INNOVATION, DIGITAL GOVERNMENT, AND PUBLIC SERVICE DELIVERY FOR SUSTAINABLE DEVELOPMENT IN THE CARIBBEAN REGION

Key Findings and Insights From The Facilitated Online Capacity Development Training Workshop

United Nations Department of Economic and Social Affairs

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on a joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

Caribbean Center for Development Administration

CARICAD is the Region's focal point for transforming and modernising public sectors of Member States to better formulate and implement public policy towards the achievement of sound Governance. CARICAD's core business is public sector transformation with the following definition: Deliberate changes to the structures and processes of public sector organisations with the objective of getting them to run better. Structural change may include merging or splitting public sector organisations while process change may include re-designing systems, setting quality standards and capacity building.

In accordance with its mandate to improve administrative capability in the public sectors of its Member States, CARICAD specialises in a range of Organisation Development interventions that are aimed at building sustainable high-performance organisations that are critical to the region's development.

Caribbean Community

CARICOM works in 15 Member States and 5 Associate Members to create a community that is integrated, inclusive and resilient; driven by knowledge, excellence, innovation and productivity; a Community where every citizen is secure and has the opportunity to realise his or her potential with guaranteed human rights and social justice; and contributes to, and shares in, its economic, social and cultural prosperity ; a Community which is a unified and competitive force in the global arena.

Disclaimers

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The original course, upon which the training workshop was based, was developed by UN DESA as a Toolkit on Innovation and Digital Government for Public Service Delivery, coordinated by Jonas Rabinovitch. UN DESA has received extensive inputs from the Centre for Technology in Government, University of Albany, led by Theresa Pardo. The Toolkit is part of the Curriculum on Governance for the SDGs, developed by the UN DESA Division for Public Institutions and Digital Government and available on the UN Public Administration Network (unpan.un.org).

The Caribbean Training Workshop was held twice every week from 23rd February to 24th March 2021 with two different groups of countries to ensure enhanced interaction and participation between country representatives. The sessions were held virtually on 23 - 24 February, 2 - 3 March, 9 - 10 March, 16 - 17 March, 23 - 24 March 2021 and was joined by a number of public servants from 14 Caribbean countries, working in digital transformation, information technology, innovation, governance, public administration, education, finance, economic affairs, economic planning, and telecommunications of different national government departments. Facilitators and speakers included Adriana Alberti (UN DESA/DPIDG), Vincenzo Aquaro (UN DESA/DPIDG), Jennifer Britton (CARICOM), Juan Gustavo Corvalan (Artificial Intelligence Lab, University of Buenos Aires, Argentina), Dimis Michaelides (UN DESA Consultant), Theresa Pardo (Centre for Technology in Government, University of Albany), Mi Kyoung Park (UN DESA/DPIDG/UNPOG), Lois Parkes (CARICAD), Jonas Rabinovitch (UN DESA/DPIDG), Devon Rowe (CARICAD), Anya Thomas (UN DESA/DSDG), and Lucy Winchester (ECLAC).
Course auditors included Devon Rowe, Franklyn Michael and Rosemund Warrington from the Caribbean Centre for Development Administration (CARICAD), Derrick Agdomar, Simone Joseph-Olivierre and Stacy Ann Barnes from the CARICOM Secretariat, Gary Calloo and Junior McIntyre from the Caribbean Telecommunications Union (CTU), Alejandra Naser and Verona Fideleff from the Economic Commission for Latin America and the Caribbean (ECLAC).
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BACKGROUND

Purpose of the Report

This report summarizes presentations and outcomes of a facilitated online training workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development, which was jointly organized by the United Nations Department of Economic and Social Affairs, through the Division for Public Institutions and Digital Government (UN DESA/DPIDG) and the SIDS Unit of the Division for Sustainable Development Goals (DSDG), in collaboration with the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Community (CARICOM), and with the participation of the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC), among others.

In view of the COVID-19 pandemic, the Webinar Series was conducted online. It was an adaptation of the "Toolkit on Innovation and Digital Government for Public Service Delivery", which is part of the Curriculum on Governance for the SDGs, developed by UN DESA's Division for Public Institutions and Digital Government (DPIDG). The toolkit aims at complementing and supporting the UN Secretary-General's initiatives in response to COVID-19, to equip public servants with the know-how to promote innovation and digital government for effective public service delivery.

Critical Role of Effective Governance for Sustainable Development

The **2030 Agenda for Sustainable Development** recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions". Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels. Indeed, institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets. However, public sector reforms needed to implement the SDGs continue to be a major and vexing challenge in many countries.

The 11 Principles of Effective Governance for Sustainable Development, developed by the UN Committee of Experts on Public Administration and endorsed in 2018 by the Economic and Social Council, provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. The Curriculum Toolkits address the 11 Principles of Effective Governance (see Figure 1.1. below). The Curriculum on Governance for the Sustainable Development Goals aims to provide a holistic and integrated framework for capacity development in the area of governance and public institutions. It aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs.

Figure 1.1.: How the Curriculum on Governance toolkits address
the 11 Principles of Effective Governance for Sustainable Development
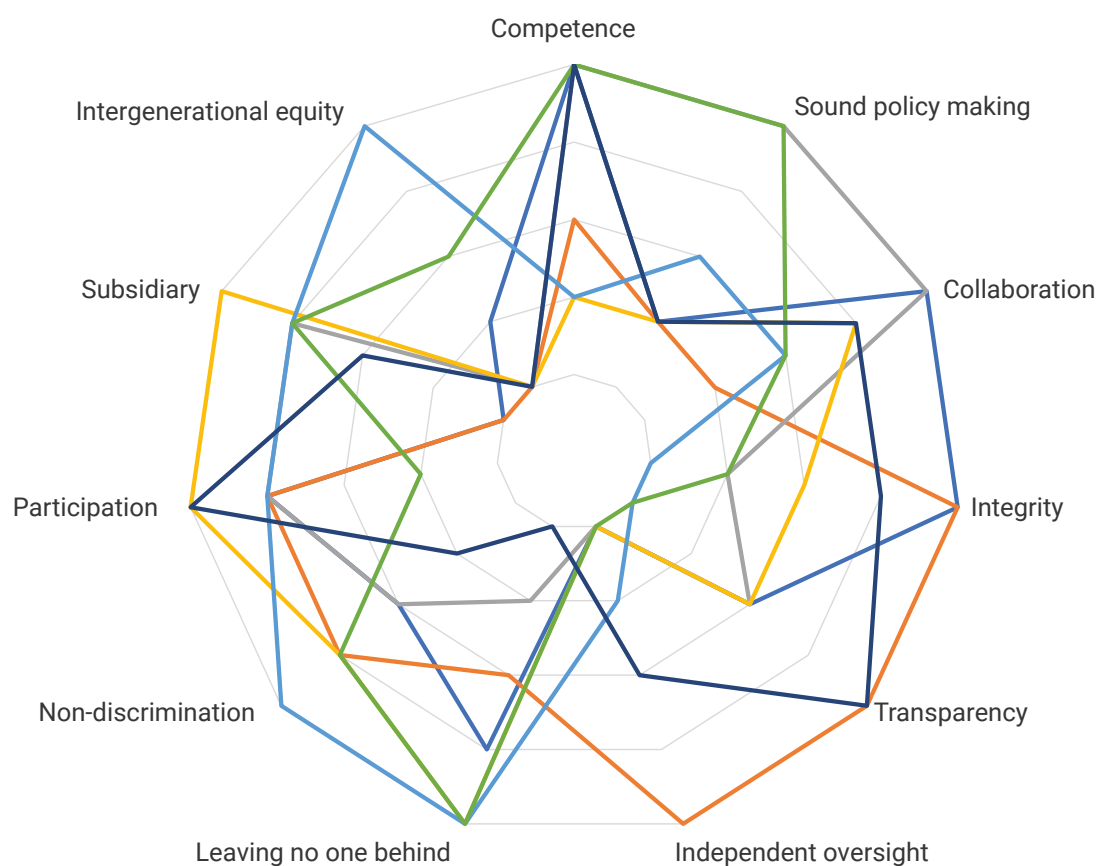
Transforming Mindsets Of Public Servants To Implement
The 2030 Agenda For Sustainable Development

Transparency, Accountability And Ethics In Public Institutions

Institutional Arrangements And Governance Capacities For Policy Coherence

Effective National To Local Public Governance For Sdg Implementation

Government Innovation For Social Inclusion Of Vulnerable Groups

Risk-Informed Governance And Innovative Technology
For Disaster Risk Reduction And Resilience

Innovation And Digital Government For Public Service Delivery

The Curriculum on Governance for the Sustainable Development Goals is composed of Training of Trainers Toolkits on a number of topics that are being converted into Facilitated Online Training Courses, in view of the COVID-19 pandemic. The topics covered by the Curriculum are illustrated in Table 1.1. here below.

What is the Curriculum on Governance for the SDGs

CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT	UN DESA
UN DESA	TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS
INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE	UN DESA
UN DESA	EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION
GOVERNEMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS	UN DESA
UN DESA	RISK-INFORMED GOVERNANCE AND INNOVATIVE TECHNOLOGY FOR DISASTER RISK REDUCTION AND RESILIENCE
INNOVATION AND DIGITAL GOVERNMENT FOR PUBLIC SERVICE DELIVERY	UN DESA
UN ESCAP UN DESA	E-GOVERNEMENT FOR WOMEN'S EMPOWERMENT

Table 1 - Curriculum on Governance for the SDGs

The Training of Trainers Capacity Development Toolkits are structured around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning, and other activities that can assist countries in advancing governance transformation for sustainable development. The Curriculum is composed of the following:

• A set of Training of Trainers Capacity Development Toolkits for 5-day or 3-day face to face capacity development workshops
• Online Courses on key governance issues to implement the SDGs
• Facilitated Online Training and Capacity Development Workshops
• Customized Online and Offline Capacity Development Workshops upon request of Member States
• Offering a Certificate of Attendance upon successful completion
• Global Community of Practice on key governance issues
• Hosted on UNPAN for networking and online exchange of knowledge

The Curriculum toolkits are made available at no cost on the UN Public Administration Network's website at unpan.un.org at: https://unpan.un.org/capacity-development/curriculum-on-governance-for-the-SDGs.

Governance Challenges and Opportunities in the Caribbean Region

The SAMOA Pathway covers the years 2015-2025 and promotes international assistance to address challenges faced by small developing islands states. In the Caribbean Region low economic growth and stagnant productivity growth limits the availability of funds for investments to achieve the SAMOA Pathway and the 2030 Agenda. COVID 19 has worsened this situation.

The challenges Caribbean countries currently face include a skills mismatch between the output of the educational system and the requirements of the labour market; declining government expenditures on education; emigration of educated and skilled individuals; and technological inadequacy (prior to COVID 19 more than half the households had no Internet access).

Implementation may require additional technical expertise that ministries or agencies do not possess, and there may be no mechanisms to source this expertise within existing public sector employment systems. Further, national development plans often lack supporting sector-specific policies and fail to account for gender and other inequalities. In some cases, a sector-specific strategy may be at variance with the development priorities identified for that sector in the national development plan. This lack of coherence in policies results in inefficiency in the national development process.

Not unlike other Regions, the Caribbean has challenges concerning a degree of fragmentation in the application of various polices; silos in governance architectures, unwillingness to share data, insufficient

political will; unsustainable project-based funding and lack of trust and accountability among actors.

Recovering from COVID 19 will require strengthening competitiveness through knowledge- and skills-upgrading, which should be central to the drive to build resilience and achieve inclusive and sustained development. Building technological resilience should also be a strategic priority for the Caribbean countries to engender innovative, technology-driven economies and societies. The role of functional national statistical systems and institutional arrangements for closer collaboration among policymakers, technology producers, innovators, knowledge management platforms, universities, research institutions, private firms and consumers, is especially important.

Recovery from COVID-19 will also require targeted and coherent polices that define strategies for recovery and long-term integrated development plans that are anchored in the 2030 Agenda and the SAMOA Pathway. They must also reflect national circumstances and priorities and address the peculiar vulnerabilities of the subregion.

Planning must become an essential governance tool for mapping objectives and establishing baselines; distributing resources across all sectors; mapping and measuring risk; monitoring, measuring, and assessing progress; and taking strategic decisions to adjust the development path as required.

Strengthening of internal policy making processes and national institutions, fostering national ownership, and leadership mechanisms that are cross-cutting and multisectoral in character and structure,

greater use of systems modelling tools for assessing tradeoffs, among others, are required for a sustainable recovery. Functioning national statistical systems are essential in providing official statistics to inform policy development that responds to national emergencies.

Improved coordination, enhanced flows of information and greater capacity for outreach to all stakeholders, and especially to vulnerable and marginalized groups, must become a priority to break down the institutional silos that exist in the subregion. Potential opportunities arise in the Tourism sector and in Ocean-based industries - seafood, marine renewables, shipping and port infrastructure services, marine biotechnology. The creative industries (design, music, arts, audio-visuals, film-making, publishing, animation), are also a sector in which small developing countries can potentially compete successfully, providing opportunities in one of the faster growing segments of the global economy.

