

“FRAMEWORK FOR DEVELOPING THE OUTREACH AND COMMUNICATION STRATEGY OF THE PARLIAMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO”

Report

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Report on the Framework for Developing the Outreach and Communication Strategy of the Parliament of the Republic of Trinidad and Tobago has been prepared by Blerim Vela, the International Consultant. The analysis and conclusions of this report do not necessarily represent the views of the Parliament of Trinidad and Tobago or United Nations Development Programme (UNDP) in Trinidad and Tobago.

Preface

Tetova, October 2014

Report on the Framework for Developing the Outreach and Communication Strategy of the Parliament of the Republic of Trinidad and Tobago is a purview of the current outreach and communication services offered by the Office of the Parliament to general public and it offers recommendations for development of a comprehensive Strategy of Outreach and Communication. The Report is meant to give the leadership of the Parliament and Office of the Parliament of Trinidad and Tobago guidance and recommendations on how to build upon current best practices and how to incorporate new services in 'business as usual' model of operations. Additionally, the Report could serve as a reference guide to the Office of the Parliament for an improved citizen's engagement and media relations.

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Blerim Vela
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Table of Content

Introduction	5
1. Background and context	7
2. Assessment Goals and Methodology	9
3. Parliamentary Outreach and Communications Services	11
4. Framework for Parliament's Outreach and Communication Strategy	21
5. Conclusions	51
Bibliography	34
Appendices	35
I. Terms of Reference of the Assignment	36
II. Agenda of the in-country Assessment Mission	39

Introduction

In order to increase public understanding about the work of the Parliament of Trinidad and Tobago, UNDP and the Parliament have contracted a review of Parliament's outreach and communications services that engage with the public across the various media that the public choose. Through the review, the International Expert worked on identifying key success factors for an integrated and reliable Parliamentary outreach and communication strategy that will provide the public with up-to-date and accessible information about the Parliament and its bodies, as well as the work of its Members.

The refreshed Parliament's outreach and communication strategy will be targeted and tailored for each of the different audiences. The strategy is a product of internal review and self-assessment of the Office of the Parliament Corporate Communications Department. The strategy aims to develop services that will enable public to access information via print and broadcast media (local and national) and brochures on the work of the Parliament and their Members. Attracting youth into the work of the Parliament will remain a priority. In addition, Parliament's website as the strongest asset in communication, through implementation of IPU guidelines on parliamentary websites will become easier to navigate and search, and more accessible to both the expert and non-expert.

New Parliament's Strategic Plan calls for expanding Parliamentary Communications. This includes developing a communication and outreach strategy that would incorporate organization of annual 'Week of Parliament' events, schools outreach program, curriculum materials for schools and inauguration of a national youth parliament. Moreover, the Strategic Plan envisages creation of a media lounge in renovated Red House premises of the Parliament, as well as facilitation of establishing a Parliamentary Journalist Association. The Speaker of the House has promoted the idea of institutionalizing dialogue with civil society organizations and professional associations through biannual parliamentary forum.

Suggested table of content of the Parliament's Communication and Outreach Strategy

Abbreviations

Introduction

I. Executive Summary

II. Background and Context

III. Assessment of Current Challenges

IV. Issues in Parliamentary Communications and Outreach

1. Key objectives related to communications and outreach strategy
2. Challenges related to Parliamentary communications and outreach
3. External communications
 - a) *Constituent relations*
 - b) *Granting Audiences*
 - c) *Media and other institutionalized communications*

Suggested table of content of the Parliament's Communication and Outreach Strategy

4. Internal communications

- a) *Availability of assistance, research and analysis*
- b) *Transparency of Parliamentary proceedings*
- c) *IT and Internet availability*

V. How to improve Parliament Communications and Outreach

VI. Strategy and Recommendations

- 1. The Parliament's Priorities and Strategic Objectives
- 2. Recommendations
- 3. Monitoring and Evaluation Plan

VII: Action Plan on Parliamentary Communication and Outreach

- 1. Timeline and Responsible Units
- 2. Next Steps

Based on the discussions with the Office of the Parliament Corporate Communications Department key problems related to public's engagement with Parliament were identified. They include public's apathy and disconnect with the Parliament. Nonetheless, a number of MPs and stakeholders have also identified as a challenge the fragmented approach – yet comprehensive in content – of Parliament's communication and outreach. The Corporate Communications Department will develop a strategic framework that leads Parliament's communication and outreach. Specifically, the Corporate Communications Department will lead the process of drafting Parliament's Communication and Outreach Strategy – that will require the input of Speaker of the House, MPs and other relevant units in the Office of the Parliament.

The Corporate Communications Department will seek to improve perception about the Parliament through cooperation and involvement of other stakeholders in shaping Parliament's communication and outreach strategy. The Department will continue to improve the Parliamentary TV/radio broadcast through offering factual, accurate and informed media coverage about parliamentary proceedings. The media's scrutiny of the parliamentary system and the work of the Parliament is an essential trigger for informed public debate and engagement with the Parliament. For this reason, Parliament will build upon best practices on supporting the media so that it continues to report on parliamentary business.

The Parliament's staff and MPs acknowledge the power of the media in shaping public perception and influencing levels of public understanding of the role of the Parliament. For this reason, the Parliament will be proactive in responding to inaccurate media coverage so that the public gets the right information in real-time. The Parliament has confirmed its commitment to develop other platforms, for example social media, to communicate the work of the Parliament directly to public and media.

1. Background and Context

One of the most important tasks for any parliament is to create an effective link between the public and its representatives. Allowing voters to have an input into the law-making process and, on the other hand, being able to communicate the purpose of legislation to voters are two twin aspects of legislative work which require a concerted effort. Effective communications contributes to avoiding disconnect between voters and deputies.

National parliaments throughout the world have comparable outreach and communications strategies that combine media relations with education and information, the web, broadcasting, events and parliamentary visitor programmes. The challenges of relatively low-levels of public understanding and poor public perception are common to parliamentary democracies throughout the world.

However, each national parliament has a different emphasis and focus informing their communications and public information strategies. Some have invested in the long-term return that a parliamentary education programme can provide. Others have prioritised the use of their parliament building as the central point of better public relations. Common to all such strategies are media relations and the web. Media relations are the traditional and still dominant and essential way to communicate with the public. The web offers the greatest scope to change and improve the level of understanding between parliaments and their respective citizens. It also has a very significant ‘reach’, or potential audience, and is a highly cost-effective mode of communication.

The role of the Office of the Parliament is to support, inform and record the work of the two houses of Parliament, and to make this work accessible to the general public and targeted groups of stakeholders. In 2005, a decision was taken to strengthen parliamentary democracy by initiating live broadcasts of the proceedings of both houses on a dedicated television channel and on the organisation’s website. Several units of the Office of the Parliament were directly tasked with fulfilling this mandate, and in the following years these units have been successful in transmitting the live proceedings on the television, radio and website and in so doing have contributed to greater awareness of parliamentary issues among the citizens of Trinidad and Tobago.¹

In 2010, the Corporate Communication Department developed, the ‘Connect. Communicate. Converge’, an operational plan that recognized the growing use of new media technologies among the public. The operational plan enabled the Office of the Parliament to better promote the value of parliamentary democracy in Trinidad and Tobago. The plan aimed to produce a more comprehensive model for the Office of the Parliament to communicate with its community of stakeholders. ‘Connect. Communicate. Converge’ (2010 – 2012) focused on creating an enabling environment for this interface to take place by:

- Improving the governance structure and the decision-making process
- Enhancing the use of IT to deepen linkages with stakeholders
- Developing a communications strategy to grow brand awareness
- Instituting a comprehensive data management system

¹ Parliament of Trinidad and Tobago (2009), Review of Communications and Broadcast Strategic Plan, pg. 3.

