



Improved Government ... Better Service

2010 – 2014 CARICOM eGovernment Strategy

APPENDIX II

CARICOM eGOVERNMENT READINESS REPORT

CARICOM eGOVERNMENT READINESS

10.03.09

Report from the 1st 2010 – 2014 CARICOM eGovernment Strategic Planning workshop held in Barbados January 28th & 29th 2009

March 2009

The Caribbean Centre for Development Administration CARICAD is pleased to present this report on CARICOM eGovernment readiness. Two main elements are contained in this report:

- Presentation of working group SWOT findings
- Presentation of comparative review of Caribbean eGovernment (UN e-Government Survey 2008)

The SWOT analysis of the CARICOM eGovernment readiness, and presentation of a comparative review of Caribbean eGovernment based on the UN e-Government Survey 2008 was carried out as the first step in the CARICOM eGovernment strategic planning process.

Over the period January 28th and 29th a core group consisting of leading & following CARICOM nations in eGovernment, regional experts in eGovernment pillars, namely: Infrastructure; Human Resources; Legal and regulatory; Public Sector Transformation; Governance; and Finance, met to review the current state of eGovernment in the CARICOM region.

The current state of CARICOM eGovernment readiness was reviewed utilizing three main sources of information:

- a. Primary information that was collected through the CARICOM eGovernment readiness assessment survey. This survey was administered over the period 19th November 2009 – 28th January 2009. The primary channel of data collection was the internet utilizing an online assessment tool.
- b. Presentations of expert experience at the workshop and discussion on key elements of the CARICOM eGovernment context and eGovernment pillars.
- c. Secondary information / documentation review including the UN global eGovernment survey 2008 and Mobile Opportunities: report on Poverty and Mobile Telephony in Latin America and the Caribbean by Hernán Galperin Judith Mariscal DIRSI

The involvement, contribution and commitment of the region to the development of the 2010 – 2014 eGovernment Strategic Plan has been exemplary. This first step represents as major thrust to advance eGovernment in the region by first understanding where we are.

As we move forward towards identifying the strategies that will leverage the expertise of the region, multiplies the successes and gains, maximizes the value gained from expenditure and moves the Region towards the eGovernment Vision, it is important to maintain the commitment and support that has been demonstrated. I look forward to continuing this critical work that will resound to the creation of a better life for all the people of the Region.

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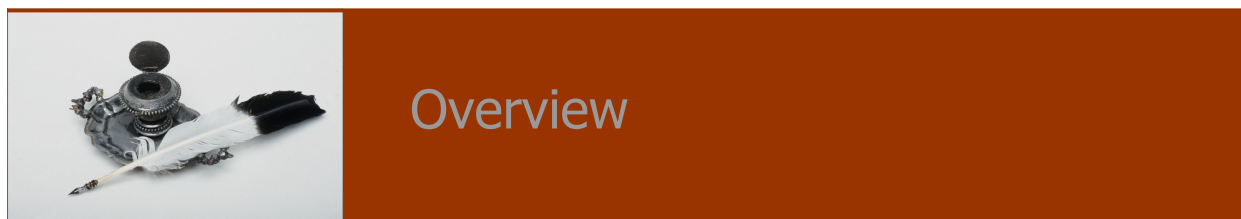
I. Overview

II. Presentation of working group SWOT findings

- Strengths
- Weaknesses
- Opportunities
- Threats

III. Presentation of comparative review of CARICOM eGovernment (UN e-Government Survey 2008)

- eGovernment infrastructure
- Web measure index
- eGovernment human capital and capacity building



The foundation of the CARICOM eGovernment strategy is a current state assessment of eGovernment readiness at a country level, and at a regional level.

The eGovernment readiness SWOT Analysis and presentations based on the UN eGovernment survey 2008 report provides an inventory of the region's eGovernment Strengths, Weaknesses, Opportunities and Threats (SWOT), and positions CARICOM eGovernment in the world eGovernment context. The information presented forms one of the foundation elements of the regional eGovernment strategy and will be used as key input in developing the strategic initiatives, programs and projects that will advance eGovernment in the Region.

The CARICOM eGovernment Strategic Plan is being developed through a unique and interactive approach that uses two main groups from the region. Firstly a core group made up of leading & following CARICOM countries in eGovernment, and experts in specific target areas, namely Infrastructure, Human Resources, Legal and regulatory, Public Sector Transformation, Governance, and Finance. Secondly, the core group will be joined by and interact with a wider all encompassing group from the region comprising of representatives from public and private sector and civil society. The wider group will shape the strategy through its interaction with the teams of the core group and through a specially planned all team meeting.

Four major stages of the strategic planning process are being followed. These are identified below with the major elements of each stage being indicated.

- **Identifying where we are now**
 - eGovernment readiness assessment
 - Comparative review of the region's eGovernment progress
 - Environment analysis and SWOT analysis
- **Specifying where we want to go**
 - Visioning
 - Outcomes and outputs
- **Defining the strategy**
 - Key decisions and strategies
 - Strategic programming
- **Measuring our progress**

- Performance measures
- Monitoring & tracking

The first major stage and a components of the second major stage have been completed with the presentation of the results of the CARICOM eGovernment readiness assessment survey and this report. Additionally the Visioning process was started at the first strategic planning workshop.

