Secretariat for Political Affairs (SPA)
Department for Effective Public Management (DEPM)

REPORT ON SAINT LUCIA:

OPEN GOVERNMENT AND OPEN DATA INITIATIVES IN SAINT LUCIA
2015

Cooperating countries:
Mexico and Trinidad & Tobago

Foreign Affairs, Trade and Development Canada

Affaires étrangéres, Commerce et Développement Canada

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Washington D.C, October 2015

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I.   **Background**

The MECIGEP

1.   The Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP) is an institutional mechanism for facilitating peer dialogue and exchanges of experiences and technical cooperation strategies to support the pursuit of national goals and priorities set by each OAS member state.

2.   It was created by resolutions AG/RES. 2788 (XLIII-O/13) and AG/RES. 2838 (XLIV-O/14), "Support to member states: Effective public management strengthening and innovation initiative in the Americas", adopted on June 5, 2013 in Antigua, Guatemala, and June 4, 2014 in Asunción, Paraguay, respectively.

3.   Its basic features are that it is formal, permanent, voluntary and open to all OAS member states. It is unique, in that there is no similar mechanism in the hemisphere for dialogue among peers on public management issues.

4.   The MECIGEP is based on thematic "rounds", which are held to address different public management topics, such as, *inter alia*: open government; planning; government budgeting; the Civil Service; coordination mechanisms; policy and program evaluation; transparency and accountability; information and communications technologies; decentralization; quality of public services, and civil society participation in public administration. The topics to be addressed will be decided by the participating countries.

5.   It uses analytic frameworks agreed on by all participants to identify the positive elements that every public management process must consider if it is to be effective. For example, incorporating a long-term vision coupled with participatory planning, a professional civil service, or a system that promotes quality public services—all these are positive elements that every public administration should have.

6.   As a strictly technical process, it involves only very senior specialists and experts from different countries in the region, who engage in a process of dialogue among member states, with

the support of the OAS Department for Effective Public Management (DEPM), which serves as Technical Secretariat. The dialogue may take a number of forms, such as visits by experts to countries, videoconferences, document sharing, and so on.

7.   After the process is completed, the DEPM/OAS prepares a Report outlining, in general terms, the findings of the peer-to-peer dialogue; cooperation needs, and challenges for reform, innovation and modernization of public management.

8.   The DEPM/OAS, the donor community and other multilateral organizations may use these reports as the basis for their cooperation with specific projects to implement the recommendations.

The Round

9.   On June 15, 2015, the Minister for the Public Service, Information and Broadcasting, the Hon. James Fletcher, requested the OAS Department for Effective Public Management (DEPM) to conduct a Round of Analysis on Open Government. He requested that the team be composed of experts from Mexico and Trinidad and Tobago, given their experience with the subject under analysis and the progress they had made on the issue.

In response, the DEPM organized an Expert Group, whose members were: Mr. Pablo Villareal, Director of Open Government of the Presidency of the Federal Republic of Mexico; Mr. John Gillette, Management Specialist, Governance and Strategic Policy of the Public Service Transformation Division at the Ministry of Public Administration of Trinidad and Tobago; Mr. Franz Chevarria, Specialist from the OAS Department for Effective Public Management (DEPM); and Miss Enrica De Pasquale, Consultant from the OAS Department for Effective Public Management (DEPM).

10.   Based on the MECIGEP procedural criteria, the DEPM draw up the Self-Assessment Questionnaire on Open Government, to be sent and filled by the Public Sector Modernisation Unit which is part of the Ministry for the Public Service, Information and Broadcasting (thereof "Ministry for the Public Service"). The Questionnaire was basic to the drafting of this report, and also laid the groundwork for the *in situ* technical visit. The Questionnaire was completed and submitted by the staff of the Public Sector Modernisation Unit of Saint Lucia on July 13, 2015.

11.   Likewise, the Public Sector Modernisation Unit, forwarded to the DEPM all the available documentation on the subject to be analyzed, so that the initial instruments needed for the working meetings in Saint Lucia could be prepared. These documents, which were sent on to the Expert Group, were the following:

- The Annual Report of the Ministry of the Public Service, Sustainable Development, Energy and Technology 2014/2015;
- The Statistics Act of November 7, 1978;
- The Freedom of Information Bill;
- The Draft Report of the Open Data and Open Budget Readiness Assessment;
- The Data Protection Act;
- The Copyright Act
- Staff Orders For the Public Service of Saint Lucia

12.   The technical visit *in situ* took place on August 5, 6 and 7 in Castries, Saint Lucia and provided the inputs needed for the preparation of this Report.

The visit

13.   The purpose of the technical visit was to collect information and have the visiting government experts exchange ideas and experiences with government officials of Saint Lucia, to flesh out the responses to the Self-Assessment Questionnaire and gain further insight into the issues being examined, in order to prepare the final report.

14.   On the first day, the Head of the Ministry for the Public Service, Technology and Broadcasting, the Hon. James Fletcher, received the Group of Experts and gave them an overview of the Ministry's work. He discussed the strengths and challenges of the country's initiatives on Open Government and the progress that his Ministry had made in improving how civil servants performed in providing quality services to the general public.

15.   Following the Minister's general presentation, meetings[1] were held for the next three (3) days of the technical *in situ* visit with more than forty (40) officials from different Saint Lucian entities and Ministries, in order to gather essential information about the initiatives on Open Government and Open Data, which were the subjects of the Round of Analysis.

16.   Findings of this Report are organized into three (3) main sections: 1. Legal Framework; 2. Institutions; and 3. Initiatives. The last section is dedicated to final recommendations prepared by the national experts who participated in the Round of Analysis.

II.   Open Government - Conceptual Framework

17.   The concept of Open Government (OG) is complex and in constant redefinition. However, it is possible to define its purpose as an effort of the Public Administration to foster more dialogue and cooperative approach towards citizens, who are considered - nowadays - as a central and fundamental asset for the public action.

18.   It could be said that, during the last decades, the general and broad concept of Open Government passed through different phases - mainly through the development of anti-corruption initiatives and Access to Information laws that step by step shaped a wider field that is now called Open Government.

19.   A milestone in that regard may be considered the first declaration on Open Government, issued by the President of the United States - Mr. Barack Obama - in 2010[2]. The declaration outlined three (3) broad areas related to this policy: 1) transparency; 2) collaboration; and 3) participation and accountability. From there, policy makers and academics have developed other related policies, such as Open Data and e-Government, each one with its own characteristics.

20.   Open Data policies perfectly connected with these principles, the several reasons. First, the publication and dissemination of public data is an exercise of transparency, which allows the

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[1] Please refer to Annex I for the complete Agenda of the on-site visit.

[2] U.S. Presidency Memorandum for the Heads of Executive Departments and Agencies, (2010). Transparency and open government. Disponible en http://www.whitehouse.gov/the_press_office/TransparencyandOpenGovernment/

knowledge of different aspects of how Public Administration operates. Second, Open Data policies also provide a collaborative space, improving inter-institutional relations collaboration with civil society. Finally, Open Data policies are a participatory tool to engage citizens and promote public initiatives, for the benefit of Public Administration and community in general.

21.   For the purposes of this Report, the aspects of Open Government that have been considered - according to the request of the beneficiary country - were transparency, open data and citizen participation in governance. Nevertheless, some cases this report refers to regard other related policies that were mentioned during the working sessions with Saint Lucia's government officials and civil society.

