform requirements (no requirements = no platform).
- Preparation of the first workshop (Appendix III).
- Based on the platform requirements (including those recorded during the first workshop and afterwards by the platform focal point), AGORA team could then initiate the platform development stage.

APPENDICES

APPENDIX I:
STRATEGY IMPLEMENTATION ACTIVITIES (BY SEQUENCE)

Please note: several times in the budget description column "regional workshop" is mentioned, however this may be for the same regional workshop. In total there are only two regional workshops, as specified in the "Resources/inputs needed" column. A regional workshop may be mentioned more than once, as it accomplishes more than one strategic objective or action in this overview.

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
1. To establish a modern parliamentary knowledge exchange platform																		
Recruit Pacific focal point	UNDP	ToR (Appendix II)	High	X	X	X	X	X	X	X	X	X	X	X	X	UNDP/ Secretariat budget	18 months UNDP budget, from Q3 2014. After (2016) by Network Secretariat	54.000 (UNDP) + 36.000 (2016 by Network Secretariat)
Engage AGORA staff support for portal development and management	AGORA		High		X	X	X	X								UNDP	12 months of part-time AGORA staff member (Q3+Q4 2014 for development; Q1+Q2 2015 for management and IT liaison	25.000

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014				2015				2016				PLANNED BUDGET		
				QUARTER				QUARTER				QUARTER				SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
Technical development of online platform (IT developer)	AGORA	Requirements documentation	High			X	X	X								UNDP	6 months portal development	$15,000
Web design	AGORA	Requirements docs	High			X	X	X								UNDP	6 months portal design	$5,000
Hosting of online platform	AGORA	IT infrastructure and resources (from AGORA)	High			X	X	X	X	X	X	X	X	X	X	UNDP	2.5 years hosting shared among 3 AGORA platforms	$1,250
Platform maintenance	AGORA	IT infrastructure and resources (from AGORA)	High					X	X	X	X	X	X	X	X	UNDP	8 quarters of maintenance	$16,000
Launch of online platform	PPKN Secretariat + UNDP (in collaboration with AGORA)	Workshop 2 (see Appendix IV)	High					X								UNDP	Workshop 2 and Pacific focal point	TBD
Training of network secretariat/ correspondents/ end-users	UNDP (in collaboration with network secretariat, AGORA)	Workshop 2, and continued support by platform focal point	High					X	X	X	X					Secretariat budget + UNDP for workshop	Workshop 2 and Pacific focal point	TBD (for workshop)

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
Development of e-Learning modules	AGORA	Requirements to be discussed at Workshops 1+2, plus continued inputs from Platform focal point	High			X	X	X								Secretariat budget + UNDP for e-Learning development	e-Learning development expert	$35,000 - $50,000 (for e-Learning development)
1.2 To promote the use of modern tools for communication																		
Open network´s social media accounts	PPKN Secretariat	Established Network	Medium					X								Secretariat budget	Secretariat managerial	-
Develop guidelines	PPKN Secretariat (in collaboration with AGORA)	Platform focal point	Medium				X									Secretariat budget	Secretariat managerial	-
Training of network secretariat on social media communication best practices	PPKN Secretariat (in collaboration with AGORA)	Workshop 2	Medium					X								UNDP	Regional workshop	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
Enhancement of internet connectivity on outer atolls	UNDP	IT equipment, 70 atolls	Low					X	X	X	X	X	X	X	X	UNDP	3G or 4G flash USB internet modems, plus 1 year internet subscription ($500)	$35,000
2.1 To outline and agree on the terms of network governance, functions, structure and responsibilities																		
Drafting of proposed charter document outlining network scope, governance, functions, sstructure, responsibilities	UNDP/ Parliaments	Workshop 1 + Appendix V (sample charter)	High		X	X										NA	NA	NA
Consultation on proposed charter	UNDP/ Parliaments	Drafted charter/ communication with Parliaments by UNDP	High			X										NA	NA	NA
Deliberations/ finalization of charter	UNDP/ Parliaments	Workshop 1	High			X	X									UNDP	Regional workshop	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
Endorsement of charter/ establishment PPKN	Parliaments	Workshop 1	High			X	X	X									3G or 4G flash USB internet modems, plus 1 year internet subscription ($500)	$35,000
Establishment of Conference of Clerks (to oversee the secretariat)	Parliaments	Workshop 1	High			X	X	X									Regional workshop	TBD
3.1 To establish a dedicated network secretariat																		
Appointment of acting Secretary	Conference of Clerks	Workshop 1/ Network charter (Appendix V)	High				X	X								UNDP	Regional workshop	TBD
Recruitment/ installation of network secretariat Staffer (same person as Pacific focal point)	UNDP (in consultation with parliaments)	ToR Pacific focal point/network secretariat staffer	High	X	X	X	X	X	X	X	X	X	X	X	X	UNDP/ Secretariat budget	18 months UNDP budget, from Q3 2014. After (2016) by Network Secretariat	$54,000 (UNDP) +$36,000 (2016 by Network Secretariat