- Diversifying the range of programmes offered on existing media platforms.

The operational plan ‘Connect. Communicate. Converge’ (2010 – 2012) was guided by six key performance areas and establishes a new operational framework and targets for the monitoring and evaluation of the units. The essential features of the new approach are grounded in a Human Resource framework and include the following areas; excellence and innovation, continuous learning and training of staff and interns, organisational governance and decision-making, service and quality assurance, corporate differentiation and branding, and technology as an accelerator for growth.

Now is time that the Parliament of Trinidad and Tobago to be more proactive and strategic in communicating and engaging with the public. The novelties and best practices in the past have to be reinforced and new initiatives and services.

2. Assessment Goals and Methodology

Assisting the preparation of the communication strategy of the Parliament

UNDP's project document notes that the Parliament of Trinidad and Tobago has strong ICT communication tools in place, such as the parliamentary website, television broadcasting of parliamentary proceedings, radio broadcasting and wide range of social media (i.e. Facebook, Twitter, and Instagram). During the last year, Corporate Communications Department prepared a draft Parliament communication strategy. The International Consultant reviewed the draft strategy, analyse the data on usage of current parliamentary communication tools and prepare recommendations for improvements. In consultation with Corporate Communications Department, the Consultant conducted a SWOT analysis of the current communication tools used by the Parliament. Findings of the SWOT analysis informed the recommendations for improving the communication strategy. Moreover, the Consultant interviewed a select group of experienced and newly appointed parliamentary journalists.

The Consultant assisted the Corporate Communications Department in updating the communication strategy. The updated Strategy once finalised will contribute to inform and enhance knowledge and understanding of how Parliament works. Moreover, the strategy should increase interest in Parliament, especially of youth and women, and the desire to know more about and engage with it. Ultimately, it should lead to improved public's perceptions of whether Parliament is important, relevant, accessible, representative and working for people.

Enhancing the outreach of the Parliament

A paradox of contemporary politics is that public access to Parliament has never been greater, but the mood of public remoteness and alienation from the formal democratic process has never been more acute.² The Parliament of Trinidad and Tobago has implemented a number of outreach initiatives that aimed to improve citizen's understanding of the role of the Parliament and its work. School outreach programme and annual youth parliament have been instituted as a mean to engage with youth. During the assignment, the International Consultant reviewed the effectiveness and focus of the current outreach activities and prepare suggestions to introduce new outreach initiatives that are tailored to needs of specific societal groups. For this purpose, the Consultant interviewed staff of Corporate Communications Unit, senior management of the Office of the Parliament, MPs and civil society organizations representative.

In an effort to replicate the good practice of other legislatures, the Consultant assisted the Corporate Communications Department in reviewing the visiting program to the Parliament for schools, hosting discussions with youth groups and exploring the possibility of cooperation with a TV or radio station to broadcast youth-meets-parliament debates. The Consultant also assisted the Corporate Communication Department in strengthening its current civic education program so as to create popular awareness of the role and responsibilities of the Parliament. The Consultant solicited input from the civil society on how to improve future interaction between the Parliament

² Stephen Coleman (2004), 'Connecting Parliament to the public via the internet: Two case studies of online consultations', University of Oxford, Pg.1.

and civil society. Therefore, the Consultant looked into possibility of institutionalizing ‘Week of the Parliament’ as a regular feature of Parliament’s outreach programme as well as provided recommendations of developing a structured dialogue between civil society organizations and the Parliament.

Mobilization and Desk Review

Prior to arrival in the country, the International Consultant carried out all preparatory work in close coordination with UNDP Trinidad and Tobago and Parliament of Trinidad and Tobago counterparts. This included preparing an inception report that outlined the agenda and time schedules for the various activities. In addition, the Consultant reviewed relevant documents and literature, and other materials that were provided by the Parliament and UNDP. The desk review focused on relevant Parliament’s documents such as standing orders, orders, bylaws, guidelines, job descriptions, internal system and procedures, annual plans and reports, any assessment report conducted for the organization in the past, and others as appropriate and relevant.

In-country Assessment Mission

Starting from mid-July till first part of August 2014,³ the International Consultant was engaged in a series of on-line and in person meetings with staff of the Office of the Parliament, MPs, and journalists. The aim of such consultations was to identify the current good practices and challenges in Parliament’s outreach and communication. Consultations were followed by an internal analysis, which covered issues related, but not limited to current gaps in organizational and regulatory status, internal systems and procedures, and key activities related to outreach and communications services of the Parliament. The Consultant worked closely with key staff of the Corporate Communications Department.

³ See Appendix II.

3. Parliamentary Outreach and Communications Services

The new Parliament of Trinidad and Tobago outreach and communication strategy key tenants should address two key areas and eight sub-focus areas:

I. Public Outreach

I.a. Parliamentary Education Programme (targeting different groups in society with focus on youth)

I.b. Parliamentary Visitors' Programme

I.c. Parliamentary Public Events

II. Parliamentary communications

II.a. Relations with the Media

II.b. Parliamentary Website

II.c. Social Media

II.d. Parliamentary TV/radio Broadcasting

II.e. Parliamentary Publications

I.a Parliamentary Education Programme

National parliaments with a deficit in public trust and understanding have recognised how education can help alleviate the effects of low public engagement with the institution. Educating the next generation of voters should be one of the priorities of the Parliament of Trinidad and Tobago. The Office of the Parliament should track the number citizens, especially youth, which were engaged in parliamentary education programme.

To date, the Parliament conducts generic education activities that take place on-site and off-site of the seat of the Parliament. The goals should be to host all parliamentary education activities in the premises of the Parliament as part of the visitor programme while in addition providing an on-line programme to all schools. The transition from lecture-based educational activities to on-line delivery of the programme should be monitored and measured by the range of engagement. The parliamentary education activities should address the following criteria:

- The development of an on-line parliamentary educational programme which will be available to all post-primary schools and students who wish to explore the parliamentary and political system; and
- Review the possibility of having a dedicated visitor space within the premises of the Parliament that will enable the public not just to engage with MPs but also to actively participate in the proceedings of the Parliament.

I.b Parliamentary Visitors' Programme

Original premises of the Parliament have special political and cultural values due to its historical heritage. Trinidad and Tobago remains a country where public interest in politics is moderate, while the overall perception of the Parliament is diminishing. For this reason, it is important that Parliament's outreach and communications strategy seeks to engage with the public and improve

the public's perception of the Parliament. The current parliamentary visitor programme comprises a public tours, attending parliamentary business (chambers), and a parliamentary education programme.