OPEN GOVERNMENT PARTNERSHIP - OGP

When discussing Open Government, it is also necessary to make reference to the Open Government Partnership (OGP), which is the only association of sovereign countries on the topic, whose objective is to support "national efforts to promote transparency, fight corruption, strengthen accountability and empower citizens".

OGP started its activities in 2011 with eight (8) countries, growing up to 66 in 2015. In order for a country to apply for the OGP membership, strict requirements have to be met. These eligibility criteria are related to Open Government principles and are:

1) Fiscal Transparency → The timely publication of essential budget documents forms the basic building blocks of budget accountability and an open budget system;

2) Access to Information → An access to information law that guarantees the public's right to information and access to government data is essential to the spirit and practice of open government;

3) Public Officials Asset Disclosure → Rules that require public disclosure of income and assets for elected and senior public officials are essential to anti-corruption and open, accountable government. It is also important to make the data publicly available; and

4) Citizen Engagement → Open Government requires openness to citizen participation and engagement in policymaking and governance, including basic protections for civil liberties.

On becoming a member of the OGP, a country must develop an OGP National Action Plan (NAP) through a multi-stakeholder, open, and participatory process. The action plan contains concrete and measurable commitments undertaken by the participating government to drive innovative reforms in the areas of transparency, accountability, and citizen engagement.

Both Mexico and Trinidad & Tobago, which participated at the Round of Analysis, are members of the OGP, with Trinidad & Tobago being the only english-speaking Caribbean country to have joined the OGP to date and Mexico Chair of the OGP for the 2014 - 2015 period

III.   Legal Framework

22.   Saint Lucia presents an interesting legal framework on Open Government. The most relevant acts and regulations to be mentioned are:

- The Statistics Act N. 13 of November 7th, 1973 that holds provisions for the protection of personal information gathered in censuses and other survey. The Act guides the operations of the Central Statistics Office [3], which is responsible for collecting, compiling and disseminating relevant national statistical information for policy decision-making;

- The Staff Orders for the Public Service of Saint Lucia[4] that establishes - with regards to the publication of official documents - that:

   "Unless authorised by the Minister in writing, no officer shall make public or communicate to the Press or to unauthorised individuals any documents, papers or information which may come into his possession in his official capacity or make private copies of any such document or paper. Every public officer is required to exercise due care and diligence to prevent unauthorised access to or disclosures of such documents and information"

   Nonetheless, it is important to mention that the Cabinet of Ministers is currently reviewing the Public Service Management Bill that should replace the Staff Orders for the Public Service of Saint Lucia. The Law will allow a modern legislative framework for Saint Lucia's Public Service, promoting greater efficiency and effectiveness of Public Service management and related matters[5].

- The Data Protection Act - approved in 2011 - which provides the legal framework for the collection, holding, use, processing, correction and disclosure of personal information,

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[3] The Central Statistics Office (CSO) is a Unit within the Ministry of Finance and Economic Affairs. See below for more information on this entity

[4] Note that the Staff Orders will be replaced by the Public Service Management Bill which will provide a modernized legislative framework for St. Lucia's Public Service. The draft legislation is currently being reviewed, after which it will be forwarded to the Cabinet of Ministers for review and approval.

[5] 2015 Annual Report of the Ministry of the Public Service, Information and Broadcasting of Saint Lucia

recognizing the right to privacy of individuals. It was amended in 2015 to align with the new Health Information and Records Bill.

The law provides exceptions with regard to the publication of information which would infringe on the right to privacy of individuals. Specifically the Statistics Act has articles to prevent the disclosure of information about identifiable individuals or businesses obtained for the purposes of official statistics.

▪ Taking into consideration citizen participation policies, it is worthy to mention the Charter of Civil Society for the Caribbean Community[6], to which Saint Lucia is a State party. This legal instrument contains a set of the dispositions on protection of rights and the empowerment of communities to participate in public management. In terms of the state's obligations on governance and citizen empowerment, the most relevant articles are:

> ***Article XVII:*** *"the States shall adopt and implement all appropriate measures to ensure good governance which is just, open and accountable […] integral to the concept of good governance are the complementary roles of government, the social partners and the citizenry".*

> ***Article XXII:*** *"The States undertake to establish within their respective States a framework for genuine consultations among the social partners in order to reach common understandings on and support for the objectives, contents and implementation of national economic and social programmes and their respective roles and responsibilities in good governance".*

> ***Article XXIV:*** *"the people have an important role to play in the pursuit and maintenance of good governance. Accordingly, the States shall build awareness, engender support and establish programs to foster sound values and positive attitudes and shall enhance individual and institutional capacities to secure objectives".*

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[6] Full text of the Charter is available at:
http://www.caricom.org/jsp/secretariat/legal_instruments/chartercivilsocietyresolution.jsp?menu=secretariat

ARTICLE XXV: "...States shall each establish a National Committee or designate a body to monitor and ensure the implementation of this Charter and that National Committee or body shall comprise:
(a) Representatives of the State;
(b) Representatives of the other social partners; and
(c) Such other persons of high moral character and recognized competence in their respective fields of endeavor.

The National Committee or body, as the case may be, shall review the implementation of this Charter, analyzing any problems and difficulties experienced, and receive reports of allegations of breaches of, or non-compliance with, the provisions of this Charter attributed to the State or to one or more social partners. No allegation of breaches or non-compliance may be brought by any individual or entity in relation to a matter which has been adjudicated upon by an international body, the decision of which is binding upon the State".

▪ The Copyright Act of 1995 that contains dispositions related with the ownership and licensing of government data;

▪ The National ICT Policy and Strategy 2013 -2018[7], which is divided into two (2) sections: the National Information and Communication Technology Policy; and the National Information and Communication Technology Strategy with several initiatives that are currently being implemented by the Ministry of the Public Service, Broadcasting and Technology. Although it is not a law the ICT National Plan has demonstrated to be a useful instrument of policy coordination among different government agencies and institutions of Saint Lucia.

23.   Likewise, during the on-site visit to Saint Lucia, the Expert Group have been informed on the Freedom of Information Bill that is currently being reviewed by the Legislative Drafting Unit and - once entered into force - is expected to extend the right of the public to access information

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[7] Please see Section "Initiatives" for more detailed information.

held by public authorities. The Bill was drafted under the Commonwealth model Freedom of Information Act and once passed will allow the achievement of important aspects such as:

i. Provide information about the operations of public authorities, especially about rules and practices that affect members of the public;

ii. Create a general right of access to certain information; and

iii. Permit the amendment of records containing personal information that are incomplete or misleading.

Without entering into details, considering that the Bill is still under review, its approval will result in a very important step for strengthening the Open Government's legislative framework and the development of new initiatives and projects.

24. After the analysis of the legal framework, the Group of Experts considers that Saint Lucia shows positive regulatory improvements that need to be strengthened with specific laws and regulations to complement its Open Government policy.

However, the Expert Group also verified that there are regulatory gaps related to other elements of Open Government, such as policies on access to information, open data and citizen participation. Although it is important to recognize that Saint Lucia is implementing - through a pro-active approach and deep interest of its public officers and institutions - a lot of positive initiatives on Open Government, these require a legal backup to guarantee their continuity and uniformity over the years.