Two other workshops are planned to complete the stages and deliver the 2009 -2012 CARICOM eGovernment Strategic Plan.



Working group SWOT findings

Strengths

Leadership and Governance

- Regional institutions that can assist in driving the leadership development process
- CARICAD can play a lead role since capacity exists with the institution
- The need for eGovernment is recognized
- Level of awareness is high within the region
- CIO as a single point of contact
- Established eGovernment unit in most countries
- Some form of a strategy exists in a number of countries
- Some form of implementation exists in a number of countries

Infrastructure

- Local networks have a lot of capacity
- High penetration of fixed lines and mobile phones
- Liberalization has reduced costs in some areas
- Availability of fiber optic cable networks
- Multi- access points to government
- Our geography allows for wide coverage, rapid deployment and roll-out
- High opportunity for internet due to available submarine cable capacities

Human Resources

- Bright, passionate and committed individuals who are sensitized to the need for and the general cause for eGovernment
- Caribbean single market and economy facilitates free movement of persons
- Existing institutions and opportunities that can deliver education and training
- Increased awareness and need to collaborate and work in teams
- Good number of training programmes
- Existing regional networks to facilitate knowledge sharing

Policy and Legal

- Recognition of need for legal and regulatory environment
- Awareness by governments of the need for legal framework to meet new conditions

- OECS model
- Suitable environment for combination of hard and soft harmonization initiatives

eCommerce and Finance

- There are some instances of ePayments taking place which can be leveraged e.g Jamaica – Births and Deaths

Information Management

- There is a significant amount of information and knowledge being created at a national level through the development and implementation of eGovernment
- Some initiatives have begun at national levels that see the implementation of data centers and network management centers for the management of information
- There are regional and international eGovernment information sharing portals and websites that have been used by the region for research and sharing of information relating to eGovernment
- There is a recognition by the region of the importance of information management, collaboration and knowledge creation through the publishing and adoption of case studies and regional best practices

Weaknesses

Leadership and Governance

- Lack of a vision of where we want to be with eGovernment
- Lack of understanding by leaders
- Vulnerability
- Lack of regional measurement tools
- Lack of a harmonized framework for measurement
- Slow pace with regards to senior management commitment, unified direction
- Lack of a champion (political will – understanding that needs to be engendered to create forward movement) to drive the process forward
- Discord, lack of synergy. Lack of congruence between ICT and eGovernance strategies
- No measurable targets for eGovernment
- CIO as a single point of accountability
- Lack of inter-agency communication
- Bureaucratized style of government
- Inter-ministerial power struggles
- Silos in government related to eGovernment and ICT
- Institutional will for openness and collaboration
- Unit structure established without identifying key result areas/direction
- We have not integrated the benefits of eGovernment into the broader sector of modernization

Infrastructure

- Community education lags behind service capacity in ICT
- Low broadband penetration and capacity
- Low levels of computer ownership
- Low levels of internet penetration
- High cost of equipment and services
- IT processes not mainstreamed in Government operations

Human Resources

- In some territories basic computer illiteracy in Government
- Minimal desire to use the internet on the part of Government employees
- Lack of specified training for government officials
- Limited use of relevant skills
- Lack of central pool of resource persons on which we can call
- Lack of career path and appropriate remuneration for ICT professionals
- No or little incentives for return of professionals to Government
- HR structure - Lack of articulated programs for institutionalizing training of professionals who are already in Government
- Reluctance to work in cross-functional teams
- Lack of availability of funding for training of government officials
- Training on change and process management
- Information gap on careers

- Stifling of innovative thinking
- Back-end processes
- Not enough opportunities taken to train relevant persons

Policy and Legal

- Lack of publicly available information
- Accessibility tools for information available is inadequate
- Outreach initiative to get the diaspora involved
- Institutional structures move very slowly to frame policy; slow to adapt
- Lack of policy-maker engagement
- Public policy personnel awareness and engagement lacking
- Inadequate supply of ICT trained legal professionals with the appropriate or relevant skills
- Processes (institutional and otherwise) not adjusted to facilitate the legislation
- Inability of judicial system to respond to current needs
- Absence of closing the loop in the institutional mechanism/mainframe to support legislation
- Post law communication for lay person (EU)
- Institutions need legitimacy – directives in treaty
- insufficient regional data as a key input to policy

eCommerce and Finance

- Part funding of many eGov Projects
- How we deal with funding agencies. We are reactive not proactive.. lack of a policy and planning focus prior to funding.
- Poor negotiation skills (can't say no to funding even when it does not advance our developmental plans)
- Need to advise governments on funding .. types...
- Weakness in our co-ordination of programmes and financing that available.. a serious weakness.
- Our ability to obtain these funds, onerous processes, bureaucracy is a weakness, a specialization opportunity to develop ...