Providing the public with the opportunity to visit premises of the Parliament should remain an important part of the outreach activities. The challenge is to increase the level of visitor engagement within the context of operating in premises that are not designed for parliamentary work and to improve the visitor experience by using existing resources and facilities more efficiently. The reviewed approach should address following criteria:

- Providing enhanced access to the Parliament premises to visitors,
- Develop a fully-fledged parliamentary shop and merchandising,
- Review the format of existing tours to the Parliament, and
- Assess the possibility of creating a separate visitor space in existing Parliament premises.

I.c Parliamentary Public Events

In the last several years, the Parliament has not fully utilised its potential to organize and host public events. Through organization of small or large scale public events Parliament can rebrand its role in society by developing new means of communication with the community. Parliamentary public events are expected to contribute to better public understanding and media recognition of the Parliament - far beyond the number of people who attend them. However, it should be noted that by their nature parliamentary public events are costly to run. As a result, parliamentary public events represent a higher public relations risk than other forms of communication. Instead of focussing on organizing large events, the Parliament can decide to host a number of smaller events annually and on a one-off basis. Consultation with MPs and local community are critical to organization of such events.

II.a Relations with the Media

Accredited journalists have acknowledged that Corporate Communications Department has led a proactive and responsive approach in the delivery of parliamentary media service. Journalists were especially positive about the Parliament's website as a key source of information during the preparation of their media reports on parliamentary proceedings. Reasons for such positive reception of the Parliament's website are the fact that Corporate Communications Department provided information on the website in a timely manner.

The core service to journalists aim to responds on time to daily enquiries from national and local media about every possible aspect of both parliamentary business and the operation of the Parliament. In essence, it is a service that helps the media report information in context and with comment that is founded on fact. Corporate Communication Department has tried to focus of its work on promoting the work of the Parliament and this has achieved a significant increase in press coverage.

The national media is hugely influential in increasing levels of public understanding and shaping public opinion of the Parliament and MPs. The Corporate Communications Department monitors regularly the media coverage that is inaccurate or misleading and has been proactive in taking all appropriate steps to correct the public record. Therefore, new communication approach should be based on following premises:

- Building a cohesive and active voice that speaks on behalf of the Parliament and communicates directly with national and local media.
- Provide national media with accurate information on the Parliamentary business.
- Provide the media with information that explains how the parliament works and how it is administered.
- Correct promptly inaccurate, misleading or unbalanced coverage in order to protect the reputation of the Parliament and their MPs.
- Provide the media with access to the audio and visual records of the proceedings so that it may disseminate such content.
- Support and advise all MPs in the communication of their parliamentary work to the media.

II.b. Parliamentary Website

The Parliament has been successful in transforming its website into a highly accessible, searchable, reliable, flexible and responsive web presence. Parliament's website remains the most customer-focused and user friendly website of any institution in Trinidad and Tobago. The web is an integral part of Parliament's comprehensive communications through:

- Providing public with information, education, publishing service,
- Serving as an instant point of access to the parliamentary business, and
- Acting as a tool for feedback, consultation and engagement.

II.c. Social Media

Increasing numbers of Trinidad and Tobago's population are regular users of social media. Most of youth use Facebook whilst a growing number have a Twitter account. In terms of political communication and marketing, social media is now an essential feature of an effective service or campaign. Social media is also an ideal form of communication for a national parliament.

The constant output from parliament suits the instant information flow that a successful social media presence can exploit. Daily and hourly activity in the Parliament and its bodies provides a rich content for dissemination across various social media. Furthermore, parliamentary content is both audio and visual and so can be applied in a multiple of ways. The Parliament of Trinidad and Tobago current social media service incorporates Twitter, Facebook, YouTube and Flickr. Parliament's social media approach should include:

- Developing a corporate policy for the use of social media.
- Developing a social media-based news service.
- Promoting access to Parliament produced content via social media. and
- Using social media to facilitate two-way communication by the Parliament.

II.d. Parliamentary TV/radio Broadcasting

The live transmission of the debates of both Houses of Parliament was mandated by unanimous resolutions of both Houses of Parliament and implemented via Cabinet Minute No: 2912 of November 10, 2005. This Parliamentary mandate allowed for the establishment of televised transmission and audio-visual web casts via the Internet and AM and FM radio frequencies. It was envisaged that these developments would improve public knowledge about parliamentary proceedings with the view to increasing public participation in the democratic process.

The Parliamentary TV/radio channel can reach a much greater audience by bringing diversity to its broadcasting service. This should include rebranding of the parliamentary TV channel, user-friendly webcasting and ultimately WebTV. Moreover, Parliament should consider making its content freely and easily available to third parties across all media, who in turn bring it to their respective niche audiences, will deliver greater value-for-money from the existing broadcasting investment.

II.e. Parliamentary Publications

Parliament should develop publications than can be easily understood by the public. Such an approach should result in preparation of parliamentary publications that resonate with the public in a way that is consistent in both design and the language public uses. For this purpose, the Parliament should develop a unified publishing style guide, undertaken a series of staff workshops introducing the concept of drafting user-friendly publications and produced a plain language guide explaining how the Parliament works.

Using plain language will address also the problem of functional illiteracy that Trinidad and Tobago is facing. In this way, Parliament will allow its reader to understand better information about the work of the Parliament. The next step is to ensure that a plain language publishing policy is consistently implemented and supported. Parliamentary publications must also include web content and design as well as traditional publications. In order to achieve the aforementioned, the Parliament will have to:

- Introduce the plain English style guide to all documents intended for the public, and
- Training staff involved in publishing and web content management.

Improving existing services

This section provides information on selected outreach and communications services prepared by the Office of the Parliament. The information presented below will inform the shaping of objectives and activities of the framework on development of the Outreach and Communication Strategy of the Parliament.

1. Democracy Challenge	
General description of the activity/tool	Quiz show where in each episode, two teams of five members each face several rounds of questions pertaining to the Parliament of Trinidad and Tobago
Frequency of implementation	First edition being shot August 2014, 7 episodes, one per week
Target group	General public – gender representation to be monitored
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. Tests general knowledge about the Parliament and the democratic institutions in the country. 2. Engages young people in the personalities and the work of the Parliament. 3. Exposes Parliament staff to live production techniques. 4. The activity tools for getting teams to sign up for this initiative were external radio, the Parliament Channel, Parliament Radio, the Parliament’s facebook page and on-the-street campaigning. The advantages of using external radio were that we were able to reach a wider audience than the limited audience of the

1. Democracy Challenge	
	<p>Parliament’s media outlets. On facebook we were able to extend our reach to the online audience. The on-the-street campaigning for Democracy Challenge was the most effective due to the fact that most of the teams that sent in applications for this found out about it through our handing out of flyers and posters on the street and distribution to Government offices.</p> <p>Cons include:</p> <ol style="list-style-type: none"> 1. Not sure if there will be a second run of the programme. 2. Limited to a specific group/number of participants. 3. Separate training has to take place for Broadcast Technicians. 4. The exact extent of the reach of our facebook page for this initiative was difficult to determine since the response to this online was limited.
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. Producer 2. Coordinator 3. Procedural staff to create and vet questions and answers 4. Out-sourced production company 5. Photographer 6. If producing in-house more production staff needed 7. An advertising plan and budget for getting people to participate in the initiative and for increasing the public interest in wanting to view the game show when it airs

2. Parliament Channels	
General description of the activity/tool	TV station Channel 11 (cable) / Radio Station 105.5FM. The Channels are dedicated to the airing of Sittings and other Parliamentary proceedings. Features on former and present parliamentarians are also shown as well as documentaries submitted by the United Nations, which focus on human interest pieces.
Frequency of implementation	24 hour programming
Target group	Public and MPs
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. Most of the population has access to these mediums, with a simulcast on radio. 2. Viewers can view live unedited sittings and committee meetings and can therefore form their own opinion based on debates and discussions rather than edited or mediated views of the media or others. 3. This medium allows for the dissemination of other video material that is of historical/educational value, for example features of past parliamentarians; regional and international parliaments; terms and/or procedures. <p>Cons include:</p> <ol style="list-style-type: none"> 1. The mandate of the channel is to show sittings gavel to gavel (start to finish). The duration of sittings is unpredictable and may go for hours on end, therefore programming of content other than Sittings can prove to be challenging.