With regards to the existing laws on access to information, the experts consider that there is room for improvement in some areas, such as: the definition of the characteristics of public information; integrity and anonymity of the petitioners; procedures to access the information; the definition of exceptions to the right of access to information; penalties; transparency portals, among others. Moreover, considering the Saint Lucian Open data policy and initiatives as the National ICT Plan, the experts suggest strengthening aspects as safety, licensing, archiving and preservation of data.

Finally, with regards to citizen participation, the Expert Group could verify the existence of initiatives and good practices in different institutions. However, the regulatory framework would need to strengthen aspects such as the procedures and mechanisms to promote citizen

participation, development and strengthening of institutions, among other elements contained in the Charter of Civil Society for the Caribbean Community and other related instruments.

IV.   Institutions

25.   During the three (3) days of the on-site visit the Expert Group had the opportunity to meet with several Saint Lucian public institutions involved in Open Government initiatives:

- The Ministry of the Public Service, Information and Broadcasting, especially the Division of Public Sector Modernization;

- The Government Information Service;

- The Legislative Drafting Unit of the Attorney General's Chambers;

- Within the Ministry of Finance, Economic Affairs and Social Services: Central Statistis Office (CSO); Customs & Excise Department;; Accountant General; Fiscal Research and Policy Division; Department of Planning and National Development;

- National Insurance Corporation

- The Ministry of Health, Wellness, Human Services and Gender Relations;

- The Ministry of Commerce, Business Development, Investment and Consumer Affairs;

- The Ministry of Social Transformation, Local Government and Community Empowerment

Likewise, the Government of Saint Lucia also involved a large number of civil society organizations that participated in a special meeting session:

- St. Lucia's Manufacturer's Association;

- St. Lucia ICT Association;

- St. Lucia National Trust;

- St. Lucia Hotel and Tourism Association;

- St. Lucia Tourist Board;

- Coalition of Services;

- Chamber of Commerce;

- Cultural Development Foundation;

- Folk Research Center;

- National Youth Council;

- Media Association of St. Lucia;

- National Council of & for Persons with Disabilities

The Division of Public Sector Modernization

26.   The Ministry of the Public Service, Information and Broadcasting is the Saint Lucian Guiding Institution on Public Management. Created in 2012, the Division of Public Sector Modernization is the Unit - within the Ministry - in charge of the implementation of Open Government initiatives. The Programme areas of the Division are: 1. ICT and e-Government; 2. Information and Knowledge Management; and 3. Process Analysis and Re-engineering. Likewise, it is composed of the following offices and project-based units: 1. the Caribbean Regional Communications Infrastructure Program - CARCIP; 2. the Citizen Contact Centre; 3. the Digitization Centre; and 4. the National ICT Office (NICTO). Currently 39 officers work in the Division, counting Technical Staff, researchers and Customer Support Officers.

27.   The goals of the Division are: 1) Improve management of information and knowledge; 2) Increase the use of informational knowledge for informed decision-making that involve not only ICT and databases, but also the promotion of the use of evidence-based policy formulation.

28.   The Expert Group met with the Director of the Division, Dr. Cletus Bertin, as well as with officers from all its units and offices. The organizational chart of the Division shows a very structured entity, as shown in Annex II of this Report.

29.   The Director of the Division presented the numerous initiatives and programmes that are currently being implemented under the National ICT Plan and Strategy 2013 - 2018, including: the Open Data Portal, the 311 Contact Center; and the ICT National Offices.

In that regard, the Expert Group noted the need to strengthen institutional collaboration and coordination and to join forces, not only between the Division and other Government Ministries; but - more specifically - between the Division and some Units such as the Government Information System (GIS). To that end, the signing of a Memorandum of Understanding could help to define roles, responsibilities and coordination standards.

Government Information Service - GIS

30.   The second meeting was held with the Government Information Service (GIS), which is the entity responsible for collecting, processing and disseminating Government information. There are actually thirteen (13) officers working at the GIS, comprising 6 technicians responsible for all the content, as well as for the recording of the daily TV/Radio Program ("Government Notebook") and 7 support staff. Three (3) officers from the GIS - including the Director - were present at the meeting and presented all the activities carried out under their institution.

31.   In that regard, the GIS should be considered as the main linkage between the Government and citizens, as it collects and disseminates all government information regarding general news, services and programs through several media, as Facebook, television and radio; and it is the agency responsible for the content of the Government Portal.

32.   However, as mentioned by the officers during the meeting, the main challenges faced by the GIS include the need to strengthen the Unit's resources - human and financial - ; the need for a resctructuring of the officers'roles within the institution; and the need to collaborate with communication officers in the different Ministries and Departments.

In that regard, the work of the GIS could be facilitated by other Ministries by incorporating specialized communication an IT officers who may help editing the material to be sent to the GIS; or by the writing of General Guidelines to be used for the preparation of the material to be uploaded, so that all content might fall under a common scheme.

33.   Likewise, the GIS plays a fundamental role within the Government as it is the direct Government's channel towards citizens. In that regard, its role should be strengthened,

implementing more activities - or improving existing ones - that assure the flow of information and feedback from both sides (Government / citizens), with the aim of facilitating dialogue between Public Administration and Civil Society. For instance, the use of social media - as Twitter and LinkedIn - could be strengthened; and the daily television program could include more direct citizen participation mechanisms.

The role of the GIS could be aligned to the principles set in the Charter of Civil Society for the Caribbean Community, by fostering citizens' rights.

34.   The GIS has also showed a special interest in strengthening relations with peer institutions of the Caribbean, with special meetings, videoconferences, including sharing information in the Web Portal.

The Legislative Drafting Unit

35.   The Expert Group also met with the Legislative Drafting Unit - which works within theAttorney General's Chambers. The meeting focused on the most recent legislation on Freedom of Information; although the most relevant information regarded the laws' drafting, approval and publication process. This is a three-phase process, which involves: the Cabinet who approves the final draft of a Bill; the Parliament that approves it in order to pass it as Law (Act); and the Governor General, who has to sign the Act to put it into force. This process does not involve civil society participation, as the content of the Bill - while still under discussion and approval - is not shared with the public.

36.   Likewise, it is noteworthy that all Parliament sessions are broadcasted live through the National Television Channel of Saint Lucia; so that it allows - at least - "passive" citizen participation, allowing citizens to be aware of what the Parliament is discussing and approving.

37.   It has also been noticed that neither the Parliament's nor the Ministry of Legal Affairs' website has an online database collecting all existing Saint Lucian legislation, as laws and acts are only published in the online Gazette. It is suggested that a more user-friendly tool to access this information, through the use of keywords or other search engines be created. The expertise of the GIS and/or the Division of Public Sector Modernization could be useful in this regard.

38.   Another aspect that has been highlighted is that the Unit only counts with two (2) drafters, who could not take the charge to carry on more tasks, like the maintaining of a webpage. In that regard - and according to budget needs - it may be suggested to strengthen the human resources of the Unit, counting with the help of an IT officer in charge of the maintaining of a webpage and the updating of a legal database.

The National Insurance Corporation - NIC

39.   The National Insurance Corporation (NIC) falls under the portfolio of the Minister of Finance and is responsible for all social security programs of Saint Lucia. In terms of the information provided by the institution and made available to the public, NIC officers informed that they provide annual Reports and statistics which can be published on the website after being approved by the Parliament.

40.   However, the NIC website only contains Reports up until 2009 and statistics only for the 2011 and 2012 period. Moreover, statistics are published in a non-reusable format (PDF), which doesn't allow the general public to process the data and possibly cross-reference them in a friendly way.