Information Management

- Limited participation by countries in regional and international information sharing portals and websites
- Limited regional and national measurement, recording and publishing of eGovernment information
- Tendency of countries to look solely outside of the region for relevant eGovernment information.
- High level of duplication of efforts and wastage at the regional level due to limited collaboration and information sharing

Opportunities

Leadership and Governance

- Demand from 'digital generation' for eGovernment
- Leverage the leadership/governance priorities to make the case
- Successes to be learnt from
- leveraging high profile successes such as Obama Presidential Campaign '08
- changing demand of the public for government services
- academia (UWI) continuing to play a lead role
- opportunity to develop deeper levels of synergy through a collaborative culture

Infrastructure

- For expensive eGov foundation infrastructure, e.g. data centres, PKI and IXPs, there can be a regional approach to the development authentication.. that infrastructure is extremely expensive
- Universal service provision as required by law can increase capacity
- Examples of deployment of eCommerce in National Banks can be use as models for government
- Models used by Trinidad and Tobago and Jamaica provide an opportunity for learning
- Cuba is a green field. We may see an opportunity to use our resources within Cuba.
- web is so English centric --- maybe an advantage .

Human Resources

- As a resource, diaspora is available
- Opportunity to redesign the curriculum scheme
- Training programmes to promote continuous learning (geared to persons already on the job)
- Creating the data base of skilled workers and pooling resources
- Build regional pool of resources to support various systems ie. Smartstream etc.
- Need for full spectrum of institutions that can meet the entire spectrum of needs
- Strategic HR planning to be conducted
- Techno-savvy youth that can be leveraged
- Business process re-engineering
- A new channel for the expression of talents or creativity

Policy and Legal

- Building a new cadre of lawyers with specialties
- Opportunity for harmonization particularly in sub-regions on a substantive level (hard harmonization more a possibility than in other regions)
- Re-engineering our processes when required to enforce electronic interfaces and legislative measures
- Increased transparency in policy environment
- Curriculum reform for law schools

eCommerce and Finance

- Global recession allows for a review of current processes, procedures and markets
- A lot of money available in the region access to grant funding
- Distance education is being delivered by distance.
- option for universal funding.. opportunity to have that fund as large as possible ...does not 4xclude other sources ...
- Can develop universal service projects..
- National banks have models that can be used in deployment of e-government opportunities. E.g Trinidad and Tobago and Jamaica
- To promote the benefits of use of ICT for revenue collection
- Opportunity to leverage current regional priority e.g. security to advance the utility of technology e.g.... IMPACS..

Information Management

- Opportunity to develop significant gains through collaboration, measurement & recording, information sharing, leveraging successes and reducing duplication and wastage

Threats

Leadership and Governance

- Unsettled government structures
- Uncertainty as to a clear way forward agreed to by the headships
- Lack of openness and collaboration between silos of complementary interest at varying levels
- Global economic recession
- Uncertainty in the political climate
- Lack of follow through on decision from head
- One way information flow
- Regional priorities are mismatched with global direction
- Working primarily at national objectives
- Independently forming political affiliations with countries outside the region
- Information not representative of actual situation
- Information control

Infrastructure

- Natural Disasters – 2nd most vulnerable region in the World
- Slow roll-out of universal service
- Prohibitive costs of certain infrastructural needs
- Slow level of government implementation.. at the regional level...
- Varying levels of infrastructural development within countries and the region

Human Resources

- Insufficient personnel to train
- brain drain
- Division of citizenry into groups – those skilled and unskilled - therefore have different capacity for receiving government services (divide); Capacity needs of citizens (widening the gap)
- Lack of innovation and stifling of innovative thinking
- Demand for professionals externally
- Work culture which is insular in nature and does not promote working in teams

Policy and Legal

- Varying rates of adoption among member states (regional)
- Lack of appreciation of intellectual property rights issues
- Competitiveness profile at stake as legislation and regulations not as robust as they could be
- Uncertainty of legal environments
- Rapid pace of technology
- Education of lawyers
- Institutions—Standards—Laws

- Cyber-terrorism and security

eCommerce and Finance

- Global recession
- Universal service can be a problem ...Jamaica the fund has grown so large ...
- Temptation for governments to find a pool of money .. if the universal service goes in the black hole but cannot come out .. government does not like to earmark funds...it must go into the consolidated fund.
- Universal access fund is being legally challenged by the overseas telecoms because it is anti competitive,, double taxation ..
- Threat of international telecoms for our own requirements. Externally driven regulations that may impact national policies.
- External donor agencies want to regulate of projects that are not necessarily priorities.
- Agencies want to set the agenda for the countries as a condition for loaning and granting us funds

Information Management

- Loss of information and learning as time passes and regional experts leave
- Increasing wastage and limited benefit from expenditure on eGovernment due to limited learning & growth



Presentation of comparative review

The information presented in this section of the report is an extrapolation of information presented in the United Nations eGovernment Survey 2008 to highlight the position of Caribbean states eGovernment readiness relative to global leaders and lowest performers in eGovernment readiness. Two presentations are displayed by Kim I. Mallalieu, PhD MRP (Telecommunications) Department of Electrical and Computer Engineering The University of the West Indies, and Cletus K. Bertin, Ph.D. Regional Management Office (RMO) for the EU SFA 2005 ICT Development Project.