2. Parliament Channels	
	<ol style="list-style-type: none"> 2. Parliamentary language may be hard to understand at times, and time is needed to fully comprehend what takes place. 3. Surveys should be carried out periodically to determine viewership and audience. Production and creation of new content is determined in a vacuum. 4. A Joint Select Committee of the Parliament recommended that a television station be set up to broadcast the live proceedings; any changes to that mandate would require reconvening of a committee. 5. Radio can be used more effectively. 6. More programmes such as ParlApprentice, Youth Parliament and Parliamentary Personalities should be shown on weekends, when we anticipate an increase in viewers. 7. The ‘look’ and style of the graphics should be updated to give a more modern feel.
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. If it is the intention of the Office of the Parliament to continue producing its own content (television and separate radio programming) in-house, more production staff would be required. 2. Also, more graphic animators to assist with designing the new look of the station.

3. ParlApprentice	
General description of the activity/tool	Student Internship and Television reality series
Frequency of implementation	Once per year (7 episodes)
Target group	15 – 25 year olds
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. Opportunity for apprentices (potential viewers of the channel) to learn more about Parliament and then to become advocates of Parliament. 2. Utilisation of our social media platforms as a means to direct and encourage viewers to learn more about the operations of Parliament. 3. Young apprentices can be recruited for the National Youth Parliament. 4. Diversification of programming content. <p>Cons include:</p> <ol style="list-style-type: none"> 1. No survey was conducted to determine if this is what the public/viewer wants. 2. After ParlApprentice 2013 came to an end and the series created and aired there was no survey conducted to gauge if it was successful via social media or if viewership on the channel increased. 3. CCD resources are entirely focused on all production phases during the apprenticeship and it is not the mandate of the channel.

3. ParlApprentice	
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. If it is the intention of the Office of the Parliament to continue producing its own content (television and separate radio programming) in-house, more production staff would be required.

4. School Outreach	
General description of the activity/tool	The School Outreach Programme is an outreach initiative which seeks to build awareness of the role and importance of the Parliament in sustaining democracy and promoting good governance. It is also used to encourage youth participation and partnership in the decision-making process, and to develop a sense of civic pride among young persons.
Frequency of implementation	The school outreach is hosted every other Thursday during certain periods of the school term. This can range from September to December, January to April and the months of May and June. When it first began, the outreach took place every Thursday.
Target group	The outreach initiative targets fifth and sixth-form students. But, at times, students belonging to lower forms, from form one to four, may participate as a way to increase numbers or fill spaces in the auditorium/halls.
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. This is a great tool to inform students about the Parliament, role of presiding officers, the process of law-making, past and current presidents and prime ministers, among other things. 2. The Q&A session allows students to ask questions of the head table, which at times, includes MPs from the school's constituency and other knowledgeable resource personnel. 3. Students are given pamphlets and booklets containing information on Parliament that they can use as a referral or guide. 4. Students are allowed to interact with the Presiding Officers and ask supplemental questions at the end of the programme. 5. Students are asked for feedback on the programme and are interviewed to get a better sense of what was learned during the programme. 6. If a performing arts group is hired, the students get a chance to better understand the content. <p>Cons include:</p> <ol style="list-style-type: none"> 1. The structure of the programme is too formal. 2. The main speakers often go on too long so the attention of the students is sometimes lost. 3. The content may be too hard for the students to understand.
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. More staff co-operation needed from other departments, such as Secretariat who can assist in preparing the students for the visit.

5. Youth Parliament	
General description of the activity/tool	A youth version of an actual sitting of the House of Representatives. Here young people from different parts of the country who represent schools, community groups and other NGOs are trained for several weeks and

5. Youth Parliament	
	given the opportunity to participate in a sitting of the Youth Parliament. The young people representing the different constituencies controlled by the government and the opposition have the chance to debate a matter of national interest.
Frequency of implementation	Annually in the month of October
Target group	The target group is young persons, ages 12 to 30
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. The communications tools used for the Youth Parliament are external radio and the Parliament TV and radio stations and updates on facebook. The activity itself, however, proved to be very effective in increasing the interests of the participants and their respective organizations in the importance and operations of the country's Parliament. <p>Cons include:</p> <ol style="list-style-type: none"> 1. Even though advertising was done for this venture it is difficult to say how effective it was since no effort (as far as I know) was made to gauge feedback from the general public on the initiative.
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. An advertising plan and budget for getting people to participate in the initiative and for increasing the public interest in wanting to view the Youth Parliament when it airs on television. 2. Procedural staff.

6. Social Media	
General description of the activity/tool	Facebook, Twitter, YouTube, Flickr, Instagram, Official Website of the Parliament
Frequency of implementation	Used daily for promotion of Parliament events, updates on upcoming Parliament Sittings, Parliament Outreach Initiatives e.g. School Outreach, other news worthy items
Target group	<p>Social Media Primary Male + Female 25-34 yrs. Located within the Caribbean Interested in local news and politics Opinionated and has a cautious outlook on political matters and happenings. Conscious of new media channels</p> <p>Social Media Secondary Male + Female 18-24 yrs. Located within the Caribbean Interested in furthering education and looking for opportunity to progress in society Extremely media savvy</p> <p>TTParliament Website Target Audience Male + Female 25-34 and 34-45 years</p>