Nonetheless, their website is characterized by providing a lot of useful information for social security users. It is well structured and information is visible and easily reachable. There is comprehensive information on programs, services and benefits. It contains a FAQ Section; as well a section to download forms.

The Customs and Excise Department

41.   The Expert Group also met the Customs and Excise Department of Saint Lucia, which is a Unit working within the Ministry of Finance and Economic Affairs. The Department holds an important role in terms of monitoring, collecting and reporting data on Saint Lucian customs and taxes. In order to allow inter-institutional dissemination of these data, it created an internal web database to which authorized public officers have access when a Minister or a Department requires specific information. Officers from Customs and Excise also informed that they would also be able to provide data and information to the public, if requested.

42.   While it is noteworthy that Customs and Excise Department has the capacity to collect data and information, it was also noted that the main characteristics of the database are:

- Its internal use, being not accessible to the general public;
- The need for other Ministries and Departments to expressely request access to the database;
- The need to implement more data cross-referencing and processing.

In this regard, it would be important to provide public access to the general public by providing public datasets; as well as to develop a methodology for processing the information so to add value to it.

The Central Statistics Office (CSO)

43.   The Central Statistics Office (CSO) is another Unit operating within the Ministry of Finance and Economic Affairs and is in charge of: 1. Process survey information; 2. Develop the Consumer Price Index (CPI); 3. Develop geo-data; 4. Process data of the Customs and Excise Department; 5. Develop the Census and Labour Force Report. All datasets are published and available on the CSO's webpage and it is possible for users to customize the information according to the specific needs of their research.

44.   The platform used for the datasets have been provided by the UN Economic Commission for Latin America and the Caribbean (UN/ECLAC); while only the Labour Force datasets uses the platform from the Organization of Eastern Caribbean States (OECS).

45.   The analysis of the webpage (http://**stats**.gov.lc/) shows a wide variety of datasets available for free download and in an open format - mostly Excel spreadsheets. Likewise, the Department provides several Reports on different public management topics, such as Tourism; Census; Informal Sector; among others.

46.   To that end, as the Division of Public Sector Modernization is currently developing its Open Data Portal initiative, it could be highly desirable if these two (2) Departments start a close collaboration to exchange experiences and information.

Accountant General's Department

47.   The Agenda of the on-site visit included a meeting with the Accountant General's Department. Also known as the Government Treasury, this Unit ensures that a proper system of accounting is established in every government agency, supervises the receipt of public revenue and ensures the prompt accounting of all revenue to meet the expenditures of the various agencies.

The Department holds all information regarding economic, fiscal, budget and performance data, not all being accessible by the general population. The information published in the webpage is Budget and Financial Statements. Nonetheless, with regards to the latter, the last one published dates back 2007 as Financial Statements to be published need approval by the Parliament. It is also responsible for preparing Quarterly Fiscal Reports and Policy Briefs, but they are disseminated only within the Executive and are not accessible by the general public and not published online.

48.   With regards specifically to data collecting, a problem that has been reported by the officers has been that although a lot of data is collected, only a small part of it is used and processed. In the opinion of the officers, more organization and focusing is needed, e.g. prioritizing the collection of certain data and focussing efforts on that.

Ministry of Health

49.   The Ministry of the Public Service that organized the entire meetings' schedule, considered appropriate that the Expert Group met with the Epidemiologic Unit and the Human Services Department of the Ministry of Health. Officers from these Departments showed a strong interest in Open Government topics and the discussion focused on two (2) main issues:
- Collaboration with Civil Society; and
- Data processing

50.   With regards to Civil Society and Civil Society Organizations, officers present at the meeting highlighted that - although there is a willingness from the institution to collaborate more

with them - CSOs are not well organized, failing to take part in public life in a decisive way. Officers recognized the leading role of some organizations - like the Diabetes Association and the Cancer Society - on fostering and carrying on sensitization campaigns, especially among young people.

Likewise, CSOs are still not considered a credible stakeholder and/or partner for the lack of organization and structure. In that regard, an answer to this problem can be found in the implementation of Open Government itself, especially of Access to Public Information, as it may strengthen engagement of existing CSOs and foster the creation of new ones.

51.   The other issue the meeting focused on regarded the aspect of Data Processing. The Ministry of Health collects a huge amount of data from HIV to child abuse. In that regard, it is noteworthy that to date the only datasets published in the Government Open Data Portal come from this Ministry.

52.   Nonetheless, the main problem that they are facing regards the "how": how to process the data and how to make them useful to the institution and society in general. It was mentioned that data collection is still manual and the Ministry doesn't have a general system where to store and process them. To that end, there are several kinds of systems that could be used, being the most suitable the one that allows all institutions (as clinics, hospitals, community centres, etc) connected to the Ministry, as well as CSOs and individual patients - as well - to access and fill it in with the information in a standardized format. The information could be published - respecting sensible personal data - and could be used in cross-reference reaserches, finding out a lot of ways to re-use the information by all Government Ministries and general population.

Ministry of Commerce

53.   The Expert Group held a meeting with the Ministry of Commerce and in particular with the "Invest Saint Lucia", a statutory body operating under its portfolio. Invest Saint Lucia has the primary responsibility to foster and supervise foreign investments to the country providing services like: 1) General and sector specific information; 2) Providing customized information packages; 3) Matching investors with sector-specific projects; 4) Business Start-up facilitation; 5)

Identification of sites for business development. Likewise, it is also the entity responsible for the supervision of the World Bank's Ease-of-doing-Business Initiative.

54.   With regards to Open Data, Invest Saint Lucia does not necessarily create data, but mostly receives it from investors and other government institutions, like the Statistics Department and the Tourism Board. Nonetheless, it is currently developing a new initiative that comprises the total restructuring of the webpage, in order to create a One-Stop Shop where prospective investors can find all information needed to open a business in Saint Lucia.

55.   More in general, the Ministry of Commerce showed a very interesting and fruitful approach towards collaboration with private sector and civil society. Monthly and quarterly consultation meetings are held with different organizations, such as the Chamber of Commerce, the Consumer Association and individual private enterprises. In that regard, the Expert Group was told that all these stakeholders play an active part in the drafting and discussing of policies and the supervision of the World Bank's Doing Business.

Ministry of Social Transformation, Local Government and Community Empowerment

56.   The Expert Group also met with officers from the Ministry of Social Transformation to discuss its latest Reform and new initiatives that involve aspects of Open Government. The Ministry is primarily responsible for all activities and policies related to Community Services; Local Government; and Welfare Services.

57.   The Reform process on social policies started with the approval and publication of the Saint Lucia Social Protection Policy of February 2015[8], whose purpose is to provide a clear framework for enhancing equity, efficiency and transparency in the delivery of social protection services.

It is noteworthy that one of the key principles guiding the new policy is "Transparency and Accountability" that *"will be sought by ensuring public awareness of the Social Protection Policy,*

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[8] Full text available at: http://www.govt.lc/media.govt.lc/www/resources/publications/NSPP---FINAL-05.03.15.pdf

its interventions and rules, budgets and M&E[9] results. This will be achieved through development of improved mechanisms for reporting to beneficiaries, Government and the general public".