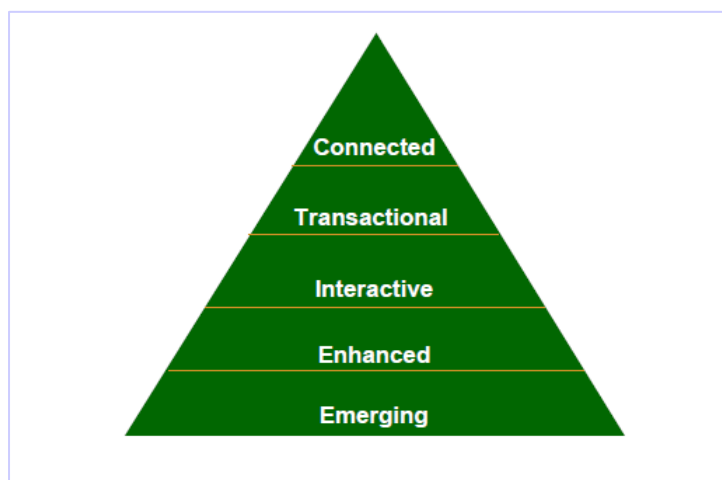
Additional information is also presented by Dr. Mallalieu on Poverty and Mobile Telephony in Latin America and the Caribbean.

The UN 2008 e-government readiness index is a composite index comprising the web measure index, the telecommunication infrastructure index and the human capital index.²

The Web measure index

The web measure index provides Member States with a comparative ranking on their ability to deliver online services to their citizens.

As countries move upwards towards the stage of connected government, they pass through many thresholds in terms of infrastructure development, content delivery, business re-engineering, data management, security and customer management. Each country faces a number of similar challenges as it moves up the pyramid, and the issue of how States meet those challenges will determine the pace at which they migrate upwards.



Stage I - Emerging: A government's online presence is mainly comprised of a web page and/or an official website; links to ministries or departments of education, health, social welfare, labour and finance may/may not exist. Much of the information is static and there is little interaction with citizens.

Stage II - Enhanced: Governments provide more information on public policy and governance. They have created links to archived information that is easily accessible to citizens, as for instance, documents, forms, reports, laws and regulations, and newsletters.

Stage III - Interactive: Governments deliver online services such as downloadable forms for tax payments and applications for license renewals. In addition, the beginnings of an interactive portal or website with services to enhance the convenience of citizens are evident.

Stage IV - Transactional: Governments begin to transform themselves by introducing two-way interactions between 'citizen and government'. It includes options for paying taxes, applying for ID cards, birth certificates, passports and license renewals, as well as other similar G to C interactions, and allows the citizen to access these services online 24/7. All transactions are conducted online.

Stage V - Connected: Governments transform themselves into a connected entity that responds to the needs of its citizens by developing an integrated back office infrastructure. This is the most sophisticated level of online e-government initiatives and is characterized by:

- Horizontal connections (among government agencies)
- Vertical connections (central and local government agencies)
- Infrastructure connections (interoperability issues)
- Connections between governments and citizens
- Connections among stakeholders (government, private sector, academic institutions, NGOs and civil society)

In addition, e-participation and citizen engagement are supported and encouraged by governments in the decision-making process

Telecommunication Infrastructure Index

The telecommunication infrastructure index 2008 is a composite index of five primary indices relating to a country's infrastructure capacity as they relate to the delivery of e-government services. These are:

- Internet Users /100 persons
- PCs /100 persons
- Main Telephones Lines /100 persons
- Cellular telephones /100 persons
- Broad banding /100 persons

Each index represents 20 per cent of the overall telecommunication infrastructure index.

The source of the telecommunication infrastructure data obtained for each Member State is the United Nations International Telecommunication Union (ITU).

Human Capital Index

The human capital index is a composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds weight given to the adult literacy rate and one third to the gross enrolment ratio. The data for the adult literacy rate and the gross enrolment ratio was drawn primarily from the United Nations Educational, Scientific and Cultural Organization (UNESCO). This was supplemented with data from the UNDP Human Development Report.

e-Participation Index

'e-Participation has the potential to establish more transparency in government by allowing citizens to use new channels of influence which reduces barriers to public participation in policymaking.'¹

e-participation index assesses the "quality and usefulness of information and services provided by a country for the purpose of engaging its citizens in public policy through information and communication technologies"²

¹ Hacker, K.L.& van Dijk, J. (ed. 2000) Digital Democracy: Issues of Theory and Practices, London, Sage

² *United Nations e-Government Survey 2008. From e-Government to Connected Governance*
United Nations, New York, 2008. Available at <http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN028607.pdf>.