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
3.2 To establish the network correspondence structure																		
Appointment of network correspondents	Secretariat	Workshop 1 or 2, or in between	High			X	X	X								Secretariat budget	Secretariat managerial	NA
Appointment of sub-correspondents	Correspondents/ Parliaments		Low/ Medium			X	X	X								Secretariat budget	Secretariat managerial	NA
3.3 To strengthen the secretariat and correspondents capacities																		
Provide management training to Secretariat on network management (including strategic planning, annual work planning, budgeting, etc.)	UNDP	Workshop 2 and other smaller regional workshops	High/ Medium					X				X				UNDP	Regional workshop	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER 1	2014 QUARTER 2	2014 QUARTER 3	2014 QUARTER 4	2015 QUARTER 1	2015 QUARTER 2	2015 QUARTER 3	2015 QUARTER 4	2016 QUARTER 1	2016 QUARTER 2	2016 QUARTER 3	2016 QUARTER 4	PLANNED BUDGET SOURCE	PLANNED BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
Provide training to network correspondence on: content/ resources gathering, repurposing/ uploading into knowledge exchange platform/client orientation/ communication (social media/ email standards best practices)	Network focal point (in collaboration with AGORA)	Workshop 2 and other smaller regional workshops	High					X				X				UNDP	Regional workshop	TBD
4.1 To engage with parliaments to assess their knowledge exchange/networking needs																		
Annual knowledge exchange needs survey	PPKN Secretariat	Regional survey launched at Workshop 2	Medium					X				X				UNDP	Regional workshop	TBD
Gathering of needs/ requirements	PPKN Secretariat	Ongoing/ meetings						X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014				2015				2016				PLANNED BUDGET		
				QUARTER				QUARTER				QUARTER				SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
4.2 To incorporate results-based planning																		
Development of network annual work plan	PPKN Secretariat	Initiated during Workshop 2	Medium					X				X				Secretariat budget	Secretariat managerial	TBD
Update of network strategic plan	PPKN Secretariat	Initiated during Workshop 1/ Presented during Workshop 2	Medium/ Low			X				X				X		Secretariat budget	Secretariat managerial	TBD
Annual network conference	PPKN Secretariat	Initiated during Workshop 2	High					X				X				Secretariat budget	For year 2 and 3 (year 1 is UNDP)	TBD
Monitoring and evaluation of results	PPKN Secretariat/ Conference of Clerks	Ongoing	Medium				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
4.3 To engage international technical assistance providers																		
To represent the network at regional/global events related to parliamentary development and knowledge exchange	PPKN Secretary	Ongoing	Medium/ Low				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
To develop and submit proposals to relevant calls by international donors/ technical assistance providers	PPKN Secretary/ UNDP assistance	Ongoing	Medium				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
Show case the Network story within existing parliamentary development initiatives (e.g. twinning programmes)	PPKN Secretary/ UNDP assistance	Ongoing	Medium/ Low				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
5.1 To establish subject areas and technical working groups																		
Formulation of proposed areas of knowledge exchange	Pacific focal point (with support of AGORA)	Workshop 1, Pacific focal point	High			X	X	X								UNDP	Regional workshop + Pacific focal point salary	TBD
Assignment of sub-correspondents as "area-owners"	PPKN Secretariat	Workshop 2 (or internal)	Medium					X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
Train correspondents and sub-correspondents on content gathering, re-purposing, upload, indexing, categorizing etc.	AGORA (on behalf of UNDP)	Workshop 2	High					X								UNDP	Regional Workshop	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER				2015 QUARTER				2016 QUARTER				PLANNED BUDGET SOURCE	PLANNED BUDGET BUDGET DESCRIPTION	PLANNED BUDGET AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
5.2 To raise awareness on network's activities and benefits																		
Provide Parliament internal training to parliamentary staff and members	PPKN Secretariat/ correspondents	Local training	Medium				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
Provide information on parliamentary websites or social media channels on network´s existence	PPKN Secretariat/ correspondents	Ongoing	Low				X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
Engage staff and members in completion of annual network survey	PPKN Secretariat/ correspondents	Ongoing	Medium					X				X				Secretariat budget	Secretariat managerial	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014				2015				2016				PLANNED BUDGET		
				QUARTER				QUARTER				QUARTER				SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
				1	2	3	4	1	2	3	4	1	2	3	4			
5.3 To promote/encourage inter-parliamentary network communication																		
Promote the use of social media tools for daily communication	PPKN Secretariat	Workshop 1, 2	High			X	X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
Provide network users with the ability to submit requests	PPKN Secretariat with support of AGORA	Requirements by Pacific focal point	High			X	X	X								See 1.1		
6.1 To raise awareness on other parliamentary knowledge networks																		
Expose network correspondents and secretariat to work of other networks	UNDP with support of AGORA	Workshop 2 (resource person)	Medium				X	X	X	X	X	X	X	X	X	UNDP	Regional workshop	TBD

ICT STRATEGIC OBJECTIVE / ACTION	LEAD RESPONSIBLE	RESOURCES /INPUTS NEEDED	PRIORITY	2014 QUARTER 1	2	3	4	2015 QUARTER 1	2	3	4	2016 QUARTER 1	2	3	4	PLANNED BUDGET SOURCE	BUDGET DESCRIPTION	AMOUNT (USD)
6.2 To participate in events and work of other networks																		
Represent Network at relevant events	PPKN Secretariat	Established network secretariat	Medium/ Low			X	X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD
6.3 To promote participation from other networks in Pacific network																		
Invite representatives of other networks in Pacific network events	PPKN Secretariat	Established network secretariat	Medium			X	X	X	X	X	X	X	X	X	X	Secretariat budget	Secretariat managerial	TBD

APPENDIX II:
TERMS OF REFERENCE (TOR) - SECRETARIAT MANAGEMENT ASSISTANT AND PLATFORM FOCAL POINT

BACKGROUND

The UNDP Fiji Multi-Country Office (MCO) is supporting the three Governments and Parliaments of Kiribati, Republic of the Marshall Islands and Tuvalu with the following interventions: 1) Scaling up of the institutional and legal reforms in each country and accelerate capacity development of parliamentarians by transferring success stories, knowledge on best practices and lessons learnt among the three countries; 2) Advocating for changes to mind set and power relationship so as to transform current administrative structures and institutionalize changes within national strategies, legal frameworks and policies; and, 3) improve and increase citizens' participation in law making in particular, innovative initiatives, such as practice (or mock) Parliaments for women.