58.   With regards to aspects related to Open Data, one of the initiatives implemented under the Policy is the Social Mapping Program, which seeks to create a general database on beneficiaries of the social programmes granted by the Government. The initiative is still under implementation and discussion; however, it was mentioned that several consultations with civil society were held, especially through town hall meetings and considering specific groups of beneficiaries.

Department of Planning and National Development

59.   As a Unit within the Ministry of Finance, the Department is responsible for coordinating efforts for the preparation and drafting of the National Development Plan of Saint Lucia. During the meeting, it was mentioned that the planning process is still at a very early stage and that it counts on a huge participation not only of the different Ministries and agencies across the government, but also with civil society

60.   During the planning process for the National Development Plan, the Department used different citizen participation mechanisms, such as meetings, consultations and workshops; and invited not only civil society organizations, but also community leaders and other stakeholders to be part of the process.

Civil Society Organizations (CSOs)

61.   The last day of the on-site visit was dedicated to holding a general meeting with several civil society organizations. In that regard, the Division of Public Sector Modernization - who organized the agenda - contacted more than ten (10) CSOs coming from different sectors (private sectors; education; ICT; health; tourism, among others) and twelve (12) answered the call and participated.

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[9] Monitoring & Evaluation

62.   Although having different backgrounds and coming from different sectors, all these organizations shared common challenges and experiences in dealing with public institutions. In particular, participants expressed the need for the Government to foster more concrete collaboration mechanisms. CSOs recognized that Ministries and Departments invite them to consultations and meetings to discuss new policies, plans and/or legislation, but they also declare that they don't usually receive feedback to their comments.

63.   Likewise, they also shared the need to have more access to public information. This problem has to be related to the fact that public institutions should focus more on data collecting; as well as on the creation of a common institutional space that may contain this information. Some organizations also declared that there are institutions that are less willing to release data.

The most important aspect that the meeting highlighted was the urgent need for the government to count with a stronger legislative framework on Access to Public Information and on Citizen Participation, in order to provide institutions with standardized mechanisms of collaboration, which will benefit both government and CSOs.

The Civil Society Board of Trinidad and Tobago

The Civil Society Board is an initiatives implemented by Trinidad and Tobago to strengthen citizen engagement and to implement not only the principles expressed in the Charter of Civil Society for the Caribbean Countries, but also the T&T National Action Plan for the OGP.

The constitution process is simple and effective at the same time: Civil Society Organizations are required to register by sector. Following this registration process, each organisation is required to vote for a representative of the sector in which they are registered. Each sector elects two (2) delegates, one primary and one alternate, giving a total of 30 delegates.

The 15 sectors are: 1) Education and Technology; 2) Health; 3) Labour, Justice And Security; 4) Business (including Construction & Credit Unions); 5) Family Affairs (including Men's & Women's Affairs); 6) Agriculture; 7) Environment; 8) Affairs of Persons with Disabilities; 9) Faith-Based Organisations; 10) Social Development and Poverty Alleviation; 11) Community Development Organisations; 12) Culture & Heritage; 13) Sport; 14) Youth; 15) Tobago Affairs.

The main purpose is to provide CSOs a space to coordinate and communicate their opinions and views on key issues of policy, governance, social services delivery and matters of national interest.

V.   Initiatives

The National ICT Policy and Strategy 2013 - 2018

64.   As mentioned in the first section of this Report, the main instrument developed by the Saint Lucian Government to support all the initiatives related with Open Government and Open Data is the National ICT Policy and Strategy 2013 - 2018.

65.   The ICT Policy comprises numerous objectives and strategies related to different sectors of the Government, as Education, Health, Social Services, Business, Agriculture, Tourism and Government. With regards to the Government sectors, related to the topic analyzed in this Report, the objectives of the Policy are:

- Enable transparency and accountability in governance and promote civic engagement;

- Enhance the existing government-on-line portal to an integrated one-stop shop that would provide information and services to citizens and businesses in a user-centric way;

- Accelerate the digitization of appropriate government information;

- Male multi-channel service delivery, including the internet, mobile phones and the cvonventional telephone, an integral part of "anytime, anywhere , anyhow" e-Government service delivery

66.   For the purposes of this Report, the initiatives that will be taken into consideration are: 1. the Open Data Portal; 2. the Integrated Citizen Contact Centre; the Digitisation Project; 4. the Information and Records Management Project.

Open Data Portal

67.   On June 2014, the Government of Saint Lucia, through the Division of Public Sector Modernization, initiated the Open Data Initiative in collaboration with the World Bank. To that end, an Expert Team of the World Bank prepared an "Open Data and Open Budget Readiness

Assessment", which consists of diagnosis of the current situation of the country and considers what actions the government could carry out in order to establish an Open Data initiative[10].

68.   The first activity implemented by the Division - in the framework of the Initiative - has been the creation of the Open Data Portal, to serve as the focal point for all Government public datasets. In that regard, the Division has already made contact with several stakeholders and plans to collect datasets on Budget, Construction, Crime, Geo-spatial, Tourism trends, Health and Weather information. To date, the only datasets published in the Portal regard information gathered from the Ministry of Health.

69.   Nonetheless, the Division is looking to identify a minimum of 12 datasets to focus on, as well as a good data collecting and processing methodology. Likewise, they are also working on the draft law on Open Data to backup the initiative. An important role will be given to capacity-building and officers' training, mostly with regards to data generalizing and anoymizing.

70.   As highlighted in Section IV "Institutional Framework", there are several Saint Lucian Ministries and Departments that have established interesting web portals, and whose experience and data could help the work of the Division. In that regard, special emphasis could be made to the website of the National Insurance Corporation (NIC) and the Central Statistics Office (CSO); as well as the database already created by the Customs and Excise Department, the Ministry of Health and the Ministry of Social Transformation.

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[10] The Final Report has not been published yet.

MEXICO
Interesting aspects on the Mexican Open Data Portal

The Open Data Portal of Mexico (datos.gob.mx) is the official website on Open Data created by the Government of Mexico that collects all datasets of the different Ministries and Departments of the Executive Branch. In creating the Portal, the main challenge faced by the Office of Open Government regarded the preparation of a standard methodology on data collection and upload from the different Government Departments and Ministries.

There are three (3) interesting aspects on the Open Data Portal that are worth mentioning:

- The creation of the so called "Data squads", composed by ICT experts to build the capacity of federal agencies to release open data. The squad is divided into three areas: **information architecture and security**, **public policy**, and **legal issues**;

- The realization of a public online consultation survey opened to all citizens, to ask what data they'd rather need or want the Government to focus on the Open Data Portal;

- The section on Stories on Open Data created in the Open Data Portal, to share successful stories on how services were improved through the good use of open data.

The Government of Mexico also put effort to establish a strong legal framework on the topic. The most relevant acts are:

1) The Transparency Law. Data have to be shareable; readable; and free; and

2) The Open Data Presidential Decree, which establish the obligation for all Government Departments and Ministries to put in open data formats their public information.

More in general, the process involves four (4) steps:

1) Planning and structuring the inventories of data;

2) Publishing the database in the web portal;

3) Collaborating with the public by receiving their feedback (for instance, throught the open consultations; and

4) Promoting the utility of the datasets fostering their use (for instance, through the sharing of successful stories).

PRINCIPLES ON OPEN DATA

On 2007, thirty (30) goverments advocates gathered in a working group to draft the eight (8) principles on Open Data. Government data shall be considered open if it is made public in a way that complies with the principles below:

1. Complete
All public data is made available. Public data is data that is not subject to valid privacy, security or privilege limitations.