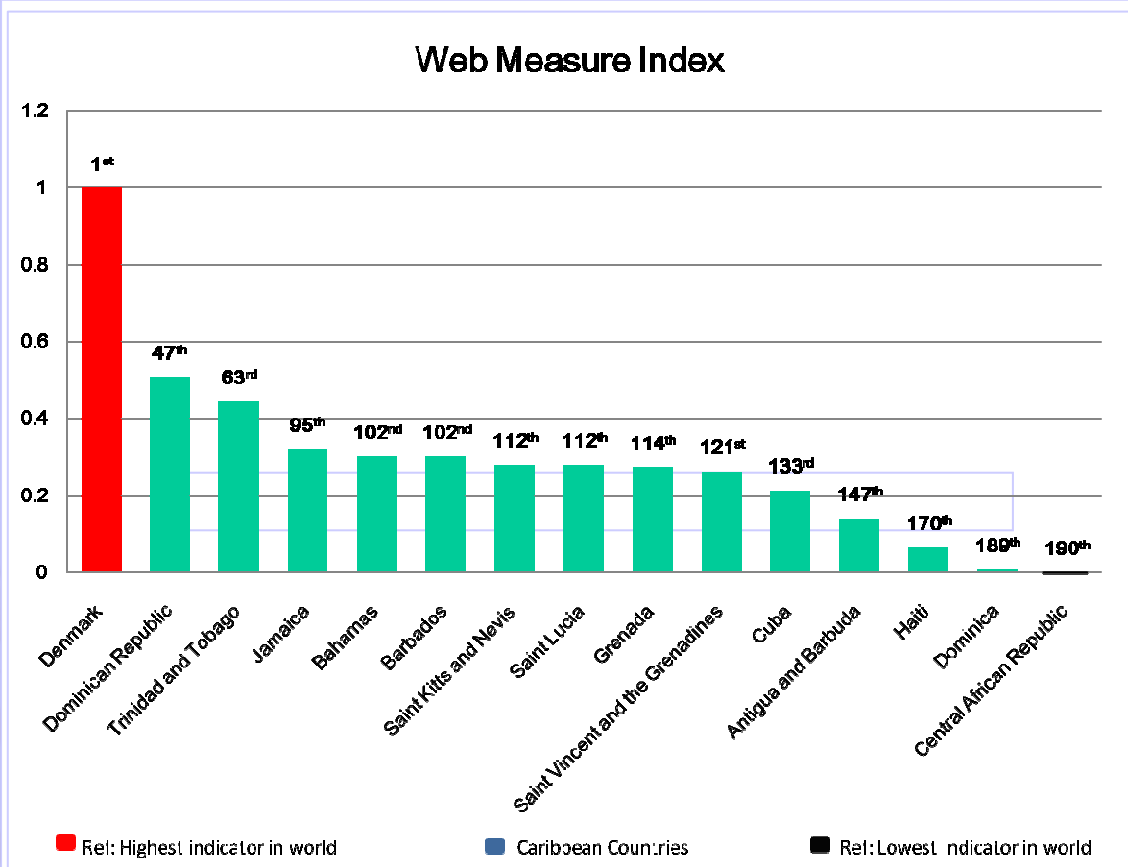
UN e-Government Survey 2008 Web Measure Index

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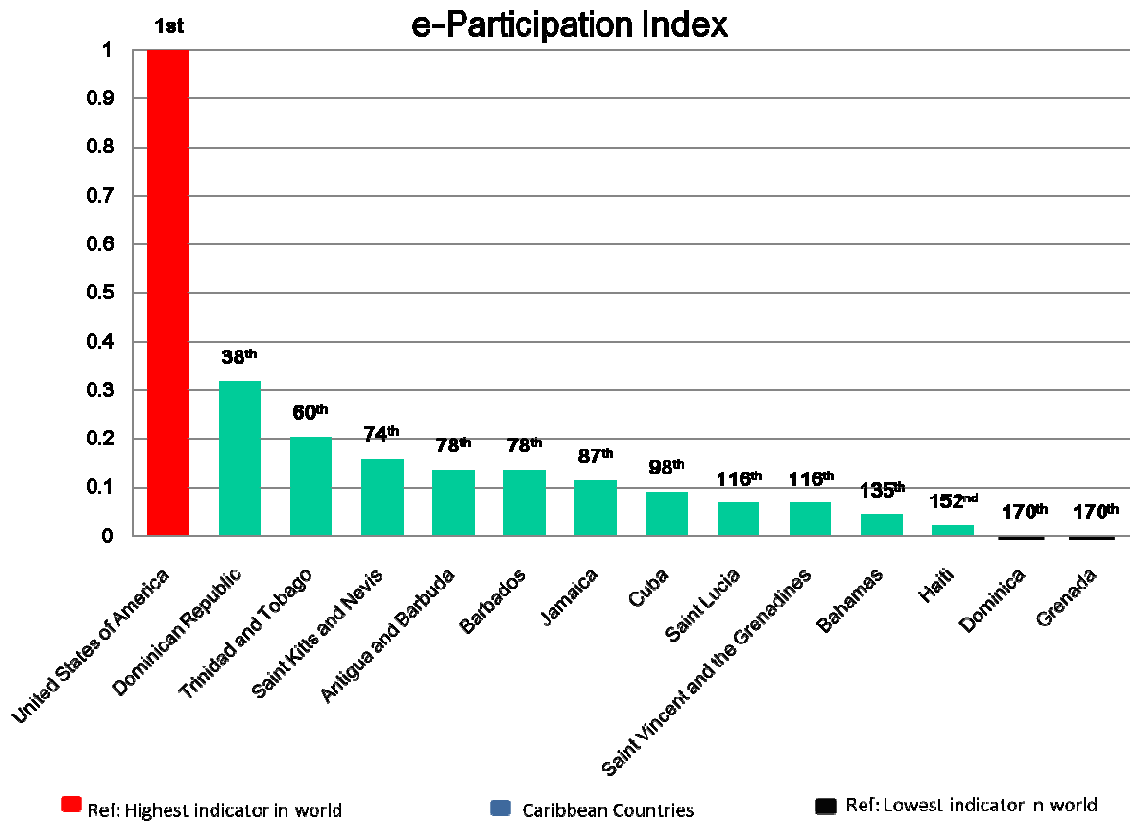