6. Social Media	
	Journalists, Parliament Staff / Political Members, Researchers, Educators, Students
Pros and cons of the activity/tool	<p>Pros include:</p> <ol style="list-style-type: none"> 1. In terms of activity and engagement the pages that are being managed (Facebook) have grown incredibly since June 2013 to present day (Aug 2014). 2. The fan base has more than doubled from approx. 900 to 2300 users. <p>Cons include:</p> <ol style="list-style-type: none"> 1. Facebook is automated and synced with Twitter which means all posts that are posted to Facebook are simultaneously put on Twitter. Not ALL posts that are ideal for Facebook are ideal for Twitter. Twitter has a character limit – whereas Facebook does not. They are unique platforms which require different types of posts. 2. The Web Communications Officer in charge of Social Media does not have access to Twitter or any other Social Media platform used by Parliament with the exception of Facebook. He cannot properly coordinate all platforms to be in unison without having proper access to the platforms that he is mandated to manage. (YouTube, Twitter, Flickr are not integrated because of this). 3. There is no real focus on statistics and actual numbers which indicate engagement, user traffic or any other key performance indicators (KPI's). Most if not all social reports go undiscussed and unprompted. Suggestions and direction are made throughout the organization from all levels based primarily on individual opinion and not quantitative analysis. 4. There are extra or external Parliament pages e.g. Parliament Channel (https://www.facebook.com/trinidad.parliament?fref=ts) (a user operated profile rather than what is known as a Brand Page). These extra pages are currently operated to dispense parliamentary information but are also not listed as an official page of Parliament. These pages split user traffic on social media as well as confuse users as to which is really the official page to go to for edited and checked information dispensed from the Parliament. 5. No analytics or reports of any kind are used for managing the website. There is no knowledge of user traffic, user engagement, which tabs are being viewed and which are not. Information is updated daily to various parts of the website but we are not sure who is looking at it. This defeats the purpose of having a website.
Resources needed for its implementation (financial and staffing)	<ol style="list-style-type: none"> 1. Staffing is definitely needed in order to accommodate the times of Parliamentary Sittings. (These run two or three days a week with varying hours, sometimes are long as 16 hours). An additional person can be brought on to cover hours after 9/10 pm. Procedural staff who participate in the sittings have indicated a willingness to assist in updating social media.

6. Social Media

2. Training needs to be given to ALL members who are charged with managing Social Media. Most are unaware or uninterested in using it properly and learning about the nuances of varying platforms.
3. Meetings to discuss and develop a proper Social Media Policy need to be implemented to craft proper guidelines that can be agreed upon by all relevant persons.
4. Resources like cameras, mobile phones are needed to expand the quality of content across Parliament's various platforms. A lot of the content posted has to be done by a personal staff smart phone. There is currently only one available DSLR camera that is shared by the entire communications department for all photography duties.
5. For Outreach initiatives that take place outside the confines of the Parliament Building, a data plan and camera phone or some other photo device is needed where laptops and cameras are not readily available for real time updating of social media platforms.

4. Framework for Parliament’s Outreach and Communication Strategy

Parliament’s Outreach and Communication Strategy review shows that Office of the Parliament through its Corporate Communications Department has created a good basis for development of targeted parliamentary outreach and communication befitting the era of social media. However, the success of the Office of the Parliament in attracting and engaging with public depends on stringent formal rules. Comprehensive review of citizens’ engagement with the Parliament should result in creation of a new legal framework that is conducive to public’s active involvement in the work of the Parliament – beyond the existing model that is based entirely in provision of information only.

For this purpose, the Office of the Parliament should use results based approach in implementing parliamentary outreach and communication. The key objectives of the new strategy are to promote the Parliament, parliamentary procedures and the work of committees of the Parliament to domestic and international audience, and to promote the Parliament to the public of Trinidad and Tobago and internationally. Below are presented all recommendations with the lead units of the Office of the Parliament assigned to implement the recommendations in a set timeline:

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
Live coverage of all sittings of the House of Representatives and the Senate	Ensuring broadcast equipment is in proper working condition, social media avenues working well	Broadcasting, IT, Communications	Baseline: All sittings of the House of Representatives and the Senate are televised live on Parliament Channel 11, 105.5FM and streamed on tparliament.org. There is no capability to show both sittings live if there is a joint sitting, therefore usually the House sitting is shown live and the Senate sitting is recorded for re-broadcast.	Ongoing, High Priority	\$1.8M

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			<p>Indicators: 100% of House of Representative sittings Broadcast live, 99% of Senate sittings broadcast live on tv, radio, web</p>		
Live coverage of Joint Select Committee meetings	Ensuring broadcast equipment is in proper working condition, social media avenues working well	Broadcasting, IT, Communications	<p>Baseline: Most Joint Select Committee Meetings are televised live, only a few are done in camera</p> <p>Indicators: 90% of JSC Meetings broadcast live on tv, radio, web 95% of JSC Meetings live on tv, radio, web</p>	Ongoing, High Priority	SAME Combined
24 hour broadcasting of programming on the Parliament Channel 11, 105.5FM, website	Ensuring broadcast equipment is in proper working condition; scheduling programmes	Broadcasting, IT, external service providers	<p>Baseline: The proceedings of the Parliament are broadcast on a 24-hour basis on Parliament Channel 11, 105.5FM and streamed on the parliament's website. Challenges include occasional radio signal failure, inability to create long term programme schedules due to unscheduled sittings</p>	Ongoing, High Priority	SAME Combined

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			Indicators: 100% of 24 hour programming on Channel 11 and 105.5FM		
Schools Outreach	Ensuring recording equipment is in optimum working condition, assigning staff, managing service providers, pre- and post- production, sending event briefs and invitations to schools, liaising with Principals, ensuring the production bus is operable, organizing tokens for students, preparation of speeches for Presiding Officers, organizing programmes and resource personnel, video production and photography on location	Broadcast Technicians, IT, Broadcasting & Communications Units	Baseline: The Schools Outreach programme is shot during the October to June school terms where the Parliament's Presiding Officers journey to secondary schools throughout the country to explain the Parliamentary process and interact with students. Indicators: 100% of Schools Outreach Programmes are recorded for editing as programming. 50% increase in Schools Outreach to secondary and primary schools	2014 and ongoing. High priority	
Parliamentary Personalities	Requesting and receiving quotations from production companies, liaising with subjects and or their families, arranging interviews, post-production, editing	Production Coordinator, external production houses	Baseline: Out-sourced production of edited programmes on past and present members of Parliament. At least four programmes are created every quarter on past and present parliamentarians to	2014-2015. High Priority	\$440,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			<p>add to the station's programming line-up. Some are scrapped if subjects or their relatives do not agree to be interviewed</p> <p>Indicators: Four programmes are completed each quarter; 50% increase in the number of programmes produced per quarter</p>		
Red House documentary	Requesting and receiving quotations from production houses, liaising with experts, arranging interviews, shooting cover video, scripting, voicing, editing	Production staff; production house	<p>Baseline: The Red House has been under extensive renovation for the last few years and the Parliament must document the work being done in concert with the researchers on site, and interview stakeholders and experts. This leads to the production of a 30 minute documentary on the restoration of the Red House. If permissions are not sought or granted in a timely manner the shoot can't continue.</p> <p>Indicators:</p>	2015 and ongoing. High priority	\$50,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			100% completion of the Parliament documentary by producers.		
Parliament Apprentice	Liaising with schools re: interest, receiving applications from students, choosing the finalists, setting challenges, shooting, editing	Production Coordinator, Broadcast Team, Communications, Secretariat, Presiding Officers	<p>Baseline: Annual reality show competition shot at the Parliament with four students from different high schools performing various tasks to come up with a winner. The Corporate Communications Department takes charge of the shooting and editing of the show, taking the students through their paces. Challenges faced: students and teachers unprepared, distance to destination at times</p> <p>Indicators: Annual production of 7 episodes of reality show competition 100% production of 7 episodes</p>	2014 ongoing. Mid-level priority	\$5,000
Parl News	Collaboration on information to be included,	Communications, Secretariat	Baseline:	2016 ongoing. Mid-level priority	\$300,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
	gather elements, finalize wording and design and send to newspaper to print		<p>Weekly newspaper column with news/information about the Parliament. The Communications Department and the Secretariat work together to produce a newspaper strip highlighting the latest news about the Parliament. It's usually run in the daily newspapers on Fridays. May not run on time if information is not provided in a timely manner</p> <p>Indicators: 100% production of Parl News weekly</p>		
Parl Buzz	Collaboration on information to be included	Communications, All departments	<p>Baseline: The Parl Buzz magazine is produced by the Communications Department and distributed to all members of staff outlining events and updating staff on happenings at the Parliament. May not run if information is not provided in a timely manner</p> <p>Indicators:</p>	2014 ongoing. Mid-level priority	\$40,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			Quarterly printing of the Parl Buzz magazine for 300 staff members.		
iCount	Come up with concept, script, shoot, edit	Production Coordinator, external service provider for editing	<p>Baseline: Edited video on the election process targeting young people between the ages of 17 and 25. The 12 minute video targets young people, mainly first-time voters, giving them information on the election process and encouraging them to cast their vote. Must be advertised for the right audience</p> <p>Indicators: One-off programme promoting the voting process</p>	2014 ongoing. High priority	\$55,000
“Hey Children” Comic Book/Activity Book	Come up with concept, work on design, print	Communications, Secretariat	<p>Baseline: Comic Book for primary school children explaining the work and role of the Parliament. The book is written in story form with games and puzzles to appeal to the specific age group</p> <p>Indicators: 5,000 copies printed</p>	2016 ongoing. Mid-level priority	\$75,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			20% Distribution of books by year's end		
Media Releases on parliamentary procedures	Assigning of staff to write the release, completing the release, collaborating on the information to be included.	Communications, Secretariat	<p>Baseline: Communications prepares the media release with information relating to existing or updated Parliamentary procedures.</p> <p>Indicators: 100% of media releases are sent to the media</p>	2015 ongoing. High priority	
Media conferences to announce Reports filed by committees	Issuing media invitations, preparing information/fact sheets/documents for distribution, preparing the venue, briefing the speaker(s)	Communications, Secretariat	<p>Baseline: These media conferences are good ways for the committees to report directly to the media and the public on their findings. JSC members must make themselves available for such events</p> <p>Indicators: 0% media conferences in 2014 50% increase in media conferences in Q4 of 2014</p>	2015 ongoing. Mid-level priority	