One of the major challenges faced by Parliaments throughout the Pacific, and in particular the three mentioned Parliaments, is access to information on standards and best practices for improving administrative, legislative, representation and oversight functions. The absence of proper knowledge exchange mechanisms, in combination with technological barriers and limited human resource capacity makes it a challenging endeavour for the Parliaments to systemically acquire information and knowledge for development purposes. In addition the lack of regular exchange and communication with peers facing the same challenges and solving similar issues limits development progress.

PACIFIC PARLIAMENTARY KNOWLEDGE NETWORK

Against this background, the UNDP Fiji Multi-Country Office in collaboration with the Pacific Parliaments of Kiribati, Marshall Islands and Tuvalu intend to establish a Pacific Parliamentary Knowledge Network (PPKN) with *1)* a Network Secretariat to be based in one of the three island nations, and *2)* an online platform (developed by AGORA) which will serve as the main hub

for online knowledge exchange and networking between the parliaments and intended audiences.

NETWORK SECRETARIAT

Specifically, the Network Secretariat shall oversee all knowledge networking activities, both online (mostly via the online platform) and face-to-face through regional meetings, workshops, trainings and more. Its establishment is required for facilitating the PPKN´s: global, regional and local outreach; regional and international relations management; strategy and annual work planning; fundraising; funds management; and facilitating regional and online substantive knowledge networking activities.

ONLINE PLATFORM

The online platform will be the PPKN main visible hub; a true "one-stop shop" for parliamentary staff, Members of Parliament (MPs), citizens, parliamentary development practitioners, researchers and civil society representatives.

It shall offer sections with (among others):

1. Resources and knowledge materials, including a virtual library offering handbooks, guidelines, reports, documents in English and French and other native Pacific languages;
2. Social networking spaces, for hosting online groups and communities around parliamentary development issue areas: gender, climate change, anti-corruption and more;
3. Interactive learning (including e-learning courses); and
4. News, blogs and social media sections, where especially blogs can be used for sharing local citizens, practitioner, civil society representatives' stories.

AGORA: The online platform shall be developed, hosted and maintained by the AGORA team based in Brussels. Based on requirements from the Pacific Parliaments, the AGORA team will establish the online platform, and assist with the development of content, including e-Learning products.

SECRETARIAT MANAGEMENT SUPPORT AND PLATFORM FOCAL POINT

UNDP, providing support to the establishment of the PPKN, seeks to recruit a single staff who will act with the dual responsibility of providing 1) secretariat management support and 2) serving as online platform focal point. Specifically to he/she shall:

- The Secretariat Management Assistant will provide assistance and daily support to the Network Secretary in global, regional and local outreach; regional and international relations management; strategy and annual work planning; fundraising; and funds management tasks.
- As Platform focal point, will be responsible (in liaison with the AGORA team) for:
  - Engaging and consulting with the Pacific Parliaments and solicit/record/document:
    - online platform requirements (including functional, non-functional) and knowledge networking needs (e.g. areas of exchange, topics, themes),
    - e-learning requirements including those related to the design, topics, themes of modules and courses.
  - identifying training needs among parliamentary staff and platform users, and formulate proposals for training activities including the design, provision of training to online platform users;
  - the moderation/management of user-generated content (e.g. blogs, comments, uploads etc.) onto the online platform;
  - the moderation/management of social media channels, linked to the online platform.

REQUIRED PROFILE/QUALIFICATIONS

- Educational background in public administration, law, international relations or related discipline.
- Excellent knowledge of the Pacific region.
- Experience of working with parliaments (five years or more).
- Affinity/understanding of online platforms.

REMARKS

- This staffer is to be recruited as soon as possible during Q2, Q3 2014, ideally prior to the establishment of the actual PPKN (during Workshop 1)
- Once recruited, this staffer will primarily act as platform focal point to provide AGORA with requirements inputs for the online platform (this has the highest priority; as without requirements there shall be no online platform)
- Once the PPKN is established, then the platform focal point will also take on his/her secretariat management support responsibilities.

A.III APPENDIX III: CONCEPT NOTE WORKSHOP 1: TOWARDS A PACIFIC PARLIAMENTARY KNOWLEDGE NETWORK

BACKGROUND

The UNDP Fiji Multi-Country Office is supporting the three Governments and Parliaments of Kiribati, the Republic of the Marshall Islands and Tuvalu with the following interventions: 1) Scaling up of the institutional and legal reforms in each country and accelerate capacity development of parliamentarians by transferring success stories, knowledge on best practices and lessons learnt among the three countries; 2) Advocating for changes to mind set and power relationship so as to transform current administrative structures and institutionalize changes within national strategies, legal frameworks and policies; and, 3) improve and increase citizens' participation in law making in particular, innovative initiatives, such as practice (or mock) Parliaments for women.

One of the major challenges faced by Parliaments throughout the Pacific and in particular the three mentioned Parliaments, is access to information on standards and best practices for improving administrative, legislative, representation and oversight functions. The absence of proper knowledge exchange mechanisms, in combination with technological barriers and limited human resource capacity makes it a challenging endeavour for the Parliaments

to systemically acquire information and knowledge for development purposes. In addition the lack of regular exchange and communication with peers facing the same challenges and solving similar issues limits development progress.