The CARICOM Secretariat observed that the digital economy has been playing an increasingly significant role as a new driver of economic growth and social transformation. This is all the more necessary as the COVID 19 pandemic has caused major economic setbacks. CARICOM is fostering the development of Digital Government for Public Service Delivery by various means, including the development of the CARICOM Single ICT Space. It is notable that a major factor contributing to the failure of many digital government efforts has been the "project management" approach and that, for too long, government and donors viewed the introduction of digital services as a stand-alone "technical engineering" problem, separate from government policy and processes.

Complementing the CARICOM analysis, CARICAD noted that challenges with transformation include the fact that "transformation" was sometimes treated like an event, as though there was a single goal, like right-sizing or reducing the size of public service. Inadequate or ineffective communication, and inadequately structured Transformation Units (PSTUs) which often lack authority, influence and budgetary support, and the absence of bi-partisan support is also not helpful. CARICAD emphasized the need to mobilize Core Competencies for Transformation, such as Transformational Leadership, Innovation, Creativity, Change Management, Project Management, Management for Results, People Management and Communications Skills.

At the regional level, it was recognized that there is also a need to strengthen regional policies, particularly in addressing COVID recovery plans. A regional approach would also enhance the legitimacy of policy reform initiatives occurring at the national level. It would help to project a unified position of solidarity, which can be an effective way to interface with countries outside of the Caribbean to mobilize resources for the region.
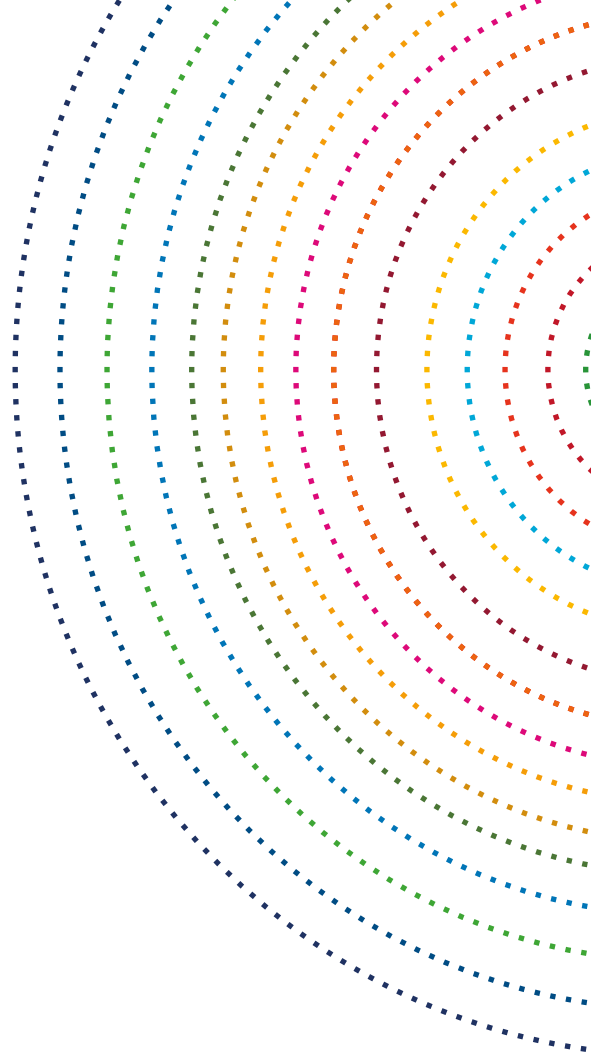
OVERVIEW OF THE TRAINING WORKSHOP

Rationale

The backdrop for this event was the COVID-19 pandemic – an international crisis that has highlighted more than ever the critical role of governments in ensuring people's access to public services that are affordable, responsive to their needs, accessible and people-oriented. The workshop built on a previous webinar on the topic of "Leveraging Digital Government & Spearheading Innovative Digital Solutions to Address the COVID-19 in the Caribbean" organized in 2020 by UN DESA, UN ECLAC United Nations Economic Commission for Latin America and the Caribbean, CARICOM and with the support of the Caribbean Telecommunications Union (CTU) and the participation of CARICAD[1].

The availability of new, digital technologies can help public organizations achieve significant improvements in the delivery of public services as well as solve "wicked"[2] social problems and deliver new services. The benefits are vast and wide-ranging, bringing political, social, intrinsic and economic value to all stakeholders in many different ways. However, there are also risks associated with the use of digital technologies that need to be effectively addressed.

The training workshop focused on "how" digital government can realize public value. It highlighted the need to enhance the digital capabilities of public organizations and

1 *The Report is available at: https:// publicadministration.un.org/Portals/1/Final_ Report_Caribbean_Webinar.pdf*
2 *In planning and policy, a wicked problem is a problem that is difficult to solve because of incomplete, contradictory, changing requirements or complexity causes that are often difficult to recognize or address.*

people, and the need to embark on serious transformation of structures and cultures. The course underscored how transforming new knowledge into public value (innovation) and promoting digital government, call for a holistic approach that involves change in institutions, organizations, processes, and individuals at the national and regional levels of government.

Target audience

Thirty-four public servants from 13 countries attended the workshop which was presented and facilitated by UN, CARICAD and CARICOM experts and external consultants. To facilitate interaction, these countries were arranged in two distinct groups mixing different levels of digital development. Each group participated in five 2-hour sessions (10 hours total) were delivered to people from two different groups of countries, via an online platform hosted and administered by CARICAD, over a period of 5 weeks. The countries that attended the ten webinars are as follows:

Group A: Barbados, British Virgin Islands, Dominica, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines
Group B: Anguilla, Antigua and Barbuda, Grenada, Guyana, Jamaica, and Montserrat. The two groups allowed for enhanced dialogue, peer-to-peer learning and participation.

Objectives

The online training workshop aimed at raising awareness and developing capacities of government officials in the Caribbean region to promote innovation and digital government in public service delivery. It guided participants to relate the Sustainable Development Goals to their own National

Development Plans and public service and to relate these to innovation and digital transformation in their own countries.

The objectives of the training workshop were to:
1. Conduct a brief assessment of participating countries' Digital Government Transformation Capability and relate it to their National Development Plans.
2. Learn and apply new concepts, tools and techniques in the areas of innovation and digital government, to support participating countries' strategies, capabilities and action planning.
3. Explore strategies to strengthen participating countries' capabilities, as they relate to the 2030 Agenda and the SDGs, for innovative and effective public service delivery.

Format

The content of the facilitated online training workshop was based on the Toolkit of a 5-day (35-hour) face-to-face course on Innovation and Digital Government for Public Service Delivery. Additional content was provided by UN DESA, CARICAD, CARICOM Secretariat and external speakers. The format of the workshop included presentations from experts, presentations from participants, an assessment of the Digital Government Transformation Capabilities of participants' countries and a series of facilitated interactive exercises. Every week, in preparation for each session, participants were asked to undertake different tasks such as preliminary readings, completing a survey, undertaking virtual consultations among participants and preparing group presentations.

The online workshop provided 10 hours of insights, peer-to-peer learning and hands-on activities as opposed to 35 hours that would be available in the face-to-face workshop. Presentations and online interaction are not comparable to face-to-face human contact (eye-contact, body language, movement, video, audio, informal contacts, etc.) and interactivity is dependent on particular technology-related circumstances (connectivity, bandwidth, devices etc.). Approximately 50% of the workshop's sessions were devoted to delivering the toolkit's content and expert contributions. The other 50% enabled participants to share their own experiences and new ideas. Participants also had the opportunity to undertake work in teams to prepare presentations on the subject matter related to their countries and to the Caribbean region in general. New thinking and approaches, such as Design Thinking and Innovation Labs, were also presented and discussed. Participants were invited to consider how these might work in their specific country context. Finally, through interactions and active discussions, participants provided concrete recommendations on setting up regional labs in the Caribbean.

Expected Results

The Online Training Workshop promoted critical understanding of the role of innovation and digital transformation in improving public service delivery and attaining key Sustainable Development Goals.

Participants explored the institutional, organizational, structural, cultural and personal change needed to promote innovation and digital government transformation in support of the Sustainable Development Goals. They also had the opportunity to work on their National Development Plan and Priorities and

how to promote Innovation and Digital Transformation. They also worked in groups on devising regional innovation labs which were presented on the last day of the training.

Participants' Feedback

The Training Workshop in the Caribbean succeeded to raise awareness of key concepts and issues such as design thinking and innovation labs for innovation in public service delivery, dimensions for digital government transformation (Governance, Leadership, Strategy, Legal Framework, Technology, Professional and Workforce Development), and to trigger interest in regional cooperation with some concrete follow-up actions such as a Compendium on Regional Innovations and the eventual creation of a Regional Innovation Lab (virtual and/or physical) for Innovation and Digital Government in the Caribbean, to be led by CARICAD and CARICOM with potential support from UN DESA.

The Webinar Series was characterized by proper gender balance in terms of participants, facilitators and presenters. Overall, the participation was 56% female and 44% male. This is particularly positive considering that digital government and ICT has been traditionally a male-dominated field in various regions and countries. Overall, participants strongly agreed or agreed (over 90%) that the training enhanced their understanding of innovation and digital government for SDG implementation.

Overall, participants provided "excellent" and "very good" feedback (on average above 93%) in terms of Information and support provided; quality of resource material, overall quality of facilitation/delivery of sessions, conversations with the colleagues (interaction and group work, preparatory assignments and overall workshop design. Eighty five percent of the participants mentioned that they are likely to apply the knowledge gained in their daily work activities.

One of the outcomes of the training workshop was the conceptualization of a Regional Innovation Lab. In their presentations following group activities, participants outlined elements of an institutional architecture for a Regional Innovation Lab (or Innovation Hub): it should be a Public-Private Partnership; It should be a virtual institution; It should have a public communication division (to connect Governments to the public); It should have a structure but also a resourcing strategy. Other participants highlighted substantive areas to be covered by the mandate of the Regional Innovation Lab (or Innovation Hub): Agriculture Innovation Lab (mentioned by 9 participants); Focus on Service Delivery and Technology Innovation Lab (mentioned by 6 participants); Artificial Intelligence Lab (mentioned by 1 participant); Regional Co-operation Review of Regional Best Practices; Focus on the establishment of a Regional Data Centre; and Focus on "Knowledge transfer, especially tacit knowledge" (sic). A few participants also mentioned generic goals and objectives: A Regional Innovation Lab committed to utilize evidence-based design thinking to enhance public sector delivery; A Regional Innovation Lab leading to the reduction of inefficiencies within public services through the design of quality services and products (see Annex for the full evaluation survey results).

KEY CONCEPTS ON INNOVATION AND DIGITAL GOVERNMENT FOR PUBLIC SERVICE DELIVERY

The 2030 Agenda for Sustainable Development is a universal policy document that was adopted by 193 UN Member States in 2015. It is built around 17 Sustainable Development Goals (SDGs) which guide Member States to achieve inclusive, people-centered and sustainable development, and aim to leave no one behind. At least 13 SDGs are related to some extent to public service delivery.

Indeed, the realization of the 2030 Agenda hinges upon the effective, inclusive and accountable delivery of public services, including health (Goal 3), education (Goal 4), water (Goal 3, Goal 6, Goal 11), sanitation (Goal 3, Goal 6, Goal 11), energy (Goal 7, Goal 11), transport (Goal 3, Goal 11), housing (Goal 11), and public registration (Goal 16, i.e., birth certificate, national ID, others), among others.

However, countries cannot realize the 2030 Agenda if they continue with "business as usual". The 2030 Agenda calls for transforming our world, which requires leveraging innovation and digital technologies to create public value, including through e-government.

E-government is "the use of ICT and its application by the government for the provision of information and public services to the people" (Global E-Government Readiness Report 2004). More broadly, e-government can be referred to as the use and application of information technologies in public administration to streamline and integrate workflows and processes, to effectively manage data and information, enhance public service delivery, as well as expand communication channels for engagement and empowerment of people. The opportunities offered by the digital development of recent years, whether through online services, big data, social media, mobile apps, or cloud computing, are expanding the way we look at e-government (UN E-Government Survey 2014).

Digital government is the adoption and extensive use of digital technologies by government to produce public value. Digital government is not an end in itself. It is a very powerful means for improving public service delivery, increasing people's engagement, enhancing transparency, accountability and inclusion and, ultimately making life better for all.

The concepts of creativity (imagining new things and making them happen) and innovation (implementing new things that bring value) are directly linked with digital government because they call for re-imagining the future and effecting a very clear rupture from past ways of working and delivering public services. Taken together, creativity, innovation and digital government transformation are inextricably linked with change, not minor or incremental change, but major and transformational change.

Digital Government in the Caribbean Region: An Overview

The 33 countries of Latin America and the Caribbean, together with several Asian, European and North American nations that have historical, economic and cultural ties with the region, comprise the 46 Member States of ECLAC. Fourteen non-independent territories in the Caribbean are Associate Members of the Commission. The UN Member States that are also members of CARICOM comprise Antigua and Barbuda, Bahamas, Barbados, Belize, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, Saint Kitts and Nevis, Saint Lucia,

Saint Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

Table 1 below presents the E-Government Development Index (EGDI) and its sub-components for 16 UN Member States in the Caribbean, Central and South America based on the findings of the 2020 UN E-government Survey. The Survey tracks progress of e-government development through the E-Government Development Index (EGDI). The EGDI is a composite index that comprises three normalized indices: (i) Telecommunications Infrastructure Index (TII), based on ITU data; (ii) Human Capital Index (HCI) based on UNESCO data; and (iii) Online Service Index (OSI) based on data collected by DESA, which assesses the e-government development of UN Member States. The Online Service Index is also complemented by the Member State Questionnaire (MSQ), a voluntary survey conducted by UN DESA.