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
TV and radio interviews for Committee Chairmen and other members	Preparing subjects to speak to the media, preparing fact sheets, preparing venue	Communications, Secretariat	<p>Baseline: One of the ways identified to get the information out about a committee's findings. Committee members must make themselves available for interviews.</p> <p>Indicators: 0% radio and tv interviews for Q3 50% increase in radio and tv interviews for Q4.</p>	2015 ongoing. Mid-level priority	
Quarterly briefing on Parliament Channel on the work of Committees	Scripting of material to be used, production, preparation of speaker (if any)	Communications, Secretariat	<p>Baseline: A scripted and edited programme outlining new developments in the Parliament.</p> <p>Indicators: 0% of quarterly updates so far 50% increase in briefings</p>	2015 ongoing. Mid-level priority	
Social media updates on the work of Committees	Assigning staff to update social media, research to know what to post	Communications	<p>Baseline: Persons assigned should know what to post, when to post</p>	2014 ongoing. High priority	

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
			Indicators: No committees have sat so far in the new session except during debates.		
Quarterly publication of Cross Talk magazine	Team meetings to decide on content, layout, design, assigning stories, selection of photos	Director, CCD Communications Manager, Production Coordinator, General Administration,	Baseline: Cross talk is published quarterly and includes articles on Parliamentary sittings etc. Indicators: Quarterly publication of Cross Talk 100% on time publication of Cross Talk.	2015 ongoing. High priority	\$40,000
Wider and targeted circulation of Committee Reports	Distribution to libraries and other stakeholders such as NGO's.	Communications, General Administration, Accounts	Baseline: Committee Reports are important research tools for many groups; therefore distribution would primarily be to libraries and research facilities with libraries. Indicators: 0% distribution to research facilities 50% distribution to research facilities.	2016 ongoing. High priority	
Publish results of surveys on public use of Parliament media and social media	Quotations from service providers in the area of media surveys, production	Communications, external service Provider	Baseline: Currently the Parliament runs 24 hour programming	2016 ongoing. High priority	\$250,000

Objective: To promote the Parliament, and parliamentary procedures and the work of committees of Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget TTD Annual</i>
	of questionnaires, conduct questionnaires, collate results		however a comprehensive survey has never been done on the public's use of Parliament media and social media Indicators: 30% usage of Parliament media 50% increase in use of parliament media		

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
Live transmission of Parliamentary broadcasts on television, radio, web	Ensure broadcasting equipment is in optimum working condition, timely purchase and upgrade of broadcasting equipment, assigning staff, managing service providers	Technical Operations Coordinator, Broadcast Technicians, IT, Director CCD	Baseline: Parliament Channel broadcasts 24 hours a day, 7 days a week. All sittings of the House and Senate are shown live however if both Chambers are sitting at the same time the House sitting is shown live and the Senate sitting is recorded for rebroadcast. Indicators:	2014 and ongoing. High priority	\$1.8M

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
			100% of Parliamentary sittings are broadcast live on radio, tv, web. 50% increase in live broadcasting of Committees.		
Archiving of Digital parliamentary material	Catalogue and tag the Parliament's digital media assets including televised recordings and photography	Digital Archivists	<p>Baseline: The Parliament Channel began televising sittings in 2006. Efforts are currently being made to have archive recordings from different mediums onto digital storage. It's a specialized field and the lack of staff is hampering efforts.</p> <p>Indicators: 30% of archiving of Parliament recordings 50% of archiving of Parliament recordings</p>	2015 - 2016 High Priority	\$1.8M
Production of audio and video material on parliamentary activities, Red House documentary	Purchase of video and audio production software and hardware, books on video production and scriptwriting	Production staff	<p>Baseline: The broadcasting staff double as production staff for the recording of internal productions. Training of staff is essential to ensure work continues unabated.</p> <p>Indicators:</p>	2014 and ongoing. High priority	\$300,000

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
			50% capacity of broadcasting staff to create in-house productions 100% capacity of in-house staff to create in-house productions.		
Management of the production of programmes by external providers on parliamentary activities	Soliciting and receiving programme proposals and quotations, overseeing projects	Production Coordinator	Baseline: The Parliament is aiming to create additional programming content and this can only be done by engaging external providers. Costs and availability would be hindrances to this process. Indicators: 50% of Parliament's programming content is external. 80% of programming content is external.	2014 ongoing. Mid-level priority	\$2M
The coordination of public education initiatives such as the Bicameralism Lecture Series and the development of "School's Outreach" a short television series where young people interact with the Presiding Officers of the Parliament to learn more about the role and function of	Sending event briefs and invitations to schools, liaising with Principals, ensuring the production bus is operable, organizing tokens for students, preparation of speeches for Presiding Officers, organizing programmes and resource personnel,	Communications, Production staff, Secretariat	Baseline: Public outreach programmes allow the Parliament to reach the people on a personal level. High schools are targeted as young people show an interest in the workings of the Parliament. Adults also have a desire to learn about the Parliament.	2014 ongoing. Mid-level priority	