TOWARDS A PARLIAMENTARY KNOWLEDGE NETWORK FOR PACIFIC PARLIAMENTS

Against this background, the UNDP Fiji Multi-Country Office in collaboration with the following Pacific Parliaments of Kiribati, Marshall Islands and Tuvalu will organize (in Q3, 2014) a regional workshop to discuss and consult with each other on the need and value of a regional Pacific parliamentary knowledge exchange platform, whose work would be embedded in a framework of a Pacific Parliamentary Knowledge Network. Specifically the workshop will encompass the following main themes:

- The current state of Pacific parliamentary knowledge networking.
- Knowledge networking and parliamentary development needs.
- The establishment of a Pacific Parliamentary Knowledge Network including:
  - Main envisaged opportunities and challenges.
  - A governing charter document outlining:
    - The establishment of a Council of Clerks.
    - The establishment of a network secretariat.
    - The establishment of a network correspondence.
- Main areas of knowledge exchange, related to Parliamentary administration development, as well as the main parliamentary functions of legislation making, representation and oversight.
- Strategic goals and objectives, and possible implementation activities for the Network´s first two years.
- Important best practices and lessons learned, shared among others by successful global and regional parliamentary knowledge exchange networks e.g. AGORA.
- Exploring of synergies with third parties e.g. other parliaments; AGORA, Kiribati Joint Implementation Plan (KJIP).
- Requirements for the establishment of an Online Parliamentary Knowledge Exchange Platform.

EXPECTED OUTCOMES

- Drafting of/endorsement of Network Charter document, as an expression of commitment of participating parliaments (final ratification can take place after the workshop too);
- Establishment of the Council of Clerks;
- Establishment of network secretariat (with Clerk candidature and election);
- Formulation of scope of correspondence network structure;
- Formulation/endorsement of network´s 2014-2015 Strategic Framework (objectives and implementation activities);
- Exploring/confirmation of partnerships between e.g. AGORA and KJIP, and other parliaments willing to in-kindly contribute to the Network´s establishment;
- Raised awareness among Network members online parliamentary knowledge networking (AGORA, Climate Change portal example);
- Formulation of initial requirements for the development of the online platform and agreement with Parliaments on how subsequent next set of requirements shall be solicited (during Q4, 2014);
- Agreement on scope of online portal to be developed by AGORA, as well as eLearning products.

AUDIENCE

Clerks and/or legal councils, library professionals, parliamentary research, IT staff.

Facilitators shall include: UNDP, AGORA.

FORMAT

Two- to three-day workshop

APPENDIX IV: CONCEPT NOTE WORKSHOP 2: STRENGTHENING PACIFIC PARLIAMENTARY KNOWLEDGE NETWORKING CAPACITIES AND CAPABILITIES

BACKGROUND

One of the major challenges faced by Parliaments throughout the Pacific is access to information on standards and best practices for improving administrative, legislative, representation and oversight functions. The absence of proper knowledge exchange mechanisms, in combination with technological barriers and limited human resource capacity makes it a challenging endeavour for the parliaments to systemically acquire information and knowledge for development purposes. In addition, the lack of regular exchange and communication with peers facing the same challenges and solving similar issues limits development progress.

Against this background, at the end of the third quarter of 2014, several Clerks and senior staff from Pacific Parliaments came together, facilitated by the UNDP Fiji Multi-Country Office with the aim to discuss the opportunities and challenges of establishing a Pacific parliamentary knowledge network, and to achieve concrete steps forward in establishing an institutional framework, as well as to agree on strategic goals and objectives, and implementation activities of such a network.

This meeting resulted in the establishment of the Pacific Parliamentary Knowledge Network marked by:

- The endorsement of a Network Charter by the participating Parliaments;
- The establishment of:
  - a Council of Clerks guiding the network;
  - a Secretariat, with elected Clerk to manage the Networks, and;
  - a network correspondence structure, for which all Parliaments have each assigned one senior, and two sub-correspondents.

- The agreement on the specific development of an Online Knowledge Exchange Platform, by AGORA, and supported by the work of the (newly recruited) platform focal point.

STRENGTHENING THE PACIFIC PARLIAMENTARY KNOWLEDGE NETWORK

Provided these first successful steps in the establishment of the Pacific Parliamentary Knowledge Network, UNDP in collaboration with AGORA (UNDP Brussels) and in cooperation with the network, will organize a second regional workshop which aims at strengthening the network´s capacities and capabilities through the following main training components:

- Launch online platform (developed by AGORA, based on the Pacific Parliaments requirements supplied by the platform focal point) and introduction training including:
  - End-user training to all participants.
  - Basic and advanced content management training for network senior and sub-correspondents.
  - Assignment of correspondents' responsibilities to different online platform sections (i.e. who will be responsible for what online sections).
    - All of the above facilitated by the platform focal point, assisted by AGORA team.

- Parliamentary knowledge networking best practices (facilitated by AGORA team):
  - content and resources gathering, repurposing to knowledge products
  - client orientation
  - communication (use of social media/email standards and best practices).

- Network secretariat management training:
  - strategic planning
  - annual work planning
  - financial management budgeting.

EXPECTED OUTCOMES

The main outcome of this workshop is a much better trained and capable collective of people who make up the Pacific Parliamentary Knowledge Network with:

- A launched online platform, with assigned correspondents responsibilities.
- Network correspondents who are confident of using the newly launched online platform, including knowing how to be client-oriented and able to interact using the different tools at their disposal.
- Secretariat staff who have:
  - revised/updated the networks strategic plan;
  - formulated the network´s first annual work plan, including annual budget.