Among the 16 countries listed in Table 1 below, 12 countries are in the High-EGDI level group, and 4 are in the Middle-EGDI level group. There were no changes in EGDI-level groups for these countries since 2018.

The average EGDI value for these 16 countries is 0.5644, which is below the global average EGDI value of 0.60 (see Figure 1). This points to persistent challenges that continue to undermine the efforts of SIDS to improve their telecommunications infrastructure, online services provision, and human capital development. A country's relative position in the e-government development rankings may fluctuate over time owing to global changes and to changes in national development and rankings of other countries.

Country	Rating Class	EGDI Rank	Sub-Region	OSI Value	HCI Value	TII Value	EGDI (2020)	EGDI (2018)
Antigua and Barbuda	H2	98	Caribbean	0.4471	0.7518	0.6176	0.6055	0.7229
Bahamas	HV	73	Caribbean	0.6765	0.7546	0.6739	0.7017	0.6552
Barbados	HV	62	Caribbean	0.5765	0.8549	0.7523	0.7279	0.644
Belize	MH	136	Central America	0.2647	0.6919	0.4079	0.4548	0.5726
Cuba	MH	140	Caribbean	0.2588	0.8215	0.2514	0.4439	0.6554
Dominica	H2	99	Caribbean	0.4471	0.6698	0.6871	0.6013	0.5906
Dominican Republic	H3	82	Caribbean	0.7647	0.7419	0.5279	0.6782	0.5794
Grenada	H2	102	Caribbean	0.3412	0.8576	0.5449	0.5812	0.593
Guyana	MH	129	South America	0.4647	0.6462	0.3619	0.4909	0.5306
Haiti	M1	180	Caribbean	0.1882	0.3839	0.2449	0.2723	0.4660
Jamaica	H1	114	Caribbean	0.3882	0.7142	0.5151	0.5392	0.4697
Saint Kitts and Nevis	H2	95	Caribbean	0.3941	0.8035	0.7080	0.6352	0.4773
Saint Lucia	H1	112	Caribbean	0.3824	0.7205	0.5302	0.5444	0.4316
Saint Vincent and the Grenadines	H2	109	Caribbean	0.4706	0.7214	0.4894	0.5605	0.4115
Suriname	H1	122	South America	0.2882	0.7098	0.5482	0.5154	0.4101
Trinidad and Tobago	H3	81	Caribbean	0.6118	0.7434	0.6803	0.6785	0.3047

Table 1 - EGDI and component indices for the UN Member states of the Caribbean region, 2020.

While individual country performance still matters, it is more useful to interpret the values and rankings based on the movement of countries between the four EGDI groups, and rating class within its EGDI group. The overall 2020 ranking is finalized in late 2019; data from ITU and UNESCO were also collected in 2019. It means that further digital development initiatives implemented after those dates would not be reflected in the 2020 Survey. The Survey is a mapping and development tool, and DESA encourages countries to exchange policy experience and learn from one another, for those countries with low EGDI to benefit from those with High EGDI; and not to over-emphasize on rankings. The link to E-Government Survey 2020 can be found of UNDESA/DPIDG website https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2020

Figure 2 presents the EGDI and sub-indices values for the 16 CARICOM countries for 2020, as well as EGDI values for 2018 (the dotted line). The majority (10 of 16) of these countries have improved their overall EGDI values, even if the overall EGDI ranking position among 193 UN Member States in 2020 may have declined. Hence, it is important to analyze the survey findings in the context of overall e-government development globally. The figure also illustrates that the human capital in the region (expressed by HCI) allows for faster e-government development, but poorly developed infrastructure (expressed by TII) continues to hinder progress.

As mentioned above, the average EGDI value for the 16 CARICOM countries is 0.5644 compared to a world average of 0.60. Seven countries in the Caribbean perform above the global average: Barbados
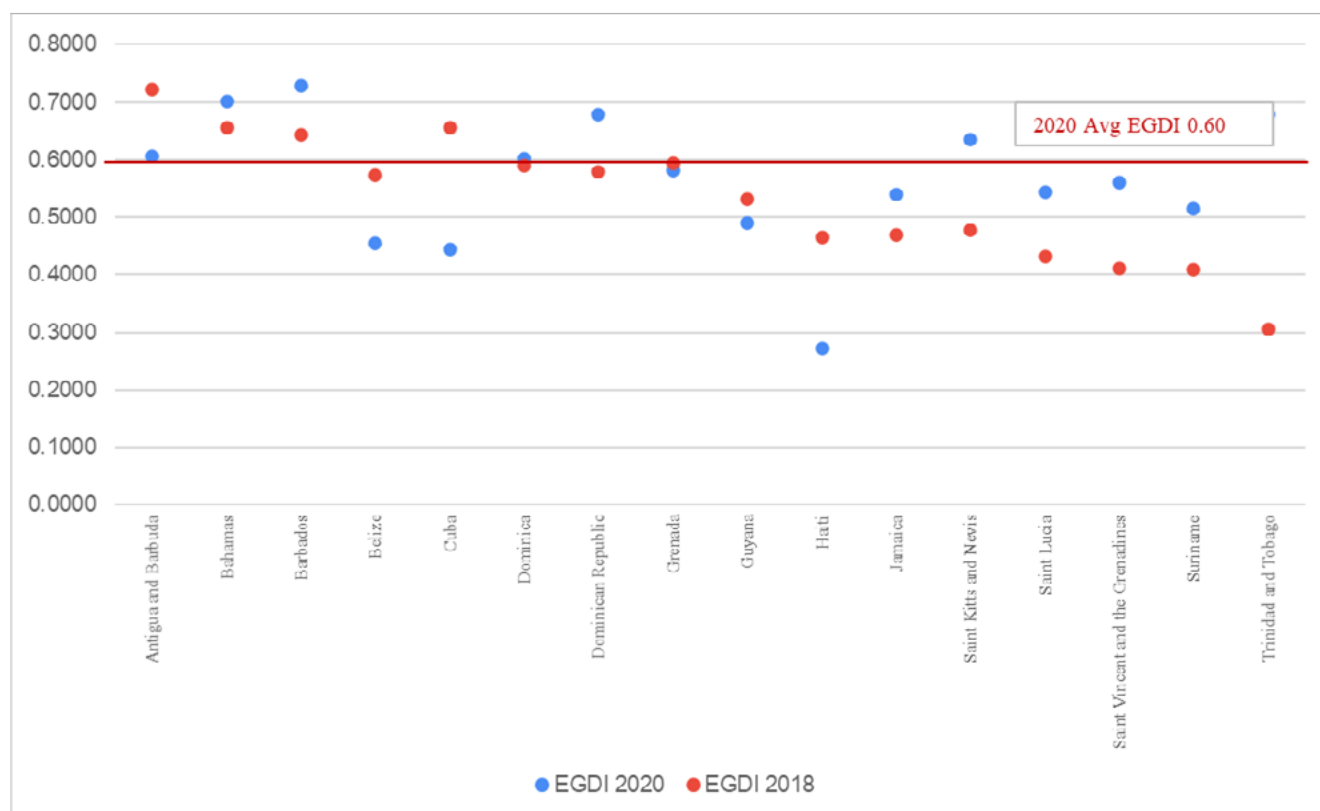
Figure 1 - EGDI values for CARICOM UN Member States, 2020 and 2018

(0.7279), Bahamas (0.7017), Trinidad and Tobago (0.6785), Dominican Republic (0.6782)[1], Saint Kitts and Nevis (0.6352), Antigua and Barbuda (0.6055) and Dominica (0.6013). There is great potential to enhance interaction between the infrastructure index, the human capital index (education) and the online presence index in the region.

All these countries are Small Island Developing States (SIDS) and share similar capacity constraints experienced as a consequence of their small size, remoteness and dispersion (in the case

1 *The Report is available at:* [https:// publicadministration.un.org/Portals/1/Final_ Report_Caribbean_Webinar.pdf](https://publicadministration.un.org/Portals/1/Final_Report_Caribbean_Webinar.pdf) *The Dominican Republic is not a member of CARICAD and CARICOM but has been included in this group for illustration purposes as it presents similar features, challenges, positive achievements and is located in the same region.*

of island archipelagos) and the impact of those constraints on the quality of the public sector. Nevertheless, as illustrated in the 2020 E-Government Survey (Box 2.7, page 60), the SIDS in the Americas tend to have higher EGDI values compared to SIDS in Oceania. For instance, 7 countries in the Caribbean score higher than the global average as already highlighted.

While the use of social media by government agencies tends to be more limited or restricted in the SIDS in Oceania and must be improved, in part due to bandwidth connectivity issues in public institutions, most public institutions in the Caribbean freely promote events, disseminate information and engage with citizens through social media outlets.

All but two SIDS in the Americas have national strategies on e-government/digital readiness in place, and these strategies often address the adoption of frontier
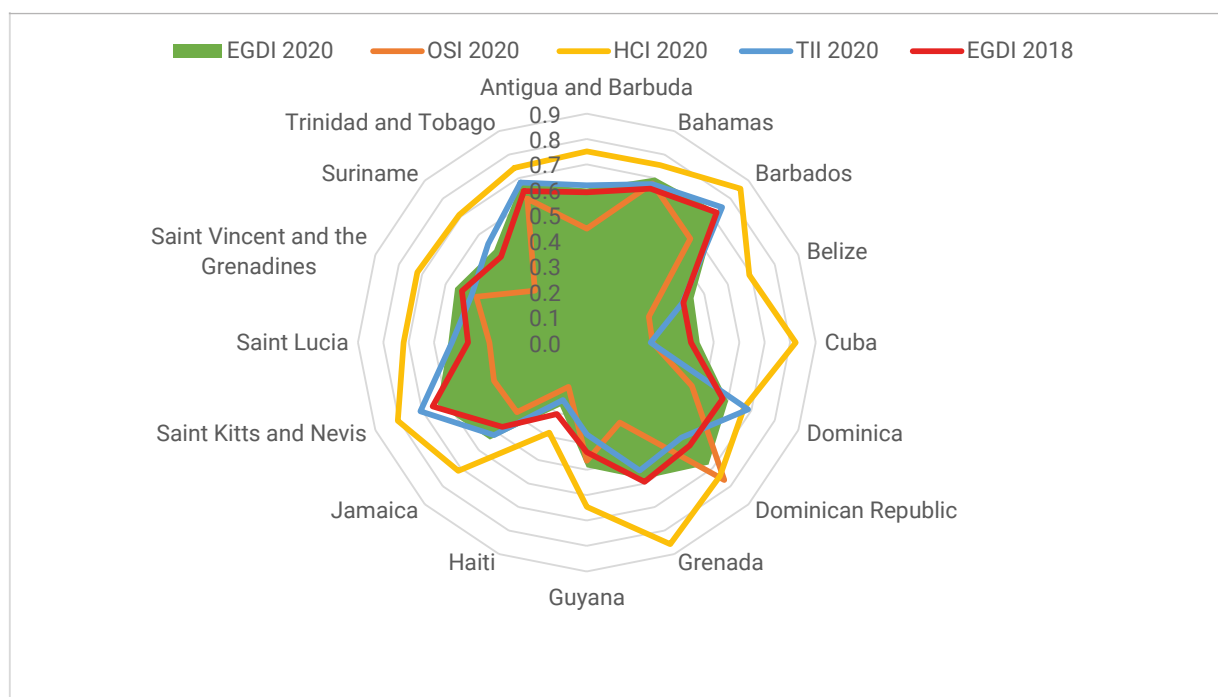
Figure 2 - EGDI and subindices (OSI, TII and HCI) for CARICOM UN Member States

technologies such as the Internet of Things, virtual reality, augmented reality, smart cities, big data and blockchain. In the strategies of the Dominican Republic and Trinidad and Tobago, attention is given to "once-only (data)" and "digital-first" principles in online services provision.

Figure 2: EGDI and sub-indices (OSI, TII and HCI) for CARICOM UN Member States Caribbean SIDS are more likely than SIDS in Oceania to have digital implementation plans that make specific reference to e-participation, digital inclusion and/ or public engagement, and many SIDS in the Americas, including the Dominican Republic, and Trinidad and Tobago, allocate government resources (a certain percentage of gross domestic product) for the improvement of ICT infrastructure in the public sector. Internet and ICT use among public officials in some Caribbean SIDS (e.g., in Saint Vincent and the Grenadines) is above 90 per cent. Additional information about the survey and each country's e-government development over the years can be found on E-Gov Database at https:// publicadministration.un.org/egovkb.

Capacities for Innovation and Digital Government

Countries leading in digital government typically take a holistic approach, use systems-thinking in policymaking and service delivery, make intensive use of ICTs, re-organize institutions before automatization, and have enhanced capacities in data management and ICT infrastructure. They also ensure that structural changes are accompanied by cultural changes and the development of new mindsets and skills, as the latter is an integral part of an effective digital government transformation.