2. Primary
Data is as collected at the source, with the highest possible level of granularity, not in aggregate or modified forms.

3. Timely
Data is made available as quickly as necessary to preserve the value of the data.

4. Accessible
Data is available to the widest range of users for the widest range of purposes.

5. Machine processable
Data is reasonably structured to allow automated processing.

6. Non-discriminatory
Data is available to anyone, with no requirement of registration.

7. Non-proprietary
Data is available in a format over which no entity has exclusive control.

8. License-free
Data is not subject to any copyright, patent, trademark or trade secret regulation. Reasonable privacy, security and privilege restrictions may be allowed.

Source: http://opengovdata.org/

Contact Centre - 311[11]

71.   The Contact Centre is an initiative started in 2014 and implemented by the Division of Public Sector and Modernization. It consists of a free communication channel ("311") ran by 8 agents who - from 7 a.m. to 7 p.m. - answer to all kind of citizens' inquiries. The agents have been selected taking into account their experience in the customer service industry; as well as the level of education. They also received specific training on process mapping and voice speech. It should be noted that the service provided is bilingual (English and Kweole).

72.   The Call Centre receives an average of 110 - 150 calls per day, whose content vary from: 1) General transfers to specific areas/ministries/department; 2) Follow-up on payments due by the Government to citizens; and 3) General information for forms, services, etc.

73.   What has been noticed during other meetings held with different areas of the public sector is that not everybody is aware of the existence of the Contact Centre. In that regard, considering the importance of the service provided, as a direct channel for citizens to access public information, consideration could be given to strengthening the strengthening the advertising of the Contact Centre; as well as the enhancing of the use of multi-channel ways of communicating with it (through SMS and e-mail, for instance); and the broadening of the information provided.

Likewise, considering that the Freedom of Information Act Bill is currently under review and approval by the Parliament, the Contact Centre could serve as an efficient tool - in terms of cost savings - to start the implementation of this new legal framework.

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[11] During the on-site visit, the Expert Group took a complete tour of the facilities of the Call Centre.

INFOMEX

The main instrument provided by the Mexican Government to access public information is the online system "InfoMex" (http://www.infomexdf.org.mx/InfomexDF/Default.aspx) that allows citizens to submit inquiries and information requests to more than 200 government public institutions and falls under the responsibility of the Institute of Access to Public Information of the Federal Government (IFAI).

Considering the Access to Public Information Law, citizens can submit - through the Portal - a request to obtain information; to that end, officers have the legal obligation to reply to the request in a maximum of 15 business days.

In order to facilitate the use of this online tool, the webpage contains a downloadable Guide - in PDF format - explaining all steps to be followed by the user to access the system and to submit and follow-up the request.

The full text of the Guide can be found at:
http://www.infomexdf.org.mx/InfomexDF/Archivos/DocGuia/Guia_Solicitud_Informacion.pdf

National ICT Office

74.   The National ICT Office is a Unit under the responsibility of the Division of Public Sector and Modernization of the Ministry of the Public Service, Information and Broadcasting. Currently, the portfolio of the Office includes[12]:

a) The supervision of the Government Portal

b) The Electronic Document and Records Management System (EDRMS), which is a software application that manages a range of digital information and combines both document management and records management functionality; and

c) The Community Access Program[13]. The initiative started with the opening of two (2) community access centers in Castries and Soufriere and plans to open nineteen (19) new centres among rural communities over the next 8 months. All centres count with training room - fully equipped with computers, desks and boards - that are available to the public mostly for free. Likewise, centres are provided with free internet access, which is available also outside the centre in ¼ mile radius.

The final aim is to provide free internet access to all of Saint Lucia, not only benefitting general population - including also rural communities - but also attracting new business from internet

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[12] All these projects are funded by the Tawainese Government.

[13] During the on-site visit, the Expert Group took a complete tour of the ICT Office of Saint Lucia

providers. The most positive aspect of the Program is that the National ICT Office is providing not only the access to the internet and facilities, but also training courses in the efficient and good use of new technologies.

The Constitutional Reform of Mexico

In 2013, the Government of Mexico carried out an innovative constitucional Reform, recognizing universal access to ICTs and the Internet. The new Article 6 was amended as follows:

"El Estado garantizará el derecho de acceso a las tecnologías de la información y comunicación, así como a los servicios de radiodifusión y telecomunicaciones, incluido el de banda ancha e internet. Para tales efectos, el Estado establecerá condiciones de competencia efectiva en la prestación de dichos servicios. [...]

El Estado garantizará a la población su integración a la sociedad de la información y el conocimiento, mediante una política de inclusión digital universal con metas anuales y sexenales".

Panama and the "InternetParaTodos" (Internet for All) experience

The "InternetParaTodos" Program started in 2008 under the Internet National Network, aiming to guarantee free and universal Internet access to all citizens. The first phase of the project started with the provision of free hotspots in public institutions, such as schools, libraries and other public spaces.

The success and effectiveness of this Program led Panama win the Inter-American Award on Innovation for Effective Public Management - 2013 Edition for the category "Innovation on Open Government and Access to Public Information".

Government Portal

75.   The Government of Saint Lucia launched - in January 2014 - its Government Portal (http://www.govt.lc/)   that aims to serve as *"a user-centric, 24/7 online gateway for citizens, businesses, and non-residents to access key government information and services"*[14]. Although some of its sections are not ready yet, the webpage contains a very interesting database on Legislation from 2005 to 2015; Publications issued by the Government and other Ministries, related to Strategic Plans, Reports, PDF Presentations among others; and a varied list of downloadable forms to apply to government services and programmes. The search engine appears to be very user-friendly and all information is easily accessible in both PDF and Word format.

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[14] Presentation of the Government Portal available at:
http://www.govt.lc/media.govt.lc/www/resources/publications/Government-Portal-Presentation.pdf

National Action Plan for the Open Government Partnership
Of Trinidad and Tobago
2014 - 2016

As mentioned in page 7, the first requirement for OGP Member States is the preparation and implementation of a National Action Plan, which serves as political guidelines for the achievement of the organization's goals.

In accordance with the OPG principles, in preparing the National Action Plan, Trinidad and Tobago held several consultations in order to identify priority issues to be addressed by the drafting committee. In particular, the workshops covered three main topics: 1) Public Service Improvement; 2) Open Data; and 3) Procurement.

As a result, the Action Plan addresses four (4) main thematic areas, each of them identifying specific strategies to be implemented:

- Public Service Improvement:
  - To certify public agencies' service quality;
  - To develop Human Resources Management capacity in the public service;
  - To conduct a Pilot project for the development and introduction of a "Easier Life for Citizens" Index;
  - To develop interactive media on Government business processes and programs to better access Government services; and
  - To establish a contact centre to address the needs of national scholars

- Access to Information:
  - To adopt a policy on data standars and classification frameworks;
  - To increase the number of publicly accessible Government datasets in open formats;
  - To conduct a diagnostic review of public information needs; and
  - To create an easily accessible Open Government Portal, with a platform/repository for open data, as well as an interface to allow for feedback from the public

- Governnance:
  - To create a Civil Society Board.