AUDIENCE

Network Secretariat; senior, sub-correspondent; IT administration team.
Facilitators: UNDP, AGORA team and platform focal point.

FORMAT

Two- to three-day workshop

APPENDIX V: SAMPLE PARLIAMENTARY NETWORK CHARTER DOCUMENT

Sample text taken from the charter document of the in 2011 established "Exchange Network of Parliaments of Latin America and the Caribbean"

STATUTES

The Statutes of the ENPLAC were adopted by the Secretaries General1 of Parliaments of Latin America and the Caribbean in Panama City on 15 April 2011.

PREAMBLE

- Acknowledging the value of inter-parliamentary cooperation and networking as one of the most effective ways for parliamentary administrations to strengthen their capacity to service their membership and the citizenry;
- Recognizing the importance of establishing an institutional mechanism for sharing knowledge, experiences and practices among parliamentary administrations of Latin American and Caribbean assemblies to better meet their representative, legislative and oversight responsibilities;
- Building upon the experiences of Parliaments in other regions of the world and leveraging on the progress made by information and communication technology tools; the Secretaries General of Latin American and Caribbean Parliaments resolved to create the Exchange Network of the Parliaments of Latin America and the Caribbean (ENPLAC) to foster integration and coordination between member legislatures.

I. PURPOSES

Article 1

1. The objectives of ENPLAC are to promote the exchange of information, knowledge, know-how and good practices among the administrations of Parliaments of Latin America and the Caribbean on subjects of common interest in all fields of activity and management of processes and procedures; to strengthen close co-operation among parliamentary information, research and documentation services with a view to support the legislative process and to develop comparative studies; to collect and improve access to studies produced by parliamentary services.
2. ENPLAC will promote a knowledge-driven learning culture and raise awareness among parliamentary staff about the benefits of the adoption and use of information and communication technologies for information management and knowledge sharing; it shall promote the effective use and development of modern tools to exchange information and documentation and assist on technology development and implementation to serve parliamentary functions.

3. ENPLAC shall co-operate with other networks and associations dealing with the exchange of information among parliaments in Latin America and the Caribbean and with other national, regional and global networks and associations promoting knowledge sharing among legislatures, such as the Association of Secretaries General of Parliament (ASGP), the European Centre for Parliamentary Research and Documentation (ECPRD), the Africa Parliamentary Knowledge Network (APKN), the International Federation of Library Associations and Institutions (IFLA), the Commonwealth Parliamentary Association of the Caribbean, Americas and Atlantic Region.

II. COMPOSITION OF ENPLAC

Article 2

ENPLAC's members are:

All national and regional parliaments of Latin America and the Caribbean wishing to become members of ENPLAC;

Article 3

ENPLAC may co-operate with non-Latin American and Caribbean parliaments and other institutions by granting them observers' status.

III. GOVERNING BODIES OF ENPLAC

I. The Council of Secretaries General

Article 4

The ENPLAC operates under the authority of the Secretaries General of member chambers. The Council of Secretaries General meets at least every two years. The Council of Secretaries General of ENPLAC approves every second year the activity report and action program of ENPLAC. It establishes priorities for the functioning of the network and sets its goals. Secretaries General members of the Council ratify the requests for new membership and for observer status approved by the Executive Committee. In this document the term parliament refers to unicameral and bicameral bodies of national Congresses and Assemblies.

II. The Executive Committee

Article 5

1. The Executive Committee is composed of five Secretaries General elected by the Council of Secretaries General. The Committee meets as often as necessary, at the request of at least two of its members.
2. The members of the Executive Committee shall be elected for a period of three years. They may be re-elected for a second term. Elections will take place at the Council of Secretaries General meeting, with due consideration to the need of maintaining geographical balance in the membership of the Executive Committee.
3. The Executive Committee may take decisions when a majority of its members is present. Decisions shall be taken by a majority of the votes cast.
4. If necessary, the members of the Executive Committee may run consultations and take decisions by electronic means.
5. The Executive Committee approves the requests for new membership and for observer status of non-members, which are then to be ratified by the Council of Secretaries General of ENPLAC.
6. To meet specific terms of reference, the Executive Committee may adopt rules and regulations for the conduct of its business.
7. The Director of the ENPLAC Secretariat (see Article 8) acts as Secretary to the Executive Committee.

III. The Conference of the Correspondents

Article 6

1. The Secretary General of each parliamentary chamber appoints a senior official (Correspondent) to represent the chamber within the Conference of the Correspondents of ENPLAC. Secretaries General may also appoint Deputy Correspondents. The Correspondent reports directly to the Secretary General on matters related to the ENPLAC.
2. The Correspondents are responsible for the effective flow of information between their chamber and the ENPLAC Secretariat, for posing questions to other parliaments, for the timely and accurate response to requests for information coming from the Secretariat and for disseminating to

colleagues in their chamber, as well as to the ENPLAC Secretariat, all relevant documents and studies generated by member chambers of ENPLAC.

3. The Correspondents shall be responsible for interacting with the ENPLAC Secretariat throughout the year and for initiating, organizing, and supporting ENPLAC-related activities in their assembly.
4. The Correspondents must co-ordinate the activities of those officials of their chamber who are asked to play an active role in ENPLAC.
5. The Correspondent shall attend the meetings of the Conference of the Correspondents of ENPLAC or delegate, upon approval of the Secretary General, the Deputy Correspondent.