Transformational Leadership, Political Commitment and Citizen Engagement are essential for any meaningful digital government transformation. It is clear that digital government transformation is not just about technology. To embrace the potential of technologies, governments should adopt a holistic approach that puts people first. Leadership's commitment at all levels of government is essential and the use of ICTs in government should support the overall vision of a nation. Planning and Action should start with a Context and Situation Analysis – the diagnostic part - and move on to Future Envisioning – imagining a new and attainable future that foresees significant advantages over the status quo. This is followed by a Governance Strategy and Roadmap that transforms a Vision into Objectives, Projects and Action Plans and finally Implementation, where transformation unfolds and improves with monitoring, and feedback.

Though this transformational logic is simple, its implementation is complex as it involves many dimensions, parameters, stakeholders, and time horizons. At practically every point, the capacity to take action is crucial and this is why an assessment or capacity diagnostics should come early on.

The UN E-government Survey 2020's chapter on "Capacities for Digital Government Transformation" suggests that digital government strategies and roadmaps should consider 9 key pillars: Vision, Leadership and Mindsets, Legal and Institutional Framework, Organizational Set-up and Culture, Systems thinking and Integration, Data Management, ICT Infrastructure, ICT Affordability and Access, Resources, Capacity of Capacity Developers and Societal Capacities. At any given time, each pillar may be at a different level of advancement calling for continuous

A holistic approach to digital development transformation and capacity development in pursuit of sustainable development

**TRANSFORMATIONAL LEADERSHIP
POLITICAL COMMITTMENT
CITIZENS' ENGAGEMENT**

Vision guides the strategy

1. Context & Situation Analysis

Assess legal and governance framework

Assess beliefs, values and attitudes

Capacity Development Tools:
Start profiling and digital government self-assessment through participatory workshops

2. Future Envisioning

Develop a vision of sustainable development and role of digital government, and a comprehensive mission statement

Capacity Development Tools:
Participatory multi-stakeholders visioning workshop

3. Governance Strategy & Roadmap

Priority Setting & Action Planning

Leadership and changing mindsets at all government levels and across all sectors

Institutional and regulatory framework

Organizational set up and culture

Data Governance

ICT infrastructure, affordability and accessibility to technologies

Mobilizing Resources and aligning them with priorities

Societal capacities

Systems thinking and integration

4. Implementation

Monitoring and Evaluation

Accountability, Monitoring and Evaluation

Two-way communication through multiple inclusive channels

Public Trust & Legitimacy

Effective, accountable, and inclusive public service delivery for SDG implementation

improvements.

Without digital capacities at the societal level, including readjustments in values and norms, there will be little uptake of digital services. Participation through digital means will also remain underdeveloped. The uptake of digital government requires an appropriate institutional ecosystem (law, policies, guidelines, data protection, digital security etc), a central agency with budgetary autonomy to manage the digital strategy and coordinate Chief Information Officers or equivalent functions, a systems-thinking approach, recruiting and retaining the best talent, allowing for safe spaces for experimentation and continuous interactive feedback and improvement.

The Potential of Artificial Intelligence

Countries should also consider the uses of new technologies, such as Artificial Intelligence (AI). The potential of AI to simplify bureaucracy, optimize processes, speed up times and standardize tasks is quite significant. Low levels of digitalization within an organization do not necessarily constitute an impediment to the application of AI. Governments could identify their situations and processes to which to apply AI, select appropriate AI techniques and ensure human values permeate the systems. Data governance and the use of algorithms call for strong, safe and protected systems, designed and managed by multidisciplinary teams and programmers with a social vocation, which are auditable throughout their life cycles.

Innovation for Public Value and Social Inclusion

Public Value, which is defined as "the value created by government through services,

laws, regulation and other actions[2] can be generated at many levels - and for multiple stakeholders. Social Innovation is defined as "a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals"[3]. Social Innovation comes as a response to social challenges with new ideas to meet social goals. It places the capacity to innovate at the core of public service. Social innovation often helps to address "wicked" public problems (such as eradicating poverty) which are very complex, and whose successful resolution demand innovation, experimentation, learning, adjustment and breaking down silos.

Inclusive public service delivery to ensure no one is left behind presents formidable obstacles to overcome. Among the challenges are the lack of information about services, lack of legal ID, lack of literacy and skills to access and use public services, lack of channels and resources to apply for and receive services. These are compounded by inadequate understanding of the needs of vulnerable groups, lack of people-centricity from those who design and deliver services, lack of accountability and corruption, poor implementation, slow bureaucratic processes, and limited capacity of public servants.

Innovation and Digital Government for social inclusion must foster digital inclusion through an enabling ecosystem effectively engaging civil society organizations, the

2 *Mark Moore, Harvard Kennedy School, 1995.*
3 *See James A. Phills Jr., Kriss Deiglmeier, & Dale T. Miller, "Rediscovering Social Innovation, Stanford Social Innovation Review Fall 2008*

private sector and other stakeholders. They should empower vulnerable groups to be agents of change, especially through co-creating and co-designing public services. Public servants should develop competencies and mindsets for engaging with vulnerable groups and delivering inclusive public services.

Open Government Data

The Economic Commission for Latina America and the Caribbean (ECLAC) presented the Open Government Partnerships created in 2011, a network of practices, values and cultural factors to build a new model of open and collaborative governance for, and with, citizens. It is focused on action planning and overcoming the many challenges that arise therefrom.

Contents of the Action Plan

A good action plan, in terms of the structure of the committments incorporated in it, is one that is built on

Ambition

Committments should drive government activity beyond the status quo

Accountability and Compliance

Action plan committments should reflect public concerns

Relevance

The Plan should incorporate principles of Open Government: Transparency + Accountability + Public Participation.

E-Government committments should strenghten T+A and PP

APPROACHES AND TOOLS TO PROMOTE CHANGE AND MITIGATE RISK IN SUPPORT OF INNOVATION AND DIGITAL GOVERNMENT TRANSFORMATION

The Challenges of Change

A key characteristic of the early 21st century is the acceleration of the pace of contextual change – big changes in technology, society, ways of living and working – which cannot be influenced significantly by any single individual, organization or country. On the one hand, nobody is unaffected by contextual change. On the other hand, organizational change – changes in the way existing institutions operate – happens when conscious change and decisions are made and implemented by the leadership and people of an organization. Digital Government is largely a response to contextual change. To succeed it requires good leadership and good human capital development – both important dimensions of the DGCA. In addition to deploying change plans, leaders will also have to mobilize and train people, organize teams and accountabilities, and change organizational cultures. Centralized, top-down planning for change is best complemented by decentralized, middle level and bottom-up action. The speed and complexity of change today is well-served by agile, autonomous teams, empowered to find and implement solutions to change-related issues. In the process, emotional connections with people are as important as rational planning and argumentation.

Organizational change will be facilitated if personal change – in the mindsets, including beliefs and attitudes, and behaviors of people – is also encouraged. In fact, personal change is the only change over which each individual has some control and good leadership will coach and mentor people to change themselves as well as their products, services and processes. Developing creative skills is a very good ally for individuals in times of change.

Assessing gaps and opportunities: Digital Government Capability Assessment (DGCA)

Digital Government Capability Assessment (DGCA) was developed to help identify institutional gaps and policy entry points in innovation and public service delivery. It can help to produce new insights for defining options and making decisions on strategies and actions to transform government and create public value. The focus is not on a particular digital initiative, such as a portal, but rather on the whole of government capability needed for advancing digital government.

The DGCA is constructed around 6 dimensions which are important in evaluating the capacity for digital transformation. Each is an "enabler" of change or improved performance in a specific domain within a framework of digital transformation.

Leadership
As stewards of digital transformation efforts, leaders must craft the plans to achieve the organizational goals, engage, motivate, build commitment, communicate, mobilize resources and monitor progress for the successful implementation of a digital strategy.

Strategy
Strategic plans are the basis for designing the transformation agenda and delivering the digital transformation goals set by the government.

Governance
The organizational capacity and managerial actions developed to overcome potential

cultural barriers in implementing the digital strategy across agencies and departments.

Legal
The set of legislation, guidelines, and standards that a department or agency must comply with in deploying digital services.

Technology
The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.

Workforce and Professional Development
The policy and programmatic actions in place to support ongoing capacity building.

The original assessment contains 94 questions which are individually self-assessed and call for a full-day of debriefing to discuss outcomes in a face-to-face workshop. In the online workshop 12 statements were used in a self-assessment taken as a preparatory assignment and outcomes were presented and discussed. Participants scored one of the following: Strongly Agree, Agree, Neither agree nor disagree, Disagree, or Strongly Disagree. Outcomes from the workshop in the Caribbean countries are shown below.

Roadmap for Innovation and Digital Government Transformation

The journey towards improving public service delivery should be based on five main principles:

• Access – expanding coverage to all
• Quality – excellence, speediness, timeliness and paper-reducing measures
• Inclusion and Responsiveness – in particular to the needs of the most vulnerable groups and people
• People-driven and personalized services – engaging people in the delivery of services that will benefit them
• Transparency and accountability of service delivery – to ensure services are delivered transparently and governments account for how they are delivered.

Based on these principles, a Roadmap for Innovation and Digital Government Transformation can be constructed along 6 key steps: adopting a holistic approach; using systems thinking; creating a strategic framework; analysing stakeholders; defining a strategy by transforming a general vision and available resources into manageable objectives and concrete projects and initiatives; and, finally through action planning.

It is important to highlight that the implementation of a digital strategy for public service delivery – or any government policy – represents the result of political decisions. Political decisions by their own nature can be characterized by debate, national circumstances, social dynamics, historical factors, and many other features which might facilitate or prevent the implementation of strategic decisions. Ideally, effective governance and leadership can facilitate the design of a common vision for enhancing public value.

In order to promote innovation and digital government, public servants need core competencies as shown in Figure 2 below, which refers to the Caribbean Public Service Charter conceptual framework.

Caribbean Public Service Charter
CONCEPTUAL FRAMEWORK

Figure 1 - Caribbean Public Service Charter

**Responsiveness,
Result, Resilience and Sustainability**

Governance

Core Principles
•Ethics and Values
•Transparency

Standards

Core Principles
•Service Standards
•Service to the Public

Capacity

Core Principles
•Competency-based HRM&D
•Leadership
•Organisation Management and Development

Accountability

Core Principles
•Result-Oriented Planning
•Consultation and Collaboration
•Evidence-based Policy Management

Openness

Core Principles
•Information and Knowledge Management
•E-Governance

Legislation

Core Principles
•Modernized Legal Framework

Citizen-Oriented Public Service

Figure 2 - Caribbean Public Service Charter

Core Competencies for Transformation:

Transformational Leadership

Innovation

Creativity

Change Management

Project Management

Management for Results

People Management

Communication Skills

Public sector transformation goes hand in hand with digital government transformation. The schema for implementation of public sector transformation developed by CARICAD highlights the importance of taking into account six key pillars, which must be addressed in a holistic way (see Figure 3).

Figure 3 - Schema for Implementation of public sector transformation

Action Planning for Innovation and Digital Government

Action plans usually require political leaders, public servants, planners and other actors to balance value and feasibility – and criteria such as the impact on values, trust and transparency, learning and culture plus context-specific criteria.

A good Action Plan is a living document with clearly defined tasks, deadlines, responsibilities, ownership, resources, Key Performance Indicators (KPI)s and communicatio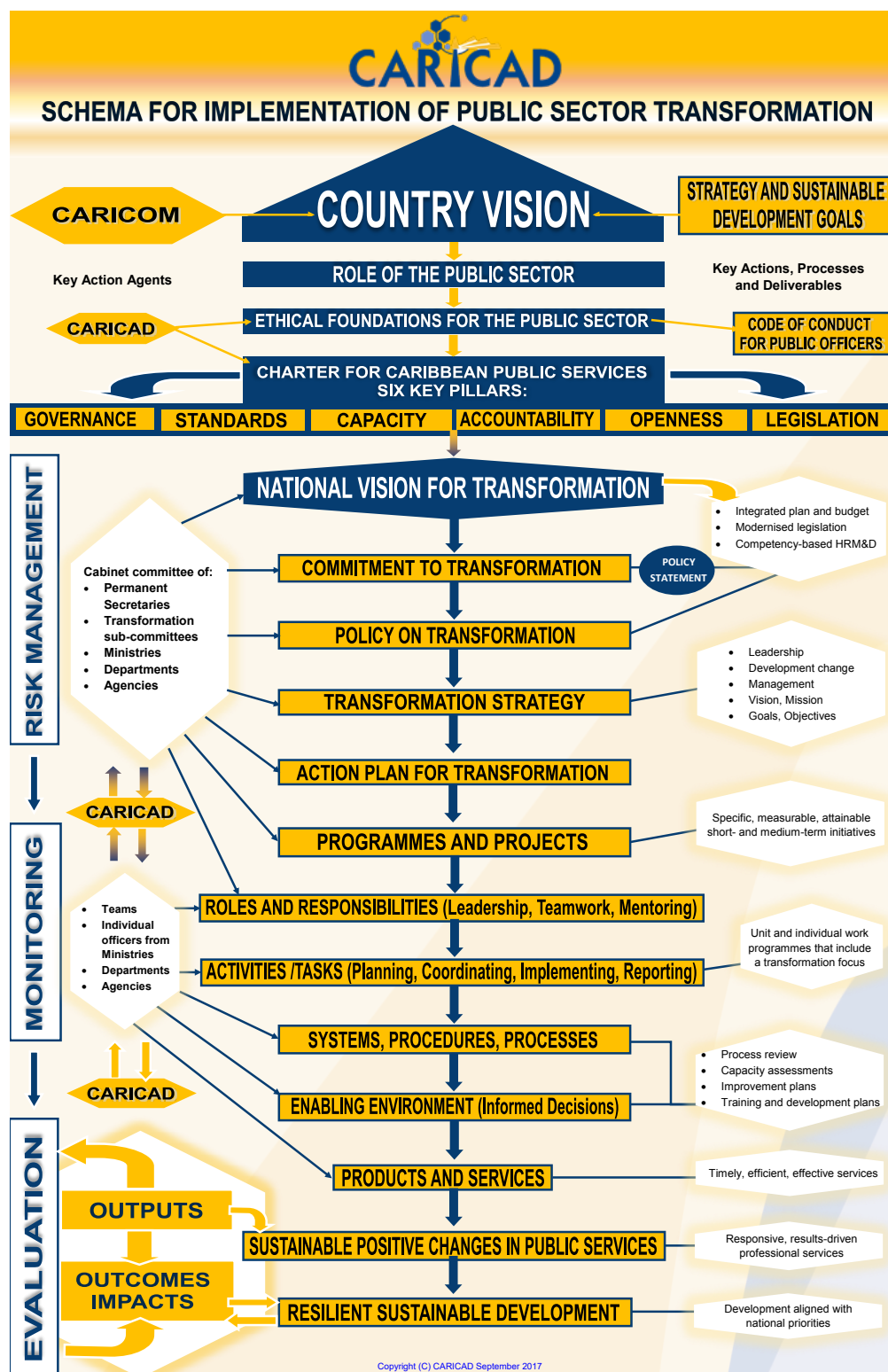n. It should be linked to higher-level policy documents such as a National Development Plan, National Sustainable Development Strategy, National Digital Strategy, National Resilience Strategy or similar.

