Preparing the ICT Plan

An Approach

November 2002
Objective

To build a National Information & Communication Technologies (ICT) Strategic Plan
Principles of the Planning Approach

Ensure wide consultation in order to:
- Gather a representative range of views and visions from all stakeholders
- Generate broad ownership of the Plan and hence a commitment to its outcome & success
- Facilitate and encourage strategic thinking about the potential impact of ICT
- Prepare people for the changes that would occur when the Plan is implemented
- Start people moving along a common road towards a shared ICT vision

Consultation can occur with various levels of stakeholders involvement, including:
- Active and direct participation in the planning process
- Providing ideas and information to working groups
- Receiving draft inputs
- Receiving information about the Planning Process outcomes

A mix of consultation techniques can be used, including:
- workshops
- interviews
- surveys
- review discussions
- correspondence
- presentations
- newsletters
Project Structure for Producing ICT Strategic Plan

Steering Team

- **Executive Sponsor** => Minister - Public Administration & Information
- **Members**: Minister - Science, Technology & Tertiary Education, Minister - Trade & Industry & Minister in Ministry of Finance & Permanent Secretary - Science Technology & Tertiary Education, Permanent Secretary - Finance & Permanent Secretary - Trade & Industry
- **Coordinating PS** => Permanent Secretary - Public Administration & Information
- **Ex-Officio Member** => Head of Secretariat

All Chairpersons => ICT Planning Team

- **Chair** Planning Secretariat
  - Head of Secretariat (*Chairman*)
  - Deputy PS – Public Admin & Info
  - Legal Support
  - Strategic Information Systems Specialist – ST & TE
  - Secretarial & Clerical Support Staff
  - External Consultant

- **Chair** Government Technical Group
  - Deputy PS – ST & TE (*Chairman*)
  - Head e-Government Unit
  - Executive Director - NISC
  - Head - e-Commerce Secretariat
  - Director – e-Commerce Secretariat
  - Director - Communications Network Unit, Ministry of National Security
  - ITS/MIS Consultant, Ministry of Finance
  - Strategic Information Systems Specialist – ST & TE
  - Representative - Tobago House of Assembly

- **Chair** Working Group
  - Infrastructure
  - *inc* Representatives from Telecoms Division, Telecom Authority, RIC, IT Consultant – Min of Housing etc

- **Chair** Working Group
  - Economy / Financial

- **Chair** Working Group
  - Human Resources
  - *inc* UWI Representative

- **Chair** Working Group
  - Legal
  - *inc* Representative of Solicitor General
Notes to Structure

1. **Chairpersons** of Planning Secretariat, Government Technical Group & all Working Groups would comprise the **ICT Planning Team**
   - Would meet formally at least **twice** per month
   - Report to the **Steering Team** as needed
   - Chairperson of the ICT Planning Team – Head of Planning Secretariat

2. Working Group Chairpersons to be selected from Senior Executives / Influential Individuals in the Private Sector
   - Working Groups would meet as often as necessary to achieve objectives

   - Would meet as often as needed

4. Planning Secretariat to coordinate & manage Planning Process & coordinate Final Report

5. **External Consultant** to provide Training, Process Support & Technical Advice as needed
   - To be recruited with the appropriate skills & relevant experience
The Planning Process

Planning The Project

- Developed by Planning Secretariat & Government Technical Group

Research & Mapping Current Capabilities

- Coordinated by Government Technical Group

Strategic Planning Process ‘Where you want to be’

- Completed by the ICT Planning Team with the resources of the Working Groups

Implementation Planning

- Completed by the ICT Planning Team with the resources of the Working Groups

Producing the Report

- Completed by the ICT Planning Team using the resources of the Planning Secretariat
Planning the Project

Produce Terms of Reference, including developing:

- Project Description
- Project Objectives
  - Why is the project being done?
- Project Scope
  - Deliverables
  - Approach
  - Inputs, Influences & Constraints
  - Project Organization
  - Contributors & Stakeholders
  - Schedules & Budgets
Research & Mapping Current Capabilities

Led by the Government Technical Group, and includes an assessment of the current state of the use of ICT in Government, and a determination of the capabilities of the Public Sector to support ICT initiatives.

Activities include interviews and surveys:

To analyze & document government-wide ICT systems, with details of its business values, its key features, main users of the systems, current issues and ways that these systems can be improved.