Article 7

1. The Conference of the Correspondents is responsible, in co-operation with the Director of the Secretariat, for the organization of the activities of ENPLAC. It examines the draft report on the activities of ENPLAC, presented by the Director of the Secretariat, which includes the action program of ENPLAC for the following two years.
2. The report, together with the action program, is then submitted for approval to the Council of Secretaries General of the member chambers.
3. Meetings of the Conference of the Correspondents, chaired by the Director of the Secretariat, take place at least every twelve months.
4. Decisions of the Conference of the Correspondents are reached, in principle, by consensus. If consensus cannot be reached, issues will be decided by a vote with a necessary majority of at least two-thirds of the votes cast, representing a majority of members of ENPLAC (see Article 2).

IV. The Director

Article 8

1. The Council of Secretaries General of the member chambers nominates one senior official as Director of the Secretariat of ENPLAC for a 2 years term, renewable for another two years.

2. The Director is responsible for the management of all activities of the ENPLAC Secretariat and is assisted by a Deputy Director selected among other senior officials of the respective institution and by technical and support staff as needed and as resources permit.
3. The Director may at the same time act as Correspondent.

V. Working Methods

Article 9

1. The ENPLAC promotes co-operation between member chambers through the exchange of information, the compilation of documentation, comparative studies and publications, the organization of seminars and by assuring circulation of data of common interest. On a proposal from the Executive Committee, the Conference of the Correspondents shall establish detailed guidelines for ENPLAC studies and comparative requests and for the organization of ENPLAC seminars.
2. The Secretariat of ENPLAC assures the management of the website and electronic platform for collecting, exchanging and publicizing studies among the members and for supporting the retrieval of data of common interest and documentation gathered.
3. The ENPLAC may also participate in or initiate other activities organized within its fields of interest.
4. When it considers that a given area requires a continuity of activity, the Conference of the Correspondents may decide on the appointment of a Coordinator responsible for promoting close co-operation between the member chambers in that area. The Coordinator shall be appointed by the Executive Committee from among the competent staff of member chambers, with the consent of the chamber concerned, for a renewable term of three years.
5. On a proposal from the Executive Committee, and to meet specific terms of reference, the Conference of the Correspondents may also decide to set up ad hoc working groups composed of staff of member chambers. The Executive Committee shall determine their duration, which must not exceed three years.

VI. Financing of ENPLAC

Article 10

1. Member chambers of ENPLAC meet the cost for the participation of their officials in ENPLAC activities, as well as the costs of communication with the ENPLAC Secretariat.
2. The operating costs of the ENPLAC Secretariat are covered by the budget of the parliamentary chamber of the Director.
3. Member chambers may organize activities of ENPLAC, such as meetings, seminars, etc.., and bear the costs of such events. They may also make voluntary financial contributions to the ENPLAC.
4. ENPLAC may accept outside contributions and donations from non-members institutions to support its functioning and activities related to its program of work, following a favourable opinion from the Conference of the Correspondents and the approval of the Executive Committee.

VII. Modification of the Statutes

Article 11

The modification of these Statutes is the responsibility of the Council of Secretaries General of the ENPLAC member chambers and for its approval the vote of the absolute majority of its members will be necessary.

APPENDIX VI: ICT SURVEY CONDUCTED

ICT SURVEY- PACIFIC PARLIAMENTS ICT KNOWLEDGE EXCHANGE PLATFORM

Background

Pacific legislatures experience various constraints including weak secretariats that are unable to effectively support the legislators in their legislative and committee work, limited access to critical information and expertise needed for law-making and oversight, and inadequate systems, procedures and equipment. One of the major challenges faced by legislatures throughout the Pacific is access to information. Limited human resource capacity in Parliaments makes it challenging for Parliaments to receive information on

current and on-going practices, procedures and developments in other Pacific Parliaments.

The United Nations Development Programme (UNDP) Fiji Multi-Country Office is working with the Parliaments of Kiribati, Republic of the Marshall Islands and Tuvalu to scale up their capacity to effectively undertake their oversight, legislation and representation functions. Developing an online knowledge sharing platform for use by legislatures is an integral component of this project. As a first step, UNDP intends to develop a strategy document outlining a roadmap for the implementation of a Pacific Parliaments ICT knowledge exchange platform.

The following set of questions is intended to get a better understanding of the current level of ICT use in your Parliament, in terms of ICT planning and governance, ICT management and infrastructure, services to MPs and parliamentary staff, and knowledge networking activity. This information will be confidentially analyzed and used as inputs for the development of the Strategy.

SURVEY QUESTIONS

Kindly complete the following questions with – where possible – relevant details. Questions are answerable inside this document; in a separate document or via email. Should there be any clarification needed, kindly contact Avinash Bikha (avinash.bikha@gmail.com). Thank you.

ICT Planning and Governance

1. Does the Parliament have an ICT strategic plan (or medium-long term development plan for ICT)?
2. How are the ICT developments in the Parliament linked or integrated with the national ICT/e-Government programme/or development planning?
   - Please elaborate in which areas there are linkages/integration e.g. technical support, ICT related training etc.. Also please elaborate on how coordination is achieved (working groups etc.)

3. Has your Parliament received (or is it anticipating) technical assistance concerning ICT?
    - E.g. received support for ICT equipment, PCs, servers, website development, etc.