Design Thinking

Design thinking is a human-centered approach to solving problems that is well-suited to addressing complex or "wicked" challenges. The main characteristics of Design Thinking are to confront problems in sequential stages and, at each stage, to alternate between creative (divergent) thinking followed by critical (convergent) thinking. Within this framework, Design Thinking has many variants and uses many different tools and techniques.

The distinguishing features of Design Thinking are its reliance on teamwork (collaboration), the engagement of users at many stages (empathy) and a preference for speedy, imperfect take-off over tardy "perfectionist" launches (prototype rapidly, test, repeat). Failing fast failing frequently, learning and moving on are key parts of the Design Thinking process.

Innovation Labs

Social innovation infrastructures, such as Innovation Labs, can help realize the principles of public service delivery and advance innovation and digital government for public service delivery. Innovation Labs mobilize external ideas as resources for innovation and convene users and other stakeholders to enable co-design, provide collaborative platforms for research, development and experimentation in real-life contexts, and based on specific methods (such as Design Thinking, Systems Thinking) and tools (such as situational analysis, user interviews, brainstorming, prototyping and experimentation).

Innovation Labs are present in public sector, non-profit academic and private sector organizations with different names. Some stand alone as non-profit organizations working closely with different sectors, others are networks of organizations and individuals working together on social innovation challenges. Some are more technical in nature, some more social. There are many models, many successes – context is always of paramount importance.
A number of tools are available to test Frontier Technologies for the SDGs as follows.

Innovation Labs in Public Service

LAHORE, PAKISTAN: CIVIC INNOVATION LAB

- A civic innovation lab of mostly volunteers who work in collaboration with government, non profits and media.

- Work with technology, data, policy and design projects to strenghten their communities

- Some of their projects are:

  - Fuel Locator, an app to help people find fuel available in times of shortage

  - Social Story Telling App, an app to empower citizens to be heard - people can share their stories with the world and even find solutions together.

AfriLabs

225

Innovation centers

in

47

African countries

- Encourage technology, innovation and entrepreneurship

- Promote the creation of African made technology with a special focus on the social, economic and environmental sectors

- To provide an environment characterized by open collaboration, technical innovation and support for the technogical community at large

- Commitment to capacity building, mentorship, networking and forming bonds that will serve as building blocks for the next generation of thinking

Regulatory Sandboxes, Policy Experiments and Innovation Hubs

The Regulatory Sandbox is a framework within which participants can test innovative concepts in the market under relaxed regulatory requirements at a smaller scale, on a time-limited basis and with appropriate safeguards in place. To work well sandbox guidelines must be clear in their objectives and scope, eligibility requirements and evaluation criteria, risk management, safeguards, records and reporting, entry, fees, duration and exit procedures.

A Policy Experiment is an initiative that helps ministries and government agencies test new ways to solve policy problems within a limited scale, and within a set timeframe. The lead entity in this case is the regulator.

Innovation Hubs are defined spaces (physical, virtual, or both) with dedicated facilities and resources to nurture new ideas and innovations, including the use of new and emerging technologies. Best practises include a good regulatory vision, good networking to increase impact, and robust academic and private sector partnerships.
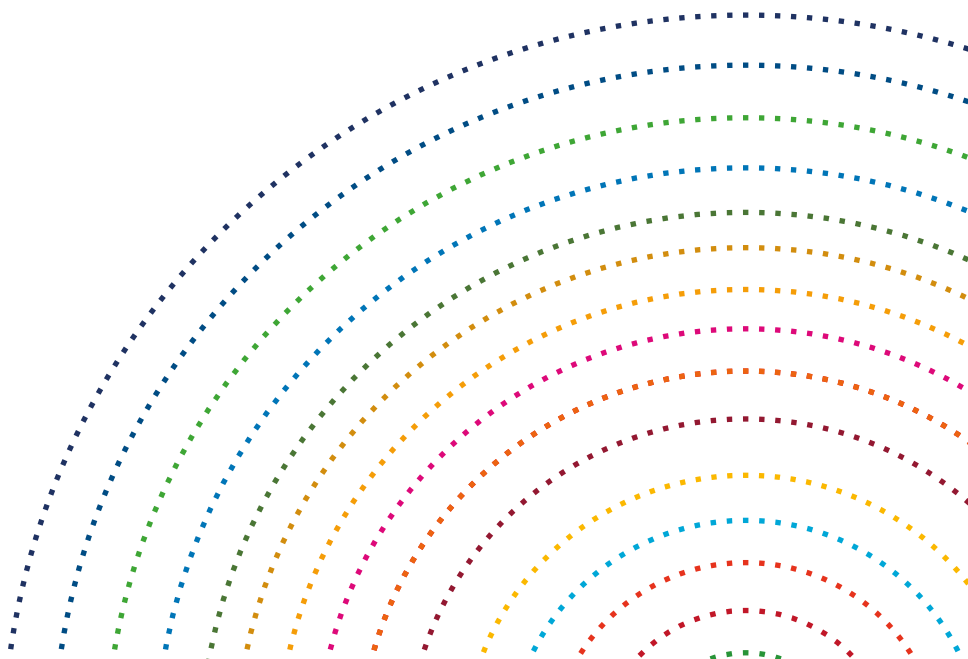
PARTICIPANTS' INSIGHTS ON INNOVATION AND DIGITAL GOVERNMENT FOR SERVICE DELIVERY IN THE CARIBBEAN

Caribbean Digital Government Transformation Capability Assessment Outcomes

Participants offered different evaluations of their countries' capacities for Digital Transformation. Most gave high scores (Strongly agree or Agree) due to the fact that strategies for Digital Government exist, though a small number of countries remain without a National Development Plan. A number of low scores (Neither agree nor disagree OR Disagree OR Strongly disagree) were evident in: Leadership (formal accountability for Digital Transformation), the Legal framework for Digital Transformation, Transparency and effectiveness of policies. Most importantly, Workforce skills development seems to be an important issue in many countries.

How Digital Government can Support National Development Plans

Participants were prompted to relate Digital Government to their National Development Plans[1] in a brainstorming activity then, in more depth, in country teams. It transpired from participants' contributions that Digital Government can contribute to their countries' development in a number of very substantive ways. The speed and quality of all government services can be greatly enhanced by placing them online, so they are accessible to anyone, anywhere, anytime and from any device. Management processes within and among public sector institutions

1 *Some countries in the Caribbean do not have "National Development Plans" per se, but participants from these countries used as a reference any similar national strategic policy document*

can also be significantly improved, with better knowledge and information transfer, data collation and monitoring for accountability.

In financial management, more effective tax administration will allow for better business intelligence reports, facilitate registration, filing and online payment of fees, taxes and licences. At a policy level, the availability of high-quality, timely, and reliable data can enable more sophisticated and effective tax systems, and make government operations more transparent. It can also become possible to make budgeting a participatory process and offer citizens a voice in identifying, discussing and prioritizing public spending projects.

In Health and Health Management there are clear benefits to having Digital Medical History Profiles that, with patients' permission, are accessible to medical practitioners, insurers, pharmacists and other health sector professionals. Additional benefits can come from telemedicine for remote access to healthcare, and from diagnostic apps that integrate smart sensors and devices to inform patients and medical practitioners in real time. The possibilities for this sector are constantly expanding.

In Education, eLearning platforms can provide additional learning, while their integration in the classroom for instruction by the teacher and learning for the students can help develop the technology skills of educators and students alike. In addition, testing and grading can be carried out online, as can record-keeping and data mining. Digital platforms can also form the basis of redesigned school curricula, which could include innovation programmes, robotics and coding in primary and secondary schools. One team proposed the creation of a Digital

Training Academy with courses geared towards digital literacy and lifelong learning.

Services built around life cycle needs, such as birth certificates, drivers' permits, ID cards, passports, applications for construction, can allow citizens to access government services online without the need to go to a government office.

A major concern expressed by representatives from Guyana is electronic access for Hinterland Poor and Remote Communities (HPRC). This involves the deployment of ICT infrastructure, including modern wired and wireless telecommunication networks, hardware and software, and interactive networking platforms – all of which are linked to securing full connectivity. Once access to the technologies is secured, and with complementary supportive legislation, the provision of public services can be improved, and social inclusivity goals will be more easily achieved.

A specific concern of Monsterrat involves encouraging Montserratians who migrated during the height of volcanic activity to return home. Online systems can enable the activation of online polls on what Montserratians overseas require encouraging them to return. These will in turn shape policies and incentive programmes to encourage persons to return. They will also contribute to the creation of a database of the diaspora and their areas of expertise and broaden direct recruiting possibilities.

A specific objective of St Lucia is to increase agricultural output and exports by 36%. Digital technologies can help food processing plants, R & D for crops and animals, crop production, pest and disease control and food supply logistics.

Additional potential development benefits of Digital Government Transformation noted by participants include:
• Improved conservation of the environment and historical and cultural assets.
• Providing commuters with scheduled transport timetables and real time data via apps.
• Increasing tourism arrivals and receipts via increased connectivity and the ability to offer services such as visa and wedding applications online.
• Automating Land Information Systems to enable easy, accurate and secure proof of title, and property records.
• Developing renewable energy infrastructure and clean energy such as Geothermal and Solar Power, thereby reducing dependence on fossil fuels.
• Incorporating innovative technologies in agriculture, such as aquaponic Systems.

How (an) Innovation Lab(s) could serve the Caribbean Region

After being introduced to Design Thinking and Innovation Labs, participants were asked to brainstorm in a plenary session on what benefits these might bring to their countries. They were later asked to imagine in teams, how an Innovation Lab (or Labs) to serve the Caribbean region might work.

Participants proposed that Design Thinking and Innovation Labs could potentially: improve local governance and public service delivery; help governments to experiment with different models of service delivery for different groups; help in conducting research to determine the public's challenges and possible solutions; assist with private-public partnerships; engage people in co-designing

solutions; help fast track development plans; reduce the digital divide; reduce red tape; reduce risk and uncertainty by testing prototypes with the public; bring ideas from outside the public service for more citizen-centric solutions; enable greater adoption of digital initiatives and solutions; diversify the knowledge base; help break down silos by bringing together teams from different departments; ensure inclusivity in the development of solutions; and more.

Highlights of the output of the 6 teams engaged in imagining an Innovation Lab to serve all countries of the Caribbean region, are summarized below.

One team defined the Lab's Vision as "To become a hub of innovation that utilizes local knowledge, digital technology and design thinking to achieve a paradigm shift in public service delivery for a better everyday life for citizens." The Strategic Objectives would be to develop institutional competencies that make innovation more strategic and efficient, accelerate the adoption of innovations in Public Service operations, reduce or eliminate inefficiencies and empower a cadre of young leaders to contribute to regional development through technology and innovation.

A number of teams believed the Lab should incorporate Design Thinking in its operational methodology, by using creative thinking based on evidence to solve real challenges in the region through collaboration. One view was that it should be defined as "a Community of Experts with improved functional capacity" working in a space exclusively devoted to opportunity-finding and complex problem-solving.

Some teams focused on how this could be set up – headquarters, staffing, policy

and operating guidelines, creating public awareness, finding funds, monitoring and evaluation. Key skills identified include digital skills, collaborative skills and design thinking competencies. Various models of ownership were proposed including rallying together governments, private-public partnerships or focusing on youth organizations. An interesting proposal was that the Lab should have no physical headquarters but should work as a virtual organization.