- National Resources Governance:
  - To audit the accounts of the Ministry of Energy and Energy Affairs to International Standars;
  - To make publicly available the cadastre of licenses and contracts for the aploration and production of oil and gas in Trinidad and Tobago; and
  - To include the mineral sector in the TTEITI Reporting Mechanism

Full text of the National Action Plan is available at:
http://www.opengovpartnership.org/country/trinidad-and-tobago

Budget Transparency Portal of Mexico

The **Budget Transparency Portal (PTP)** (http://www.transparenciapresupuestaria.gob.mx/) is a tool designed and implemented by the Secretariat of Finance and Public Credit of Mexico, which seeks to provide structured information on the budget cycle, including the monitoring of budget programmes. The final objective is to strengthen government accountability in public resources management and to improve citizen participation.

Although the main objective is to engage general population, the content of the webpage has been differentiated in order to address the needs of different sectors, such as academia, local government, federal departments, policy evaluators, journalists.

The main innovation of the Portal is its citizen-centered design. To that end, several tools and contents have been created to follow-up public resources in a very user-friendly way. For instance, interactive tools, such as animations and geo-referenced maps are present in the website that help the users monitor the implementation of government projects.

Guidelines on Opening and Reuse of Open Data of the Oriental Republic of Uruguay

A good practice implemented in the Americas, which is noteworthy to mention is the Uruguayan Guidelines on opening and reuse of Open Data, launched by the Agency for e-Government and Society of Information of Uruguay (AGESIC). It contains the basic guidelines for public institutions on how to realize data opening, with the inclusion of different tools for software developers, journalists or any other individual interested in the topic. It follows a very simple and user-friendly structure:

I. Introduction
What does Open Data mean? It contains definitions, concepts and general characteristics
What kind of government data could be "open"? This section explains issues related to personal data protection and the right to access to public information.

II. Data Opening
Classification of Open Data - The section is dedicated to a classification of data - using a star-expressed value - according to the different openness and usability of government data
Procedures for the opening - Basic rules to be followed by every institution are explained, starting from the selection of data, their conversion to an open format, the application of open licenses, the inclusion of metadata, the package and the assignation of the URI code.

III. Reusing of data
Example of data reusing - This section presents several experience of data reusing from different countries.

IV. Tools for data processing
It presents information on tools like Data Converter, used to process Excel or Word files to XML, JSON, among others.

V. Use of data for journalism
The section presents information on data processing tools for journalists

The full text of the Roadmap can be found at (only in Spanish language):
http://www.agesic.gub.uy/innovaportal/file/2478/1/guia_basica_datos_abiertos.pdf

Recommendations

1. Encourage the implementation of the legislative agenda promoted by the Ministry of Public Service, Information and Broadcasting - especially Freedom of Information Bill - with special emphasis on aspects as the definition of public information, active transparency mechanisms, procedures and requirements to access the information, exceptions, and legal remedies, among others. With this purpose, the experts recommend taking into consideration not only the Commonwealth model Freedom of Information (FOI) Bill but also other regulatory frameworks as the Model Law on Access to Information of the Organization of American States (OAS).

2. Integrate the provisions related to Open Data with a comprehensive policy document or special regulation in order to define elements and responsibilities of each institution on: data to be released; data format; interoperability; data security; use licensing; data preservation; use of metadata; and catalogs, among others. To that end, the experience of Uruguay described on page 30 is a good practice to be considered.

3. Encourage the full implementation of the Charter of Civil Society for the Caribbean Community, especially the creation of the National Committee, which would allow representatives of civil society to monitor the correct implementation of the Charter. In this regard, it could also be suggested to take into consideration the experience of the Alliance for Open Government of Mexico.

4. Gain more familiarity with the concept of Open Government. Although the Expert Group found that there was a high and broad knowledge of Open Data issues, it was also noted that there was less familiarity with other guiding aspects of Open Government, such as Citizen Participation and Access to Public Information. To that end, it is highly auspicable the passing and entering into force of the Access to Public Information Law, as well as the preparation of a Citizen Participation regulation, in order to ensure a legal framework that enables related initiatives.

5. As mentioned in Recommendation 1, develop and approve the Access to Information Bill; as well as a Citizen Participation in Public Management Act. It was noted that almost all institutions followed practices with regards to the publication of their information and

consultations with the public and/or civil society organizations (CSOs). Given the willingness of the Government to implement the principles of Open Government; and to collaborate more with citizens, it is of great importance to have a legal basis, in order to: 1) provide common rules and procedures to all institutions and CSOs; and 2) provide a legal basis to back up all related initiatives and programmes.

6. During the *lacuna legis* on Access to Public Information*,* it should be suggested to improve the application of the concept in practice. This includes - for instance - the improvement of the database of the Government Portal;

7. Include Open Government as an important and cross-cutting section of the National Development Plan of Saint Lucia, which is currently under preparation. In that regard, the inclusion of the topic in the Plan would link the promotion and development of related initiatives to a higher mandate and assure compliance by national institutions.

8. Carry out concrete initiatives to strengthen the implementation of the current National ICT Policy and Strategy 2013-2018 and the achievement of its goals, especially with regards to the Policy Statements included in point 4.3 "Government".

9. Encourage coordination and communication between government institutions. Internal channels of communication should be created, for instance inter-ministerial teams (IT officers) responsible for guaranteeing fast and correct flow of information. In order to do so, existing human resources may suffice for this purpose, by choosing "champions" from each Department/Ministry across the Government and train them on topics like Open Government; Open Data; Inter-Ministerial Coordination; and External Communications (towards citizens).

10. In particular, a special collaboration - through the signing of a Memorandum of Understanding, for instance - is recommended between the Division of Public Sector Modernization, the National Insurance Corporation and the Statistics Department.

11. With regards to civil society participation, it is recommended that the Ministry of Commerce - which actually has a very pro-active and fruitful collaboration with civil society and private sector - disseminate its good practice across other government

institutions, with the aim of showing the benefits of working closely with society in terms of quality of public policies.

12.   Strengthen the lead role of the Division of Public Sector Modernization of the Ministry of the Public Service, Information and Broadcasting. The Division demonstrated to have capacities and knowledge to promote and supervise Open Data and Open Government initiatives. Nonetheless, help is needed by other national institutions, especially in terms of human resources. It would be important that each Ministry and Departement counts with at least 1 (one) officer who serves as contact link with the Division.

13.   Foster the use of new technologies, without leaving aside old ones, especially with regards to citizen participation mechanisms. Although the Division - through its ICT Office - is making important progress on the dissemination of ICTs and access to internet throughout the island, it was also noted that the majority of the population - especially in rural communities - is still depending on media like radio broadcasting; and on types of communication like telephones. The success of the Government Contact Centre "311" is a proof of that. Having taken that into consideration, it should be suggested that - in the timeframe of the implementation of the ICT's policy - the Government strengthens these communication tools to foster citizen participation.

14.   Encourage the publication of the Ministry of Social Transformation's Social Mapping, so to provide a useful accountability tool to citizens, in accordance with Principle 4.2.7 of the Saint Lucia Social Protection Policy "Transparency and Accountability".

15.   With specific regards to the Contact Centre "311", broaden and incentivize its use among citizens. Likewise, it would be auspicable the implementation of other related services through the use of ICTs, like a live online chat or the possibility to send documents and answer inquiries via e-mail.

16.   Encourage a better interaction between the Government Portal, the Open Data Portal and the Database of the Central Statistics Office's website. Although they deal with different datasets and information, it would be auspicable they could make reference to one another so to help users in finding the information in the right place.