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
the Parliament in our democracy	video production and photography on location		<p>Indicators: 40% of the population reached through public outreach programmes. 60% of the population reached through public outreach programmes.</p>		
The scheduling and implementation of tours to the parliamentary chambers and enhancing visitor experience	Booking tours, distribution of branded parliamentary paraphernalia	Communications, Marshall's Office	<p>Baseline: One way for people to get to know how the Parliament works is to visit the Chamber. Visits are usually coordinated through the Communications department.</p> <p>Indicators: 30% visits to the Parliament to learn about the Parliament 50% increase in visitor arrivals to the Parliament by members of the public.</p>	2014 ongoing. Mid-level priority	
Developing the Parliament website as the flagship for promoting Parliament, with a focus on what Parliament is doing	Engaging a web developer, Creation of content for website	Communications, IT, Secretariat, Accounts	<p>Baseline: The Parliament's website is visited by a vast number of people for different reasons. The website also links to the Parliament's social media platforms.</p> <p>Indicators: 40% traffic on the website</p>	2015 – 2016 High priority	\$75,000

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
			50% increase in traffic to the website.		
Making it easy for the public to participate in parliamentary proceedings through flexible means of engagement and access to information about how to engage	Printing and publication of fact sheets, Parliament Corporate newsletters, information posted to social media – website, Facebook, Instagram, Twitter, Youtube	Communications, IT, Secretariat	<p>Baseline: There is a wide array of information leaflets available on how Parliament works. All age groups are addressed.</p> <p>Indicators: 30% population usage of Parliament’s information brochures. 50% increase in the use of information brochures.</p>	2014 ongoing. Mid-level priority	\$500,000
Assisting members to engage in conversations with young voters about what Parliament is doing	Creation of programmes such as iCount (election process), encouraging MP’s to visit schools to discuss the election process	Communications, Broadcasting, Secretariat	<p>Baseline: Young people in the first time voting bracket show an interest in Parliament and voting, so we should create programmes which enlighten them on both subjects.</p> <p>Indicators: 20% youth involvement in Parliament 50% increase in youth involvement in Parliament.</p>	2014 ongoing. High priority	
Enhancing the media’s understanding of Parliament and parliamentary reporting	Organising regular training sessions for parliament reporters	Communications, Secretariat	<p>Baseline: There is a core of reporters who report on Parliament and who understand parliamentary procedures,</p>	2014 ongoing. Mid-level priority	

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
			<p>but many more do not understand the process and should be enlightened.</p> <p>Indicators: 20% media corps who understand how Parliament works 50% increase in the knowledge base of reporters on parliamentary proceedings.</p>		
Enhancing members' engagement with other parliaments and parliamentary organizations	Attendance at overseas parliamentary meetings and conferences, access to overseas parliament proceedings	Communications, Secretariat, Accounts	<p>Baseline: One way that Parliamentarians can expand their horizons with regard to the parliamentary process is by attending conferences and sharing their experiences with counterparts from other countries.</p> <p>Indicators: 40% of Parliamentarians attend international conferences 40% increase in parliamentarians engaging with international counterparts.</p>	2014 ongoing. Mid-level priority	
Enhancing relations between our Parliament and other	Conferences, stakeholder meetings	Communications, Secretariat	Baseline:	2014 ongoing. Mid-level priority	

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
legislative bodies and stakeholder organizations			<p>Again, conferences are a good way for parliamentarians to exchange ideas and learn from their counterparts.</p> <p>Indicators: 30% attendance at international conferences by local parliamentarians. 40% increased attendance at stakeholder meetings.</p>		
Advertising of parliamentary programmes in national media	Monthly printing of ads on special programmes on Parliament Channel, newspaper and radio ads on Joint Select Committee Meetings,	Communications, Accounts	<p>Baseline: The only way the public will know what programmes we have on offer is if we advertise. We may not be aiming for advertising dollars but for viewership.</p> <p>Indicators: 20% printing of ads on special programmes and JSC Meetings. 50% increase in the printing of ads on special programmes.</p>	2014 ongoing. High priority	\$2M
Training of CCD staff in video production, editing, television and radio broadcasting and presenting,	Research on available training programmes, receive quotations on training, scheduling staff for training	Director, CCD Communications Manager, Production Coordinator, Technical Operations Coordinator,	<p>Baseline: Broadcast Technicians are more and more being asked to operate camera equipment</p>	2014 ongoing. High priority	\$400,000

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
camera operations, technical operations		Director Human Resource Services, General Administration, Accounts	on productions so the training element must be evident. Indicators: 20% training schedule for Broadcast technicians in the use of camera equipment. 50% increase in training for Broadcast Technicians in the use of camera equipment.		
Marketing and branding the Office of the Parliament with the continued creation of paraphernalia	Creation of Parliament logos, receiving quotations on items for branding	Communications, General Administration, Accounts	Baseline: Branding is important as the Parliament logo is a brand which we can use to identify both the precincts and what we do here. Indicators: 50% branding of the Parliament's precincts 30% increase in branding.	2014-2018 High priority	\$350,000
Commission of surveys to monitor and gauge public outreach programmes / viewership and listenership of Parliament Channel 11, radio station 105.5FM and use of Parliament's social media	Quotations from service providers in the area of media surveys, production of questionnaires	Communications, Accounts	Baseline: The Parliament operates a national TV station along with a radio frequency however we are never quite sure how many people look at the station, listen to it or use our social media platforms. Indicators:	2014-2018 High priority	\$250,000

Objective: To promote the Parliament to the public of Trinidad and Tobago and internationally					
<i>Expected outputs</i>	<i>Tasks</i>	<i>Implementing Unit/Person responsible</i>	<i>Baseline and indicators</i>	<i>Implementation timeline and priority level</i>	<i>Estimated budget Annual TTD</i>
			Perhaps 20% population usage of Parliament media. 75% increase in use of Parliament media, including social media.		

5. Conclusions

The current practices in Parliament's outreach and communications strategy are founded on two pillars: direct and indirect communications with the public. Direct communications incorporates all public information services such as web communications, social media, public events, the visitor experience, including visitor publications and public enquiries service. Indirect communications essentially means the media: newsprint and broadcast; national and local; mainstream and specialist.

With the growing numbers of internet users and Parliament of Trinidad and Tobago should be aware that people choose to receive information in different ways. Therefore, the Parliament should develop and use a range of mutually reinforcing approaches to maximise the effectiveness of its Parliamentary' outreach and communications. Technology is the principal driving force for this change. Developments such as smart phones and social media have dramatically altered the communications landscape and now provide a wider range of options to those who communicate information.

For these reasons, the Parliament of Trinidad and Tobago's new Outreach and Communications Strategy should result in creation of a platform from which a comprehensive public communications service can be provided. Through an integrated approach, the Parliament's outreach and communications should ultimately be balanced, coherent and focused. Moreover, the Parliament can build upon best practices from the past and focus on giving a clear direction for effective outreach and communications engagement with the public in years to come.

Appendices

I. Terms of Reference of the Assignment

TERMS OF REFERENCE
Parliamentary Advisor – Communications

1. Purpose

This consultancy is designed to move forward the process of strengthening the Outreach and Communication strategies of the Parliament of Trinidad and Tobago.