Web Measure Index





e-Participation Index





Caribbean Infrastructure for e-

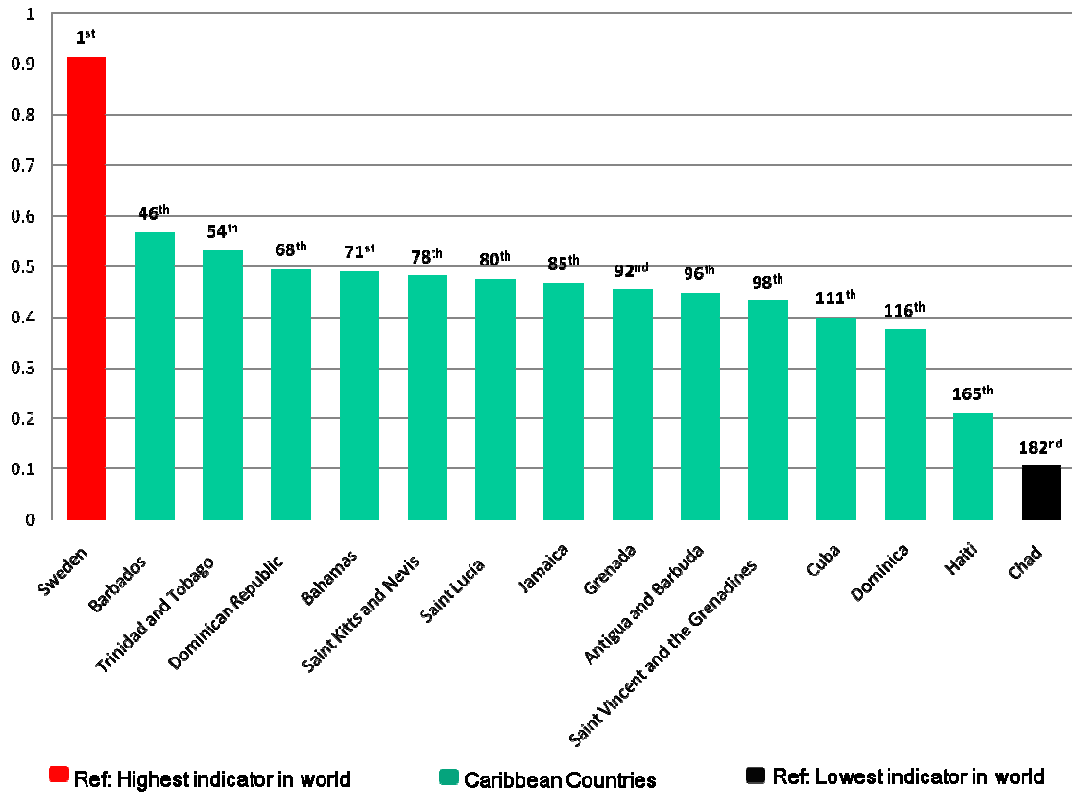
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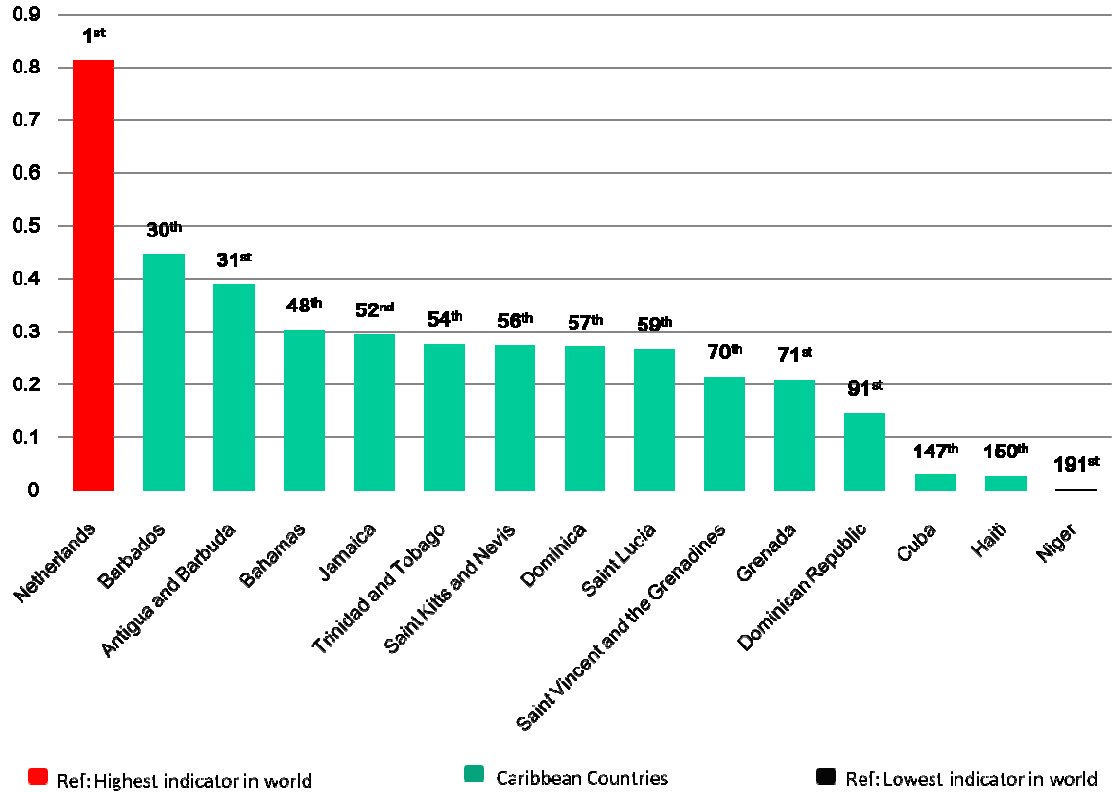
e-Gov Readiness Indices, Caribbean 07/08