Management and use of ICT

4. Does the Parliament employ its own ICT staff?
    - If so, how many ICT staff?
    - If no: how do you acquire IT support services for the parliament? E.g. via external contractor? Via Government?
5. What functions are the ICT staff (or external support staff) responsible for?
    - website maintenance/content management?
    - PCs maintenance?
    - End users support?
    - Other systems: e.g. server management? File storage, document storage? Library catalogue? Mobile devices? Plenary audio/video recording/broadcasting systems?
6. What type of internet connection is operational at your Parliament?
    - sattelite/vsat connection?
    - fixed broadband, or other?
7. What is the connection speed to the internet?
8. Which users/officers/departments have internet access?
9. How stable/unstable do you consider the internet connection?
    - E.g. describe number of outages per week or month.

Parliamentary website

10. Where is the Parliament website hosted?
    - Local internet service provider/foreign?
11. Who maintains the Parliament website?
    - For website layout and design: external OR inhouse capacity?
    - For content uploading: external OR inhouse capacity?
    - If inhouse done by IT manager or regular staff?

12. Does the Parliament have a local server (for internal file sharing/email etc.)
    - Please provide technical details of this infrastructure.

Services for Members of Parliament

13. What ICT services are provided to Members of Parliament in the Parliament building?
    - E.g. telephony/mobile phones; email accounts; internet access; PC support.
14. What ICT services are provided to MPs away from Parliament i.e. in their constituency offices/locations?
    - E.g. telephony/mobile phones; email accounts; internet access; individual laptops/PCs.
15. What can you state about the ICT skill level of MPs?
    - not so proficient in use of MS Office (they need training) and email
    - proficient in the use of MS Office (Word, Excel, Powerpoint) and email.

Services for parliamentary staff

16. Which parliamentary staff receive/use a personal computer for their daily work?
17. How many personal computers are in total used/installed in Parliament?
18. Which staff have internet access?
19. Which staff have a parliamentary e-mail account? (provided by the Parliament?)
20. What can you state about the ICT skill level of your staff?
    - not so proficient in use of MS Office (they need training)
    - proficient in the use of MS Office (Word, Excel, Powerpoint)
    - proficient in creating and maintaining data bases (e.g. using MS Access)
    - proficient in managing websites
    - Other.

Library and Parliamentary Research services

21. Does your Parliament have a library/reading room?

22. What ICT facilities are provided?
    - E.g. PCs, printer, electronic catalogue, internet access, access to electronic databases for referencing/parliamentary research work; electronic news clippings etc..

23. Is there a parliamentary research office (or department)?
    - If so, how many staff make up this office (or department)?

24. What ICT facilities do the researchers have to their disposal?
    - E.g. PCs, printers, internet access, document/files storage systems
    - E.g. access to electronic databases/knowledge networks on parliamentary work (please specify which databases, or online networks)

Knowledge networking

25. What can you state about your parliament´s participation in inter-parliamentary knowledge exchange activity? Please state which inter-parliamentary knowledge exchange networks your parliament currently participates in. e.g. on/and who participates?
    - Legislation-related topics? For MPs?
    - Parliamentary proceedings? For Clerks?
    - Parliamentary library and research? For relevant staff?
    - Hansard related practices and standards? For relevant staff?
    - Other...

26. In the mentioned areas, where do you see the highest priority for knowledge exchange? Please rank; most important on top; least important at the bottom. Please feel free to add areas.

Additional comments and remarks

Please feel free to add additional comments or information which you may feel is relevant in terms of ICT or parliamentary knowledge networking activity

A.VII

APPENDIX VII: ICT SURVEY RESULTS

Below an analysis is presented of the state of ICT in each Parliament, based on the survey data (Appendix V).

PARLIAMENT OF KIRIBATI

Management and organization

ICT Planning and governance: The Parliament does not have an ICT strategic plan at this stage/nor is it engaged in such planning. Also, there is no linkage to national e-Governance programming.

ICT organization: The Parliament has one IT staff providing IT support services, including PCs maintenance, end users support, updating/ maintaining website, server management (file sharing/ document storage, PCs data backup), For The Record plenary recording system maintenance, LAN/WLAN maintenance, PCs user accounts which are managed through a local domain controller, and maintenance of Parliament email using Google Apps.

Infrastructure

ICT infrastructure: the Parliament has received assistance/support for ICT from various donors and partners. These include new PCs for staff, servers for LAN file sharing/data storage, digital recording system for Parliament meetings (installed in early 2010), WIFI antennas, and so forth.

Internet: the Parliament has two types of internet connection operational, one satellite connection provided by Pactel International from Australia, and one ADSL connection provided by Telecom Services Kiribati Limited. 512Kbps/256Kbps download/upload speeds. The shared connection with 8:1 contention ratio is considered stable enough; with disruptions mainly happening during bad weather.

Services to Users

ICT services provided to MPs include, but are not limited to the following: official email accounts, internet access, computer support; there are also several PCs in the library setup for MPs, as well as telephones, printers, and a photocopy machine. Parliament email accounts were created and provided to MPs to be used during the term of their office only.

ICT services to parliamentary staff include PCs for daily work for the Speaker, Clerk, Deputy Clerk, Counsel, executive assistant, PAC Secretary, Hansard editor, accountant, account clerk, four transcribers, two For The Record operators, a Librarian, eight library users, IT staff, receptionist, and a Public Account Committee computer. In total there are 27 desktop PCs and five laptops.

Internet: All employees (parliamentary staff and MPs) have access to Internet except drivers, cleaners and security guards. Visitors are provided with limited time internet vouchers.

Parliamentary website: Parliamentary website is hosted locally at TSKL, Bairiki Tarawa. The website is based on Drupal (an open-source content management system) and is developed/maintained by the IT staff. Content uploading is also done by the IT staff, however staff within different departments are trained to upload/update their own sectional contents onto the website e.g. Hansard staff will have to do the upload/update to Hansard section on the website etc.