In a parliamentary democracy, it is of vital importance for parliamentarians to keep good contact with their voters and to strengthen the accountability of Members of Parliament to their electorates. These accountability measures should enable electorates to assess the effectiveness of their respective Member of Parliament in representing their aspirations in public decision making processes, as well as their ability to explain the importance of decisions made and laws adopted by parliament.

In this regard, the Parliamentary Advisor- Communications is expected to undertake an assessment of the Constituency relations offices model and practises and offer recommendations for future development in an effort to strengthen the overall Outreach and Communication strategies of the Parliament of Trinidad and Tobago.

2. Situational Analysis and Context

To make an assessment of the representative function of any parliament, one needs to look at three criteria. Firstly, citizens' observation of parliamentary proceedings; secondly, citizens' access to accurate and timely information on the work of parliament; and finally, citizens' interaction with members of parliament (constituency relations).

In many countries, including in Trinidad and Tobago, parliament supports the constituency outreach initiatives of their members by opening and maintaining constituency relation offices. Trinidad and Tobago has an extensive constituency relations network with a substantial number of offices, staff and budget. There are 41 constituency offices and 31 sub-constituency offices.

In addition, the Parliament has strong ICT communication tools in place, such as parliamentary web sites, streaming via the web, Television Broadcasting via Cable TV, Free to Air Television Broadcasting, Radio Broadcasting, Facebook, Twitter and Wikipedia.

The project will make an assessment of the Constituency Relations offices model and practices and offer recommendations for its future development, while recommending training to staff. The project will also facilitate a round table discussion on best practices and different models for constituency relations, and propose the launch of a Constituency Relations tracking Mechanism and a parliamentary Handbook on Constituency Relations.

The project will also assist in designing a comprehensive communications strategy, offer a tailor made Parliamentary handbook on media relations and communication skills; and enhance more systematically

the in-person outreach events of Parliament via a Week of Parliament, Parliament Day and support to the Youth parliament.

In so doing and with a particular focus on youth and participation in public/political life, the project supports programmatically the Vision of the Presiding Officers to ensure a greater proximity of parliamentary work to young people and future leaders in society. The project seeks to enhance and solidify the knowledge and understanding of the role of Parliament within a democratic system of political representation.

3. Expected Outcomes

The tasks and responsibilities of the Parliamentary Advisor- Communications need to be exercised taking into account the four strategy foundations of the Strengthening the Parliament of Trinidad and Tobago Project: promoting national ownership in parliamentary development; incorporating of ‘lessons learned’ from other parliamentary development projects; knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; and working cooperatively with other partners. The consultant will be required to:

- Bring best practices on parliamentary communication and outreach to the project;
- Deliver quality project outputs, including but not limited to: an assessment of the Constituency relations offices; a parliamentary Handbook on Constituency Relations; and assist in designing a comprehensive communications strategy;
- Contribute to roundtable discussions and seminars, and
- Participate in UNDP global knowledge networks, communication or meetings for the area of parliamentary development

4. Key Deliverables

The key deliverables for this project would be:

- I. Constituency Relations (Report 1) – An evaluation report on constituency relations in Trinidad and Tobago with recommendations for the launch of a constituency relation tracking model as well as identifying required training for office staff. The report should be informed by roundtable discussions and culminate with a Parliamentary Handbook on Constituency Relations and Representations.
- II. Communication Strategy of Parliament (Report 2) – The communication strategies of the Parliament of Trinidad and Tobago should be reviewed and recommendations should be given to strengthen any weaknesses identified.
- III. Parliament Outreach (Report 3)- A report recommending approaches to strengthen the Outreach Programme of the Parliament of Trinidad and Tobago with a focus on:
 - A week of Parliament- a Concept note to be prepared for this recommendation, selection of appropriate time period, work plan, media strategy and launch of publication or policy initiative;
 - National Youth Parliament (internship support) as an annual event, and

- Parliamentary Partnership Forum- working with UNDP in the formation of a forum for regular de-briefing sessions by parliament leadership on the main policy issues discussed at the parliament sessions as well as on oversight activities. It is envisioned that representatives from the international community will have the opportunity to exchange views and further inquire on issues in the legislative agenda.

5. Competencies and Qualifications

Competencies

- Has excellent written communication skills, with analytic capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports;
- Has demonstrated knowledge and experience in working on improving parliamentary communications functions;
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government;
- Ability to work under pressure; and
- Excellent spoken and presentation skills in the English language.

Qualifications

- Degree or equivalent in communications, journalism, media studies, international affairs or any other relevant field;
- Qualifications in social and political sciences, law or public administration will be considered an asset
- A minimum of seven (7) years relevant professional experience in the area of parliamentary communications affairs,
- Proven experience in developing parliamentary communication/public relations strategies, and
- Knowledge of the Westminster System of democracy.

6. Duration and Duty Station

The consultant is expected to fulfil the deliverables within two (2) months with the possibility of an extension of one (1) month. The consultant will submit their work plan illustrating the number of working days within Trinidad and Tobago and where necessary the number of working days at their home base.

7. Supervision

The consultant will report to the Clerk of the House of the Parliament of Trinidad and Tobago, or her representative.

II. Agenda of the in-country Assessment Mission

Monday, 14/7/2014

Peggy Lynch-Grecia, Senior Human Resource Officer, HR Management Services
Brian Caesar, Marshal of the Parliament, Office of the Marshal
Isele Robinson-Cooper, Programme Analyst, UNDP in Trinidad and Tobago

Tuesday, 15/7/2014

Jason Elcock, Manager of Corporate Communications
Jacqui Sampson-Meiguel, Clerk of the House

Wednesday, 16/7/2014

Kalawatee Badoo, Administrative Officer IV
Yvonne Joseph, Project Administrator
David Ali, Business Operations Assistant II

Thursday, 17/7/2014

Keiba Jacobs, Procedural Clerk
Garreth Ferguson, Information Systems Manager
Gomatee Lakhram, Library and Research Unit
Lisa Lum Kong, Library and Research Unit

Saturday, 19/7/2014

MP Jack Warner

Tuesday, 22/7/2014

MP Terrence Deyalsingh
MP Dr. Tim Gopeesingh

Wednesday, 23/7/2014

MP Wade Mark, Speaker of the House
Jacqui Sampson-Meiguel, Clerk of the House

Thursday, 24/7/2014

Couva South Constituency Office staff

Saturday, 26/7/2014

MP Winston Dookeran

Monday, 28/7/2014

St. Joseph Constituency Office staff
Barataria/San Juan Constituency Office staff
Caroni East Constituency Office staff

Wednesday, 30/7/2014

MP Marlene McDonald
MP Alicia Hospedales
Candice Dubarry, Production Coordinator

Thursday, 31/7/2014

Tunapuna Constituency Office staff

Monday, 4/8/2014

MP Vernella Alleyne-Toppin

Tuesday, 5/8/2014

MP Dr. Roodal Moonilal
Arouca/Maloney Constituency Office staff

Wednesday, 6/8/2014

Colleen Holder, **Director, Corporate Communications and Productions**
Meetings with journalists and civil society representatives

Thursday, 7/8/2014

Working meeting with staff Corporate Communications Department
Project Board meeting

Friday, 8/8/2014

Esther Inniss, **Director Human Resources**
Kalawatee Badoo, Administrative Officer IV
Yvonne Joseph, Project Administrator