UN e-Government Readiness Index

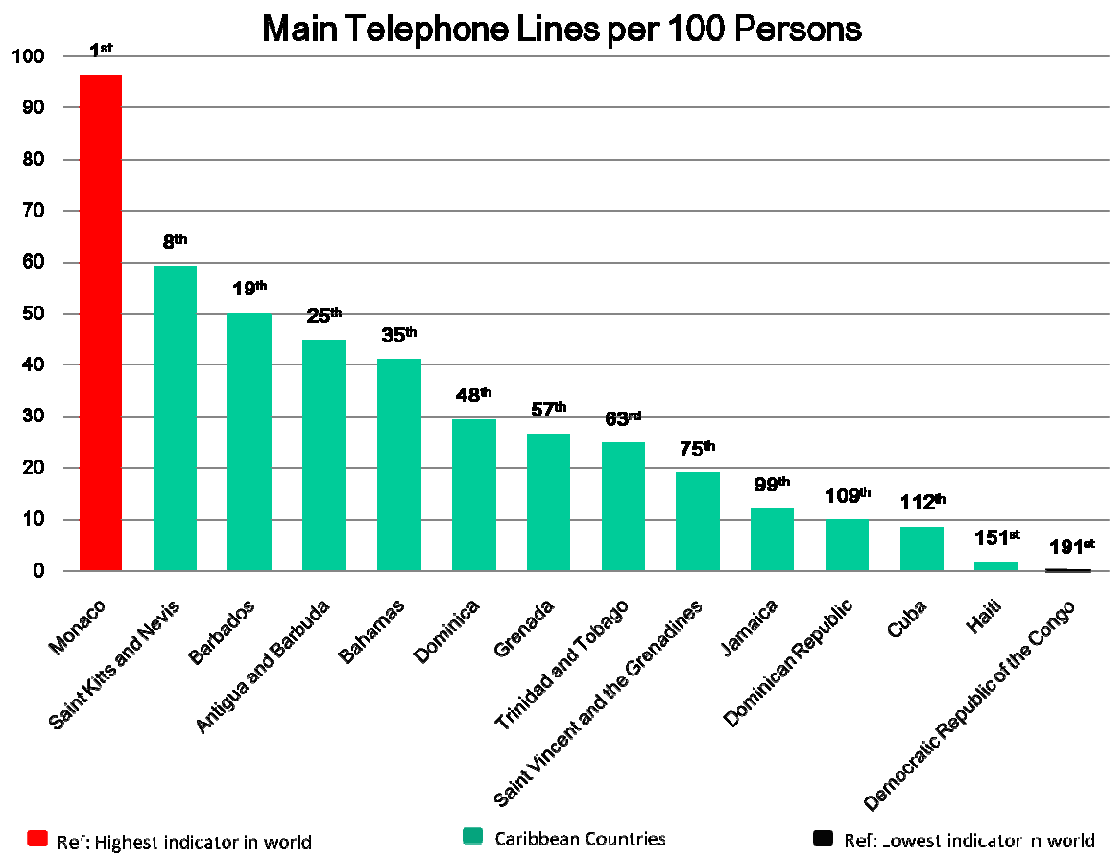


Telecom Infrastructure Indices, Caribbean 2008

UN Telecommunication Infrastructure Index

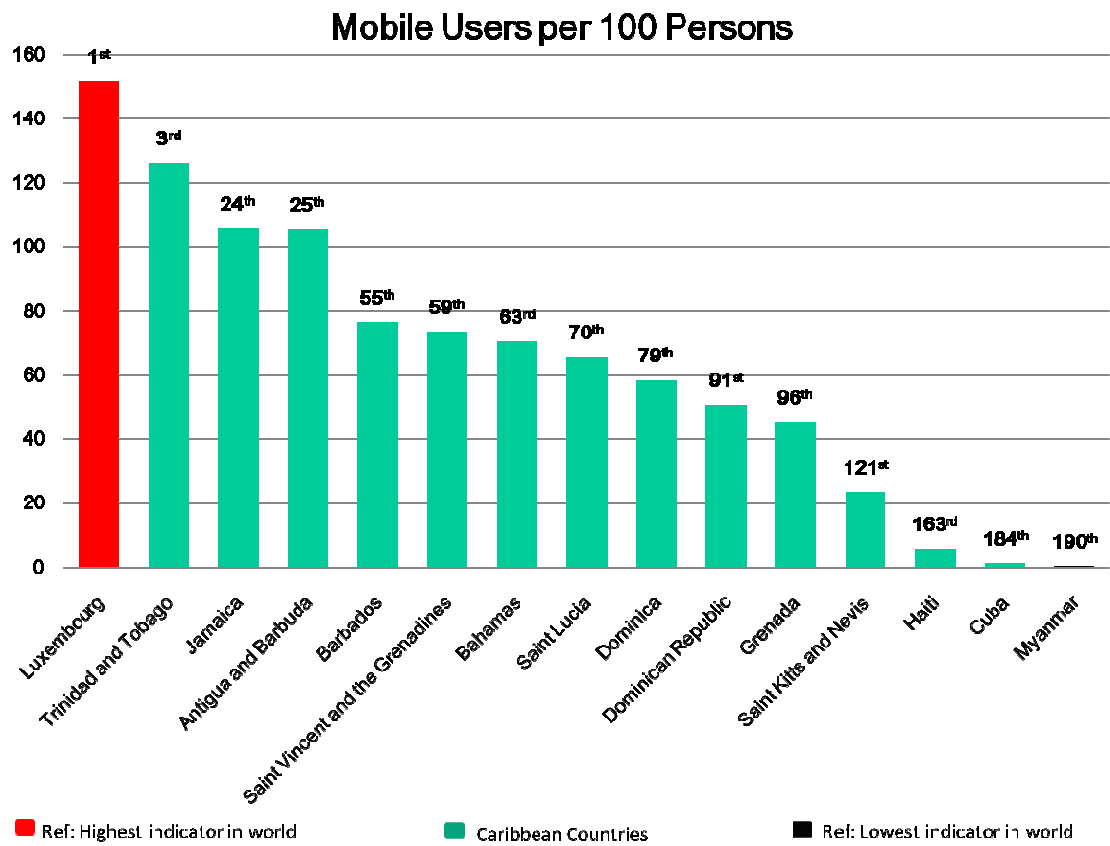