Network/file systems: the Kiribati Parliament has a local server for internal file sharing/storage. All workstations (including laptops) are connected to the server (which acts as local domain controller/file server), which provides centralised user accounts management for the LAN.

Library and Parliamentary Research: There is a library reading room. The facilities include: eight PCs, one old printer, one photocopy machine, internet access (wired/wireless). There is no parliamentary research staff; no access

to online electronic databases etc.; no internet, no research unit, office or department.

ICT literacy and training needs

Most MPs know basic computing skills using for example MS Office, emails, online internet searching are part of the basic skills. There are still a few MPs, especially more senior ones who are computer illiterate. Training (MS office and email) is highly recommended to refresh and boost their computer literacy.

Parliamentary staff are not overly proficient in use of MS Office (Word, Excel, PowerPoint) and creating and maintaining small simple data bases (e.g. using MS Access) or managing content on websites. They need training.

PARLIAMENT OF THE MARSHALL ISLANDS

Management and organization

ICT planning and governance: Like the previous Parliament, there is also no official parliamentary ICT strategic plan (or annual plan). Nor is there a linkage with national e-Governance programming which might yield synergy and/or cooperation.

ICT organization: There is one ICT staff employed who is responsible for website maintenance/content management, PCs maintenance, end-users support, other systems: e.g. server management, file storage, document storage, plenary audio/video recording/broadcasting systems.

Infrastructure

As part of UNDP Support to Parliament in the Scaling Up Project, the Nitijela just received its network equipment and is the process of getting support in the website development.

Internet: there is a broadband and fibre optic cable (32.26 Mbps bandwidth), available to all offices. The Internet connection is stable. Power outages occur on several occasions and are rare but to no avail affect the internet connection

in the Nitijela and the Internet service provider. The Nitijela has its own power line that runs separately from the main power lines that provide electricity to the whole island and it is the reason why the internet connection is stable. And the National Telecommunication Authority has its own backup generators which provide their own electricity when there is a power outage.

Parliamentary website: is hosted at a US-based provider called Globat. The website maintained by Nitijela IT staff.

File server/sharing/storage: Concerning local server capacity, there are two servers in the Nitijela: a primary domain controller (PDC) and the secondary domain controller (SDC) servers. The PDC server is the primary server which connects and joints all personal computers, users' and end devices such as routers and Wi-Fi routers to the Nitijela Local Area Network. The SDC server is a backup server. It has been configured to do the same things the PDC server does and it runs in the background. The Synology DiskStation Manager 4.3 NAS server does the role of file and print sharing. It is a web-based operating system and it manages data and device sharing between users and user computers.

Services

ICT services to MPs at Parliament include telephones, mobile phones, PCs or laptops, Internet access, PC support. Away from Parliament it includes services like mobile telephony and laptops.

ICT services to staff include PCs (total 39), Internet access, both to most of the parliamentary staff except the custodians. Parliament is in the process of developing emails for all staff, so eventually everyone will have an official email.

There is one Library but no reading room. A printer is available. No electronic catalogue etc., electronic documents provisioning. No research office, the Legislative Council has legal research assistant and legal clerk. The have

printers, internet access, documents, file storage, plus access to electronic databases.

ICT literacy and training needs

MPs skill levels: about half are not proficient in MS Office, and/or email, Internet use. The other half have emails and can login to the Internet, but are not proficient in MS Office. Hence, appropriate computer skills training is needed.

Most of the parliamentary staff needs training in MS Office (Word, Excel, PowerPoint, and Access). IT staff could benefit from training in advanced website management.

The Parliament stated that any knowledge networking activity that is available and would benefit the Nitijela staff is more than welcome. Most of the staff needs capacity building and trainings so that they can better help and assist the Parliament.

PARLIAMENT OF TUVALU

State of ICT

Planning and Governance: the Parliament of Tuvalu does not have a formal ICT strategic plan for the Parliament. It ICT related activities are however linked to the e-Government activities, in that they are carried out with the support of the national ICT department. ICT technical assistance/support was received from the Australian Parliament, Victoria State Parliament and UNDP.

ICT organization: the Parliament has no dedicated in-house ICT person; the Government ICT Department provides support specifically for PC maintenance and end-user support, as well as server maintenance used for internal file systems/document storage.

Infrastructure: there is an Internet connection which reaches the Parliament at 8 MBps, which is internally distributed via a wireless access point, through which all staff with PCs (in this case laptops) can access the internet.

Parliamentary website: there is no parliamentary website for the Parliament (which is an absolute must for archipelago island nation states to engage with citizens with the advent of mobile internet technologies).

Services for MPs include: telephony, email, Internet access and PCs (laptops and support), including Internet modems and Internet connection accounts. Services for staff include: all parliamentary staff use an office laptop computer for their daily work, which includes as explained above, internet connectivity. As for email, private accounts are used as formal parliamentary email accounts do not exist.

ICT literacy and training needs

In terms of ICT training needs, both MPs and staff would benefit greatly from MS Office (intermediate/advanced training).

Library and research services: there is a library with a reading room, which has PCs, Internet access and a printer. There is no dedicated/formal parliamentary research function or office.

In terms of knowledge networking priorities and needs the following ranking (with most important first) was provided: parliamentary library and research services; legislation; parliamentary proceedings and Hansard. Also the Parliament would like to learn more about how to incorporate and enable better ICT services, and research services within the Parliamentary Secretariat.

Empowered lives.
Resilient nations.