One team approached the problem through mapping citizen needs during their life and suggested focusing on identifying and resolving "pain points" which are relevant to all people of all countries. In this citizen-centered approach, the expected outcomes would be to improve citizen satisfaction with public services, enhance collaboration between government and citizens, and develop innovative solutions to continuously improve service quality.

Yet another approach was to structure this around 3 different sectors. An Agricultural Innovation Lab to improve food security, increase employment in the primary sector and incorporate new technology - from drought-resistant seeds to the use of drones. A Tech Innovation Lab to identify opportunities in technology (e.g., AI, Robotics, Coding, Blockchain) which could become a Hub for young entrepreneurs across the region providing opportunities in new areas as the nature of work evolves. Finally, a Games Innovation Lab could promote gamification as a teaching and management tool as well as help the development of a gaming industry in the region. Many teams suggested that CARICOM and CARICAD could play a leadership role in developing such an initiative.

The importance of Reasonable Risk-Taking for Innovation

A debate was held on the pros and cons of taking risks, making mistakes and failure. Among the pros are that risks, mistakes and failure help people innovate, learn and adapt as the good practice of trial-and-error shows. Also, when mistakes are not seen as absolute disasters, employees will spend less time trying to hide them and more time trying to fix them.

On the one hand, openly admitting mistakes steers energy away from the blame game. On the other hand, taking unconsidered risks can create confusion and increase conflict. It can be costly in time and money and have political consequences. Mistakes may also create trust issues and some mistakes can hurt organizational reputations badly.

It is important to recognize that innovation is impossible without risk. Innovation is the design and implementation of valuable new approaches, and new approaches are by definition unknown. However, well planned and well implemented a transformational program or project is, there will always be flaws in the plan and the execution. Creating an environment where reasonable risks, mistakes and failures are accepted as part of mainstream business is important, even if it is not always easy.

This raises the question of the meaning of "reasonable risk". If failure can lead to catastrophic loss (as in the case of safety in a nuclear power plant for example) there surely must be zero-tolerance for mistakes. Not so in other cases and in fact change and zero risk are incompatible. Moreover, not changing is risky too and, at times, riskier than changing. When implementing digital transformation, calculating risk carefully, is important. This is where prototyping and pilot testing, sandboxes and policy experiments described in Section B above, can be deployed as effective risk-mitigating tools.

Obstacles to change and possible actions to motivate public servants

The major barriers to change in public service that were cited by participants in a poll during the workshop were first, "Unwillingness to change" followed by "Lack of financial resources", and "Cumbersome regulations and/or procedures" in third place.

Participants proposed a number of different actions to convince public servants to embrace Digital Transformation and change. A plan that clearly spells out the benefits of Digital Government is vital, as is showing that it need not be difficult to adopt and use new technologies for positive change. Many participants suggested involving, sensitizing and communicating the benefits to all public servants affected at all stages of development and implementation. Similarly other stakeholders and final users can also be involved all along. Actively seeking inputs and ideas from beneficiaries and public servants is also more likely to increase their sense of ownership of the transformation in progress.

Addressing people's fears was cited as important. In the midst of change people may fear they might lose their jobs because of new technology or, that they may not have the competencies needed to work with the new technology. Training in new skills is certainly necessary. And so is "holding

hands" – enlisting other people's support in assisting users to make transitions more comfortable.

Continuous active communication is also vital. Awareness and education campaigns can bring a lot of value. At a high level, presentations to every ministry and department can show the specific benefits of the change program to that ministry/ department. At operational level a 30 minute meeting in every department and unit every week on the digital change, progress and problems can also work well.

Another approach may be simply to set a goal that may cause discomfort, such as a deadline for a paperless workspace, and just make it happen, challenging people to find solutions for themselves and adapt as the transitions happen.

Other ideas included:

• Developing a cadre of change agents to be deployed within the Public service.

• Ensuring that all persons are ICT literate at entry level in public service.

• Communicating the risks of not moving toward digital transformation.

• Conducting frequent and supportive citizen surveys.

• Introducing a 360-degree evaluation for Permanent Secretaries on their management of digital transformation, thus making them accountable for what does or does not happen.
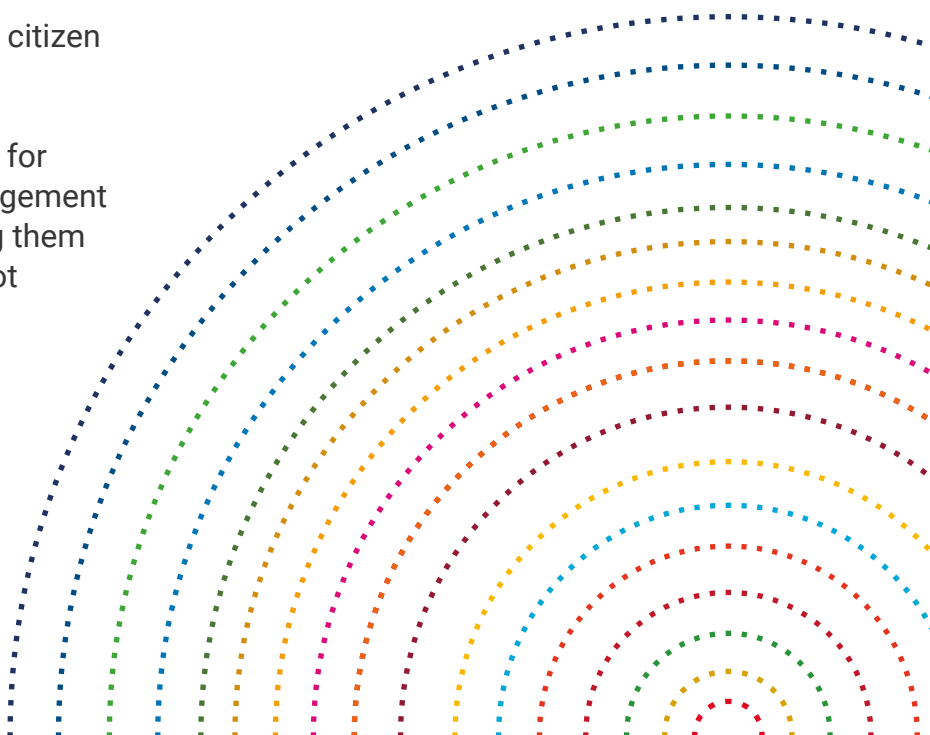
INSIGHTS, TAKEAWAYS, POSSIBLE FOLLOW-UP AND EVALUATION

Insights from the workshop

Participants specifically mentioned as key learnings: the features of successful Digital Transformation; the potential value of the Digital Government Transformation Capability Assessment; Design Thinking; Innovation Labs; the need for Leadership to take risks; and that Digital Government is not a remote goal but that it can happen. Further learning came from the need to align national strategies with SDGs and ensure stakeholder engagement, with the support of politicians and the constructive role of monitoring and evaluation.

Takeaways for participants' organizations

A number of participants committed to taking their learning from the workshop to their own organizations, share information and incorporate their learning in initiatives that are currently running in their organizations. Applying the DGCAand embedding digitalisation as a tool were also mentioned. At a personal level, some pledged more introspection and more use of storytelling in their communication.

Possible follow-up actions

Many participants joined in supporting the idea of (a) Regional Innovation Lab(s) and a specific such Lab dedicated to agriculture. At a regional level, proposals were made to establish a Network of Digital Transformation Agents and a Forum for proactively sharing transformation initiatives including a central repository of cases and data on innovation. Regional data-sharing and a collaborative approach to funding for innovation were also proposed.

Participant evaluation

Participants evaluated each session briefly, noting what they liked or what they liked less in each session and what suggestions for doing things differently in the following sessions. Overall, the positives were significant, and the negatives were often linked to time constraints and occasional technology challenges on their side (please see Annex 1 which contains the Evaluation Survey by participants). The Report concludes with a quotation of the Prime Minister of Barbados on the immense potential of transformational change. (taken from the Inter-American Development Bank that produced the video).

"

Look at the sky, look at the ocean, look at the sand, look at the people, feel the breeze. Everything that is not manmade is still working in Barbados. So we must get there if we work together, in our families, in our communities, in our schools, in our place of work. We can get there with transformational policies, transformational thinking and transformational implementation.
H.E. Ms. Mia Mottley, Prime Minister of Barbados

"
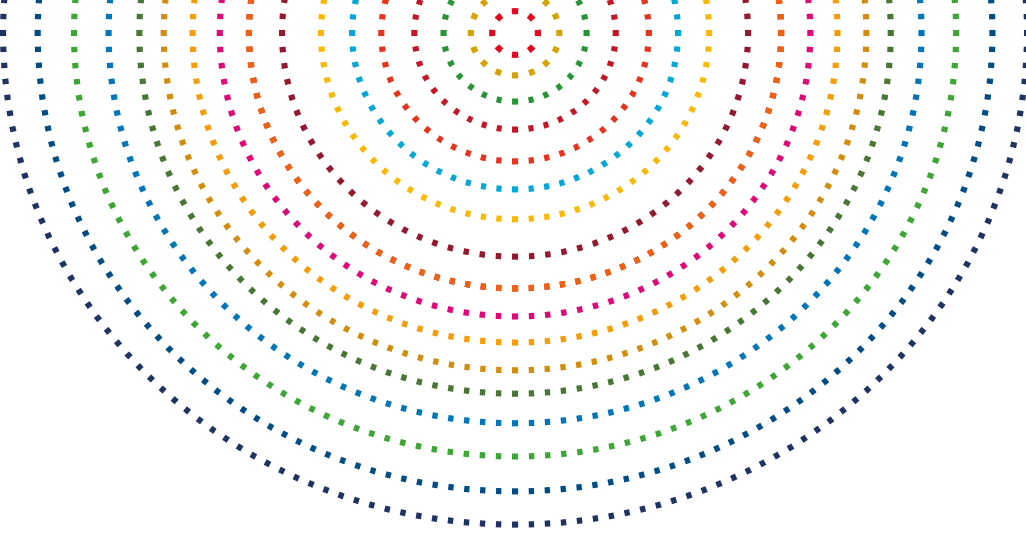
Annex I – Evaluation Survey Results
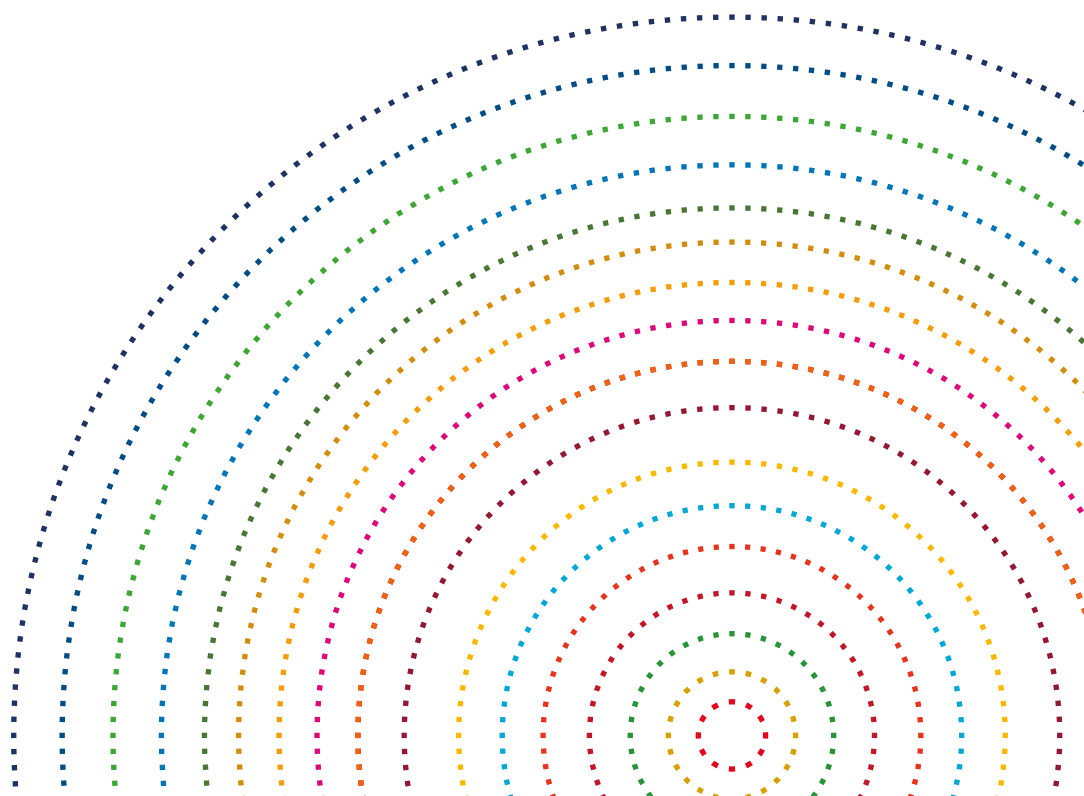
Evaluation Survey Results

1. Background

In total there were ten webinars gathering two groups of countries: Group A: Barbados, British Virgin Islands, Dominica, Saint Lucia, St. Kits and Nevis, St. Vincent and the Grenadines; Group B: Anguilla, Antigua and Barbuda, Grenada, Guyana, Jamaica, and Montserrat. The two groups allowed for enhanced inter-governmental dialogue and participation.