ANNEX I

Agenda of the on-site visit

OPEN GOVERNMENT

ACCESS TO PUBLIC INFORMATION/CITIZEN PARTICIPATION/OPEN DATA
### Working Sessions August 5th - 7th, 2015

Date	Time	Agency	Representative
5/8/2015	9:00 - 9:20 a.m.	**Ministry of Public Service**	Minister James Fletcher
	9:30 a.m.	**Division of Public Sector Modernization**	Dr. Cletus Bertin
			Richmond Felix
			Kentus Eugene
			Cecil Charles
			Louise Mathurin
			Zena Sookwa
			Julita Peter
		CARCIP	Christopher Roberts
		National ICT Office	Marlon Narcisse
			Johannith Khodra
		Contact Center	Rosalind Alexander
		Digitisation Center	Liota Charlemagne-Mason
	11:00 a.m.	**Government Information Services**	Kerby Allain
			Anthony Sammie
	12:15 p.m.	Rosalind Alexander, Contact Center	
	12:30 p.m.	Tour of National ICT Office	
	2:00 p.m.	**Attorney General Chambers**	Tricia Cypal
6/8/2015		**Ministry of Finance**	
	9:00 a.m.	Statistics Department	Mr. Bert Collymore
		Customs & Excise Department	Adrian dominique
		National Insurance Corporation	Paul Kallicharan
			Desmond Henry

	11:00 a.m.	Account General	Agustus Amedee
			Cantius Jn. Francois
			Marie Alexander
		Fiscal Research and Policy Division	Thervina Mathurin
	12 noon	Richmond Felix	
	12:30 p.m.	Tour of Contact Center and Digitization Center	
	2:00 p.m.	**Ministry of Health**	
		Victoria Hospital	
		Division of Human Services	Blanda Lansilo
		Epidemiology Unit	Nahum Jn Baptiste
			Phil Leon
			Lydia Atkins
	3:15 p.m.	**Ministry of Commerce**	
		Invest Saint Lucia	Natasha Edwin-Walcott
			Lyndon Samuel
		SEDU	Barbara Innocent-Charles
7/8/2015	**9:00 a.m.**	**Ministry of Social Transformation**	
	11:00 a.m.	**Civil Society**	
		St. Lucia Customs Brokers Association	Aldrick George
		St. Lucia ICT Association	Robin Schouten
			Gerry George
			Gidden Augustin
		St. Lucia Manufacturers Association	Paula James
		St. Lucia National Trust	Karetta Crooks-Charles
		St. Lucia Hotel & Tourism Association	
		St. Lucia Tourist Board	
		Coalition of Services	Yvonne Agard
		Chamber of Commerce	
		Cultural Development Foundation	Raymona Henry-Wynne
		Folk Research Center	Robert Lee
		National Youth Council	Dianthia Justin
		National Consumer Association (St. Lucia)	
		Media Association of St. Lucia	Clinton Reynolds
			Dale Elliot
			Kendall Eugene
		National Council of & for Persons With Disabilities	Helen Charles
			Matilda Noel

ANNEX II

Organizational chart of the Division of the Public Sector Modernization
Ministry for Public Service, Information and Broadcasting

MINISTRY OF THE PUBLIC SERVICE, INFORMATION AND BROADCASTING
Division of Public Sector Modernisation Organisational Chart
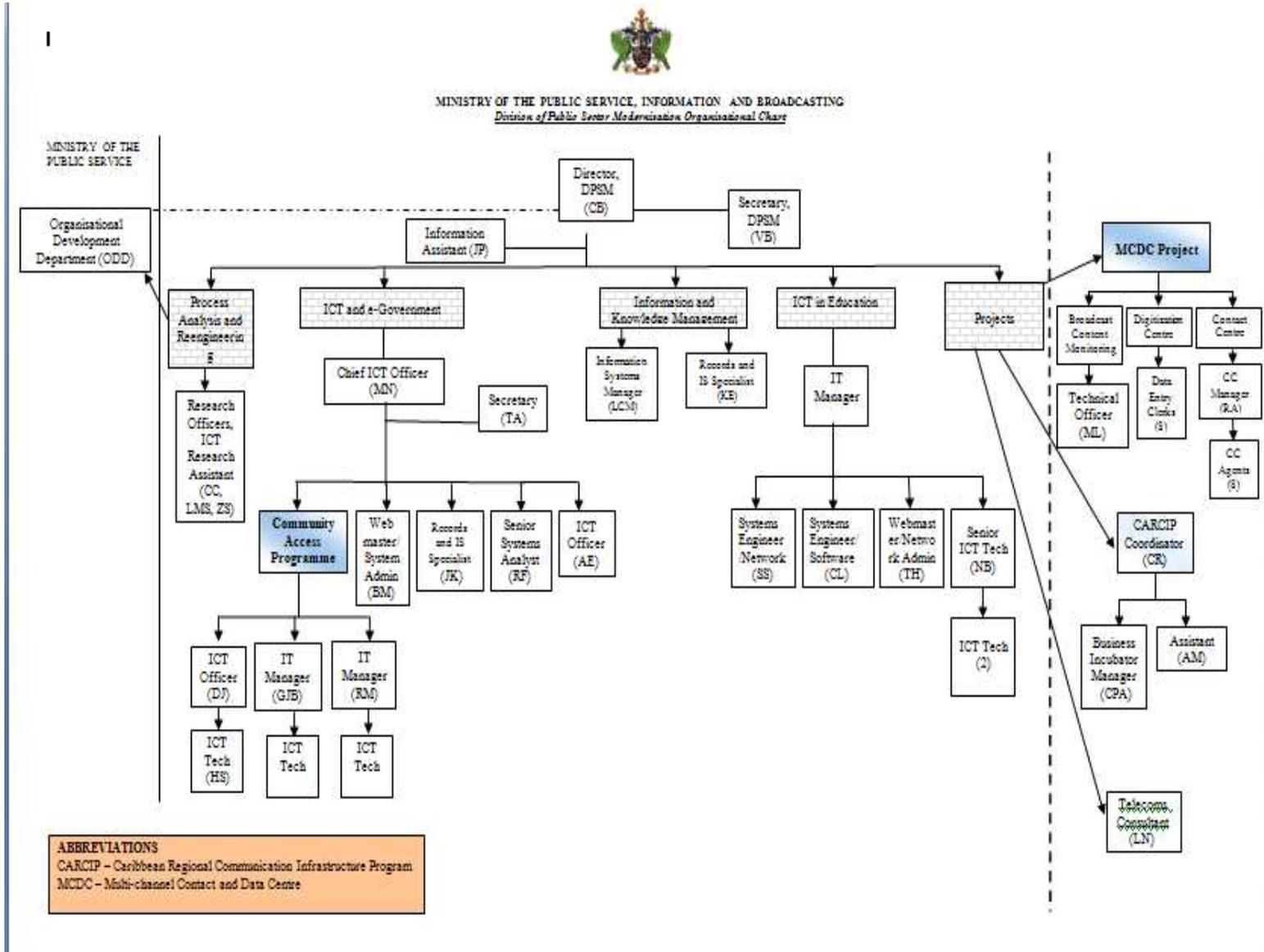
ABBREVIATIONS
CARCIP – Caribbean Regional Communication Infrastructure Program
MCDC – Multi-channel Contact and Data Centre