To document details of the infrastructure in place or planned, and its current / planned capabilities

To obtain details of the current / planned human resource capabilities of the public sector in the ICT area

To complete an assessment of the current capabilities of the public sector to deliver ICT projects on time, on budget, with the defined quality
The Strategic Planning Process

Led by the ICT Planning Team to:

- Develop ICT Vision & Objectives
- Determine Strategic Positioning of ICT
- Identify the Strategic Requirements
- Define the Target ICT Architecture
Implementation Planning

Led by the ICT Planning Team to:

- Develop the Change Strategy
- Develop the Delivery Program
- Develop Communications Strategy for Plan
Producing the Report

Led by the ICT Planning Team and the Planning Secretariat to:

- Develop the Final Report
- Obtain Approval of the Report from the Stakeholders
- Communicate the Contents of the Report to all Stakeholders
Terms of Reference of the Steering Team

The Steering Team provides executive oversight of the development of the ICT Plan and validates the development process

The Steering Team provides:
- High visibility and strong sponsorship so as to encourage wide participation by the various sectors
- Appropriate resources to allow the successful execution of the project
- Coordination between various ministries
- Assistance in resolving conflicts and removing any obstacles which may arise during the exercise
- Letters of Appointment to the Permanent Members of all Teams and Groups
- Physical facilities for the Planning Secretariat
Terms of Reference of the Planning Secretariat

The Planning Secretariat provides the coordinating role to allow the development of the plan to be achieved on time and on budget to the satisfaction of the Steering Team

The Secretariat would provide:

- Coordination between all the parties involved in the development process
- Secretarial and administrative support
- A central point of contact
- Training and technical advice via the External Consultant
- Administration of the Contract of the External Consultant
- Budget control
- Planning & Status reports
Terms of Reference for External Consultant

The Consultant will be:
- a Firm that has performed ICT Strategic Planning for countries similar to Trinidad & Tobago
- the principal advisor to the Planning Secretariat and would report to the Head of the Planning Secretariat

The Consultant would provide:
- an adaptable ICT Strategic Planning Methodology that is appropriate to the task at hand
- training by way of Workshops appropriately designed for the Steering Committee and for the ICT Planning Team
- technical / process advice and support to the Planning Secretariat in the development of the ICT Plan
- an appropriate documentation framework and standards for the production of the plan to international quality and standards
- transfer of technology to the Steering Team, Planning Secretariat and the ICT Planning Team during the course of the assignment, so that subsequently the Plan can be kept up-to-date as necessary
- a Lead Consultant who would be prime on the project
- competence evidenced by experience in the creation of actionable and implementable plans

The Consultant would be available for six months and be based in the Planning Secretariat.
Deliverables for External Consultant

The deliverables include:

- Submission of the Draft Methodology, Draft National ICT Plan Outline, Draft approach to conduct of E-Readiness assessment, Draft Work Plan for Working Groups and sharing of relevant literature and information sources
- Revised Methodology, National ICT Plan, E Readiness Assessment approach and Work Plans for Working Groups
- Design and delivery of Project Launch/Visioning Workshop for Steering Team and Working Groups
- Delivery of a Launch Workshop in Tobago
- Design and delivery of orientation Workshops with each Working Group to present the approach that will be utilized in the ICT planning process
- Draft E Readiness Report including benchmarking with Jamaica Malta, Ireland, Costa Rica, Mauritius, Singapore and/or other comparator countries as appropriate
Deliverables for External Consultant

- Design and Delivery of Workshop with Steering Team and Working Groups to discuss Draft E Readiness Report
- Final E Readiness Report
- Design and delivery of a Workshop to present findings of the E Readiness Report to key stakeholders outside of the Steering Team and Working Groups
- Ongoing meetings and consultation with the Working Groups to facilitate preparation of outputs assigned to each Working Group
- Consolidation of inputs from Working Groups into a Draft National ICT Plan
- Design and Delivery of a Workshop to discuss the Draft National ICT Plan with the Steering Team and Working Groups
- Revised ICT Plan reflecting the outcome of workshops and revision of inputs by Working Groups
- Design and Delivery of a Workshop to present the revised National ICT Plan to stakeholders, including the Steering Team
- Design of a workshop to launch the revised National ICT Plan
Terms of Reference of the Working Groups

Four Working Groups would be created in the areas of *Infrastructure, Economy/Financial, Human Resources* and *Legal*

Each Working Group would be tasked with completing any & all activities necessary to proactively acquire the inputs of the the Sector which the Group represents.

The Chairperson of the Group would be a business leader who commands the respect of his or her peers in that sector and who would be charged with coordinating all activities necessary to fully and properly consult with that sector within a maximum period of three months. The Chairperson would also be selected on his or her ability to facilitate workshops, surveys etc that may be necessary.

The Group would be composed of a small core of no more than ten permanent members who are to be identified. Any Group can co-opt other members if and as necessary.