27 respondents from the following countries filled out the survey: Anguilla, Antigua and Barbuda, Barbados, British Virgin Islands, Dominica, Guyana, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, and Trinidad and Tobago.

2. Main Results

From the substantive perspective, the Webinar Series in the Caribbean succeeded to raise awareness of key concepts and issues such as design thinking and innovation labs for innovation in public service delivery, dimensions for digital transformation (Governance, Leadership, Strategy, Legal Framework, Technology, Professional and Workforce Development), and to trigger interest in regional cooperation with some concrete follow-up actions such as a Compendium on Regional Innovations and the eventual creation of a Regional Innovation Lab (virtual and/or physical) for Innovation and Digital Government in the Caribbean, to be led by CARICAD and CARICOM with potential support from UN DESA. Other aspects related to the Webinar Series are presented below.

3. Gender Balance

The Webinar Series was characterized by excellent gender balance in terms of participants, facilitators and presenters. Overall, the participation was 54% female and 46% male. This is particularly positive considering that digital government and ICT has been traditionally a male-dominated field in various Regions and countries.

| Female | 15 |
| Male | 12 |

4. Substantive Learning

The Survey used a Likert Scale to probe the substantive learning of participants related to 12 areas of knowledge:
• Innovation
• Digital Government
• How Innovation and Digital Government can improve Service Delivery
• Holistic approach to strategy
• My country's capacity for digital government implementation
• Other countries approaches to digital government
• Linkages between innovation, digital government and public service delivery
• Innovation Labs
• Design Thinking
• Achieving Organizational Change
• Achieving Culture Change
• Achieving Personal Change

Overall, participants strongly agreed or agreed (over 90%) that the training enhanced their understanding of the following areas:
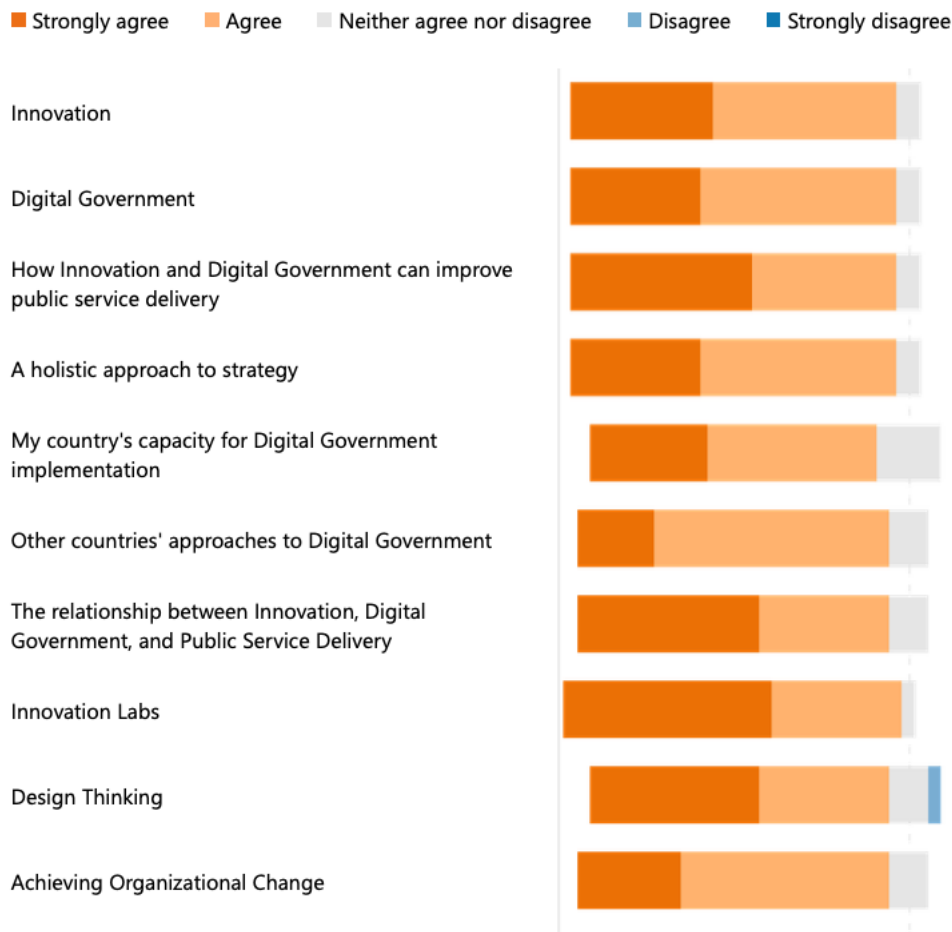
5. Based on the presentations from the colleagues during the training, what are the top two best ideas for a Regional Innovation Lab that you would like to contribute to?

Some participants outlined elements of the institutional architecture for the Regional Innovation Lab (or Innovation Hub):

5.1) It should be a Public-Private Partnership
5.2) It should be a virtual institution
5.3) It should have a public communication division (to connect Governments to the public)
5.4) It should have a structure but also a resourcing strategy

Other participants highlighted substantive areas to be covered by the mandate of the Regional Innovation Lab (or Innovation Hub):

5.5) Agriculture Innovation Lab (mentioned by 9 participants)
5.6) Focus on Service Delivery and Technology Innovation Lab (mentioned by 6 participants)
5.7) Artificial Intelligence Lab (mentioned by 1 participant)
5.8) Regional Co-operation Review of Regional Best Practices
5.9) Focus on the establishment of a Regional Data Centre
5.10) Focus on "Knowledge transfer, especially tacit knowledge" (sic)

A few participants also mentioned generic goals and objectives:

5.11) A Regional Innovation Lab committed to utilize evidence-based design thinking to enhance public sector delivery

5.12) A Regional Innovation Lab leading to the reduction of inefficiencies within public services through the design of quality services and products

6. How would you rate the following elements of the workshop?
The Survey used a Likert Scale to obtain feedback about specific features of the training:
• Information and support provided
• Quality of resource materials
• Overall quality of facilitation/delivery of sessions
• Conversations with the colleagues (interaction and group work)
• Preparatory Assignments
• Overall Workshop Design
Overall, participants provided "excellent" and "very good" feedback (on average above 93%)
The results were as follows:

Legend: Excellent, Very Good, Average, Poor, Very Poor

- Information and support provided throughout the workshop
- Quality of resource materials
- Overall quality of facilitation/delivery of the sessions
- Conversations with the colleagues
- Preparatory assignments
- Overall workshop design
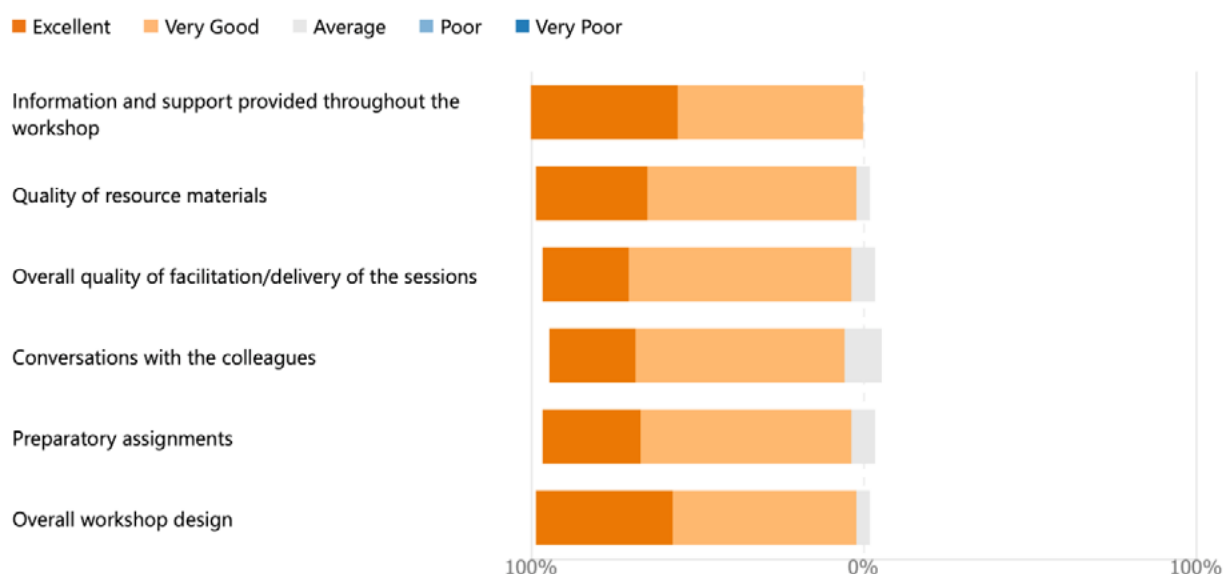
7. I am likely to apply the learning I acquired from this Training Webinar in my work

In response to the statement above, 44% strongly agreed (blue), 41% agreed (orange) and 15% neither agreed nor disagreed (green). No response disagreed or strongly disagreed.

Strongly agree	12
Agree	11
Neither agree nor disagree	4
Disagree	0
Strongly disagree	0

8. Testimonials from participants on the positive outcome of the Workshop

Participants were high-level public servants with relevant responsibilities in their respective countries who voluntarily decided to take part in the workshop and invest their own time for learning purposes. The evaluation survey aimed at establishing if and how the Webinar Series was useful and how to improve it. This is particularly important considering the pioneer nature of this training, in view of the COVID-19 pandemic.

8.1) One group of answers focused on the newly acquired individual knowledge and exposure to new information:

- *"This workshop was an eye opener to the many possibilities and opportunities of innovation in my country".*
- *"It provided insight into the range of innovation and digital development that is happening in the region and work that I was unaware of".*
- *"Increased my knowledge base and access to resources"*
- *"The workshop enhanced my understanding of the role of innovation and digital technology in public service delivery. The sessions were informative as they provided practical concepts on digital transformation that can be used in my present role"*

8.2) Another group of answers focused on the strategic entry points to improve their own organizations and work environment:

- *"This workshop has provided me with more ideas and supporting factors that I can present to my supervisors to help with the digital transformation of our organization".*
- *"I received great insights for improvements within my workplace to positively influence within the Public Service. I have been able to share some of my learning with reference to the "Next Normal" for Covid-19 and on a recent Radio Programme. Additionally, during a recent presentation to the Committee of Permanent Secretaries, I was also able to discuss the possibility of Creating an Innovation Lab regionally/locally and made specific reference to the work out from the group presentations and in particular the one on Service Delivery which is now an area of focus for*

Dominica".
- *"The 'people centred' approach required for innovation and digital transformation and the need for leaders to take a wholistic approach when driving change resonated with me. The workshop provided for critical thinking about the facilitators and barriers which impact digital transformation within the public service in Montserrat, but most importantly, provided suggestions as to how we can navigate/mitigate the challenges".*

8.3) A third group of answers highlighted their exposure to newly gained regional knowledge and insight:

- *"As a Caribbean National I was appreciative of what my colleagues from across the region had to say about what is going on in their respective countries as it relates to innovation and digital transformation".*
- *"The recognition that greater level of participation and integration are needed to improve on our digital agenda as a region".*
- *"Good snapshot / insight into what is being done in SIDS (increased exposure/ knowledge)"*

9. What three aspects did you like the most?
The purpose of the question was to identify aspects to be enhanced and detailed when adapting the training to other regions or at the national level.

9.1) One group of answers focused on specific delivery features and quality presentations:

- *"I particularly enjoyed the session on innovation labs, design thinking and the*

presentation by Anya Thomas"
- *"Dimis summaries and presentations. Preparation exercises. Jonas presentations"*
- *"Real people with real world experiences that I was able to connect with."*
- *"The presenters proved to be knowledgeable and well informed in their respective fields"*

9.2) Another group of answers focused on specific content:

- *"The assignments were all practical and relevant to the advancement of Digital Transformation in the region"*
- *"Digital Transformation Capability Assessment Framework, Innovation Labs and Design Thinking"*
- *The administrative support for the Workshop was excellent. Special mention to Dr. Lois Parkes The team presentations especially the innovation lab exercises The presentation on innovation in social services*

9.3) A third group of answers highlighted the interactive approach and regional outreach designed for the training and its agenda

- *"1. Interacting with my peers from other Countries   2. The assignment on Innovation Lab 3. Content on Design Thinking and Innovation Labs"*
- *"The ability to share and learn from colleagues from other countries as well as the opportunity to engage with local counterparts through the group sessions"*

10. What three aspects did you like the least?
The purpose of the above question is to learn from mistakes and improve the adaptation of Webinars into specific countries and other regions.