Caribbean Main Telephone Lines Indices





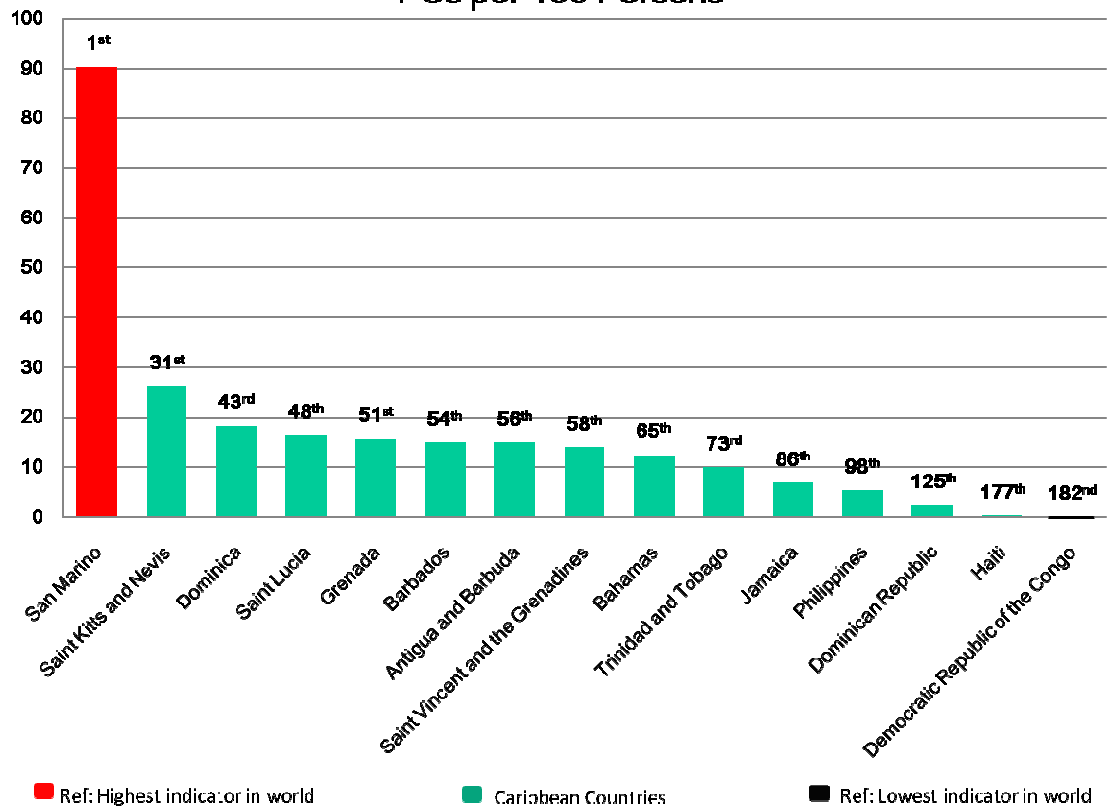
Caribbean Mobile User Indices





Caribbean PC Indices

PCs per 100 Persons





Caribbean Internet User Indices