The Group would be supported by the Planning Secretariat in the coordination of its activities

The Chairperson of the Group would participate in regular meetings of the ICT Planning Team, and would properly reflect the views and opinions of the particular Working Group to this Team.
Deliverables for **Infrastructure Working Group**

- A Stakeholder Report summarizing the inputs and views of all the entities/parties/organizations/individuals consulted during the development process.
- An evaluation report on the ICT infrastructure in Trinidad & Tobago, with specific recommendations on changes necessary to support the ICT vision.
- An assessment of the capability of the Infrastructure to support e-services for export, such as data entry, call centers, software development, GIS/CAD/CAM.
- An approach that can be used to utilize the Infrastructure to bridge the digital divide.
- Strategies and policies that are needed to facilitate the development of intelligent buildings and wired homes.
- Strategies for the managed introduction of competition into area of current or perceived monopolies.
- Specific outputs as defined by the ICT Strategic Planning Methodology for direct incorporation into the final ICT Plan, including:
  - Outline policy and strategies
  - Key deliverables with timeframes
  - Key concerns/risks and mitigation strategies
  - Performance measures for the sector which are measurable and manageable
Deliverables for Economy/Financial Working Group

- A Stakeholder Report summarizing the inputs and views of all the entities/parties/organizations/individuals consulted during the development process.
- Mechanisms for utilizing ICT to achieve maximum economic growth.
- Mechanisms for utilizing ICT to create a ‘first world’ financial sector.
- Mechanisms by which ICT can be used for creating new revenue streams to facilitate poverty alleviation.
- Explore and document the dynamics between regulation, competition and monopolies.
- Possibilities for partnerships to fund ICT development.
- Specific outputs as defined by the ICT Strategic Planning Methodology for direct incorporation into the final ICT Plan, including:
  - Outline policy and strategies
  - Key deliverables with timeframes
  - Key concerns/risks and mitigation strategies
  - Performance measures for the sector which are measurable and manageable
Deliverables for Human Resources Working Group

- A Stakeholder Report summarizing the inputs and views of all the entities/parties/organizations/individuals consulted during the development process.
- Appropriate education/training programmes for
  - Trainers/trainees
  - Curricula
  - Methodology
  - Media
  - Quality assurance
- Retention measures to avoid brain drain of ICT skills
- Definition of the institutional status and organizational structures to support the ICT function in the public sector.
- A report on strategies for training teachers, journalists and content developers in the use of archival materials and available knowledge bases, in the development and creation of local content which is appropriate and necessary for learning, and for placing on the Internet.
- Specific outputs as defined by the ICT Strategic Planning Methodology for direct incorporation into the final ICT Plan, including:
  - Outline policy and strategies
  - Key deliverables with timeframes
  - Key concerns/risks and mitigation strategies
  - Performance measures for the sector which are measurable and manageable
Deliverables for Legal Working Group

- A Stakeholder Report summarizing the inputs and views of all the entities/parties/organizations/individuals consulted during the development process.
- Strategies to be utilized for strengthening negotiations used in the acquisition of ICT resources.
- Strategies for ensuring that licensing arrangements are strategic.
- Explore and document the dynamics between regulation, competition and monopoly.
- Identify and outline legislation that may be required in the areas of Copyright Law, Data Protection, Computer Misuse, Intellectual Property Law, Encryption, e-Commerce.
- Identify and outline legislation that may be necessary in the Regulation of Telecommunications, Financial Services and Tax Environment.
- Identify areas of foreign policy such as development of appropriate bilateral agreements and international initiatives.
- Evaluate the legal status of on-line transactions harmonizing current laws.
- Specific outputs as defined by the ICT Strategic Planning Methodology for direct incorporation into the final ICT Plan, including:
  - Outline policy and strategies.
  - Key deliverables with timeframes.
  - Key concerns/risks and mitigation strategies.
  - Performance measures for the sector which are measurable and manageable.
Terms of Reference of the **Government Technical Group**

The Government Technical Group brings an intimate knowledge of the processes, systems and infrastructure utilized by the public sector. The Group understands the capabilities of the public sector to support and deliver the ICT plan.

The Group therefore provides:
- Technical support to all other Teams and Groups
- Provides advice on all / any public sector ICT issues
- Maps and documents the current capabilities of the public sector

The Group:
- Assists in setting realistic goals and targets
- Participates in the activities of the Working Groups as necessary, and when requested by the Chairpersons of the various Groups
- Develops the e-Government strategy

Members of the Group will be required to allocate adequate time to the activities of the Team so as to allow the ICT Plan to be developed on time.
Deliverables for Government Technical Group

The GTG will:

- Produce an inventory of ICT resources and indication of current usage.
- Produce a Current Skill Assessment.
- Create an ICT Skills Inventory, which includes NISC, e-Government and the line agencies.
- Develop a checklist of business process currently supported by databases.
- Develop the e-Government strategy
- Provide specific outputs as defined by the ICT Strategic Planning Methodology for direct incorporation into the final ICT Plan, including:
  - Outline policy and strategies
  - Key deliverables with timeframes
  - Key concerns/risks and mitigation strategies
  - Performance measures for the sector which are measurable and manageable
Target Schedule

- All Teams, Working Groups & the Planning Secretariat should be formally appointed and in place by 07 February 2003
- The ICT Plan should be completed by 08 August 2003