10.1) One group of answers focused on specific features that could be improved, such as more time for Questions and Answers and interaction with speakers:

- *"Lack of Q&A after presentations"*
- *"The inability to ask presenters questions".*
- *"Some presentations were rushed due to time constraints"*
- *"Not being able to have interactive discussions with some presenters".*

10.2) Another group of answers focused on missing features that could have been considered:

- *"Not being able to use data or cases to highlight inherent weaknesses in our Digital Transformation relative to other regions".*
- *"Timeframe for interaction with colleagues could have been a bit more"*

10.3) Despite their positive feedback, a few participants acknowledged that the virtual environment has challenges and would never completely replace personal contact:

- *"Virtual delivery - I believe that in this region cooperation will be critical for innovation and digital government to be wide spread and this mode of delivery did not allow for the level of networking and sidebar conversations that could bear more fruit."*
- *"The ICT platform is not very user friendly"*

11. What follow-up actions will you take in your daily work to implement the knowledge gained?

11.1) One group of answers focused on the potential to network regionally beyond their own organizations:

- *"I would like to be able to keep in touch with some of the persons from the group so that we can continue to foster and share new ideas".*

11.2) Most answers focused on opportunities at the national level for furthering organizational improvements:

- *"Keep abreast of the implementation progress of the Government's Digital Strategy Consider how the Ministry of Finance can facilitate the implementation process through greater budgetary allocations to the Ministry responsible for the implementation of the Government's Digital Strategy Research incentives that could encourage more investments in digital transformation"*
- *"As my ministry is now beginning the process to bring our services online, this course has prepared me to be able to make a meaningful contribution to the discussions and I will certainly share the information provided."*
- *"Transfer of the knowledge gained to my colleagues."*
- *"Share information with other local stakeholders Integrate some of the learning in the Public Sector Transformation Programme and that of the ICT Transformation Plan. Encourage the use of design thinking and greater use of Innovation Lab"*
- *"I plan to apply the 'From Thinking to Action' general criteria when exploring solutions for problems by analysing*

the value and feasibility of any action before I implement. I will be guided by the Principles of Effective Governance for Sustainable Development in my decision making processes, and in will share these principles with other colleagues".*
- *"Knowledge transfer, be the change, as such, I will be seeking to implement a mini Innovation Lab within the ICTSB, for ICT that comes naturally in cases, we will however ensure all projects are in alignment with the strategic vision of the Ministry".*
- *"The Government of Anguilla has interest in developing an e-government policy and strategic framework. Engagement with organisers and presenters may help us to identify a practical road map. The knowledge gained may also be applied as we make steps in the direction of broader public service transformation".*
- *"I would want to press for a committee to address how design thinking can be best incorporated into the development of a digital trannnsformation approach for the Government of Montserrat. This workshop also cemented the importance of a multidisciplinary approach to any large transformation".*
- *Review the programmes to see how they lend to the attainment of the SDGs Enhance innovation used in my organisation to improve service delivery*

12. What follow-up actions would you like the organizers to take to facilitate implementation of outcomes?

12.1) One group of answers requested specific institutional follow-up contacts:

- *"A continued working relationship with the Ministry of Innovation, Science and Technology in Barbados"*

- *"Regional coordination of actions. Regional repository. Regional body led assessments to augment self-assessments on digital and e-Government maturity"*

12.2) Another group of answers focused on proposing specific national and regional activities:

- *"If possible, organize similar workshops for other Government officials. Document and share success stories on innovation, digital transformation and public service delivery across the region, in particular, especially from participants who applied the knowledge".*
- *"To encourage the alignment of plans and programmes across the region. To develop a mechanism to establish baseline data relevant to the region. To encourage design thinking and the use of Innovation Labs To foster an environment where more organisations from the region are represented on international bodies contributing to digital transformation. Greater level of engagement of CARICOM to provide a greater level of support to Digital Transformation in the region."*

13. Please provide how you think this workshop might be improved

Various constructive points and useful feedback was received, as follows.

13.1) One group of answers focused specifically on improving content, with a few suggestions:

- *"The workshop should include examples of innovation from the region"*
- *"An area for improvement would be to incorporate more Caribbean subject matter experts who could provide best practice in the region".*
- *"By providing workshops of a similar nature to Permanent Secretaries, and maybe political figures so that they may be able to buy in to the notion of innovation and digital technology for better public service delivery"*

13.2) Another group of answers focused on the design of the workshop and its format:

- *"It can be improved if each session is longer so the presenters can be more detailed and thorough with their presentations. Perhaps 5 half-days instead".*
- *"Greater level of interaction with the presenters. Would be useful to have a political representative from CARICOM to endorse the training and highlight their priorities re Digital Transformation for the region. In fact a round table discussion would be useful to discuss the vision and issues affecting the region".*
- *"The presentations were so rich but were sometimes rushed. A little more time would be required for delivery for greater effectiveness. However the recordings and documents are highly appreciated".*
- *"Allow for the timeframe to be increased so that future workshops can be more detailed and allow for further insights to be received by participants".*
- *"The timing between sessions should be narrowed."*
- *"Rather than one session per week for five weeks, I suggest one full week."*
- *More time to absorb the content shared Break out sessions would also be helpful*

13.3) One third group of answers requested a physical workshop, whenever possible, while understanding that we have achieved good results together, despite the pandemic:

- *"I would like to be able to keep in touch with some of the persons from the group so that we can continue to foster and share new ideas".*
- *"The workshop was well organized and delivered, of course, nothing beats meeting others in person and also getting out of the office space which at times prevents one from given their undivided attention. Based on the current pandemic these limitations are understandable".*
- *"The workshop would be more impactful if it was conducted in-person. However,*

I understand the COVID-19 situation prevented this."

**14. I would be interested in capacity development support in the following areas:** The participants could choose one or more of the following substantive areas for further capacity development training. "Changing Mindsets" is the subject area which has potentially attracted more interest.
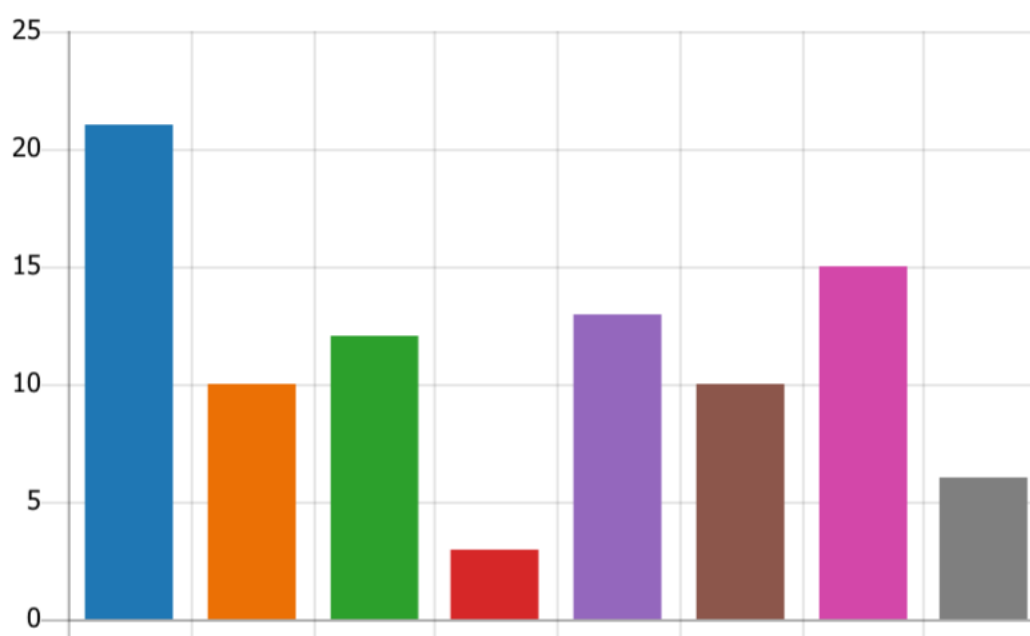
Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development	21
Transparency, Accountability and Ethics in Public Institutions	10
Institutional Arrangements and Governance Capacities for Policy Coherence	12
Effective National to Local Public Governance for SDG Implementation	3
Government Innovation for Social Inclusion of Vulnerable Groups	13
Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience	10
Innovation and Digital Government for Public Service Delivery	15
E-government for Women's Empowerment	6
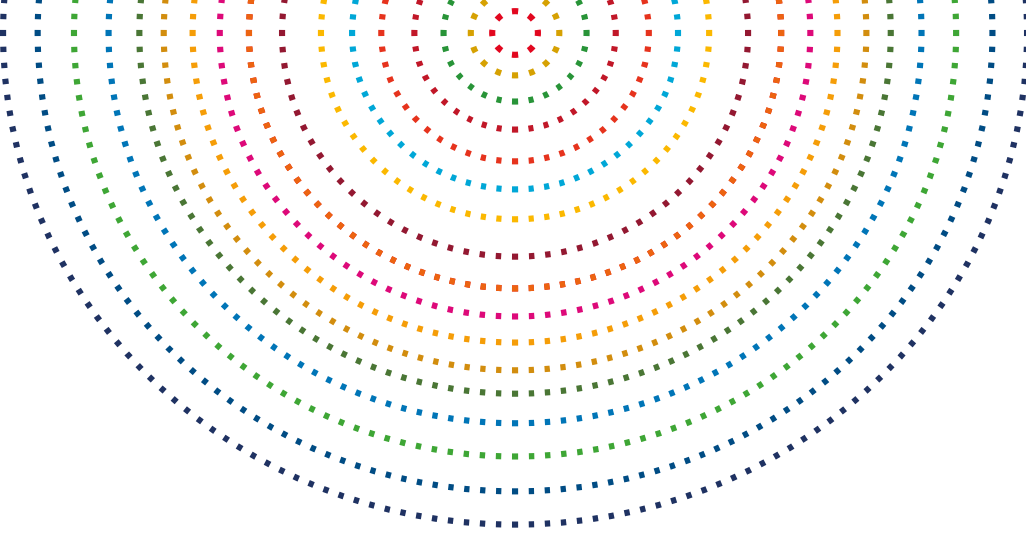
Annex II – List of Participants
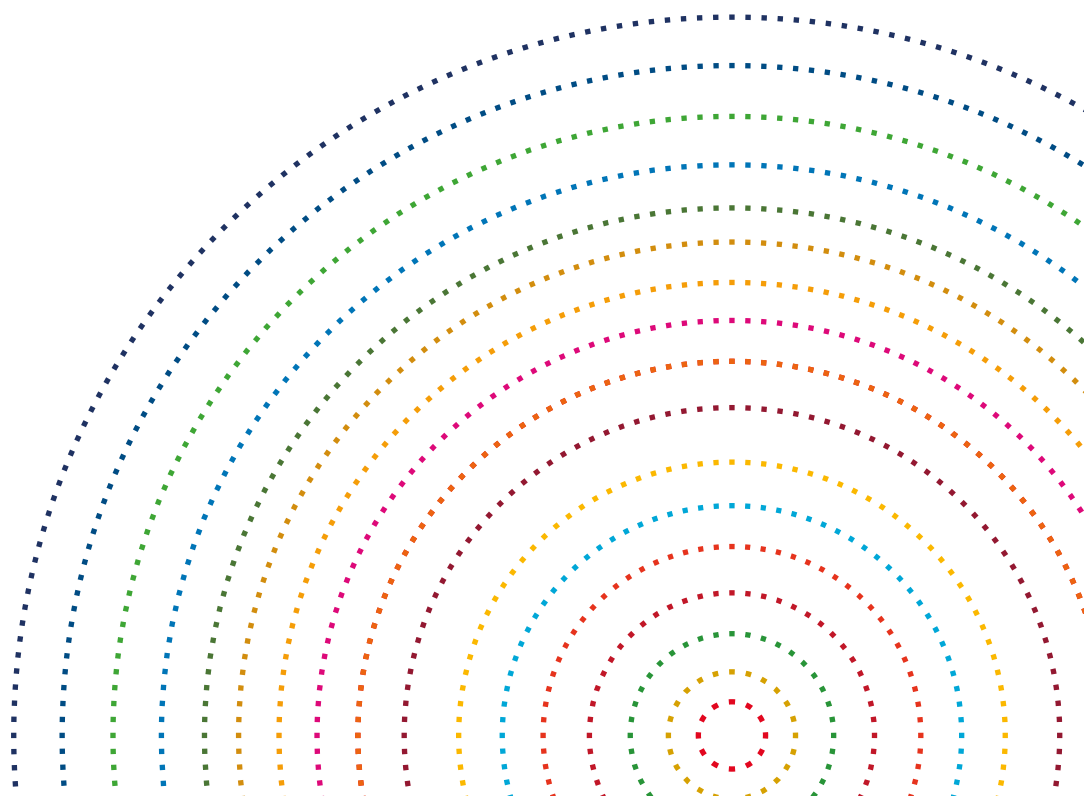
Group A

Name	Organization	Title	Country
Mr. Rodney Payne	Ministry of Innovation, Science and SMART Technology, Project Execution Unit	Project Manager	Barbados
Mr. Charles Cyrus	Ministry of Innovation, Science and SMART Technology, Market Research and Innovation, Science	Director	Barbados
Ms. Annette Weekes	Economic Affairs Division	Permanent Secretary	Barbados
Ms. Kelly Hunte	Ministry of Housing, Lands and Maintenance	Senior Housing Planner	Barbados
Ms. Sonia King	Urban Development Commission	Director	Barbados
Ms. Cecillia Carr	Ministry of Governance, Reform Management Unit	Senior Administrative Officer	Dominica
Ms. Lynn Delsol	Ministry of Finance and Investments, ICT Unit	Director	Dominica
Mr. Kentus Eugene	Department of the Public Service	Information System Manager	Saint Lucia
Mr. Joshua Vernor	Department of Education, Innovation and Gender Relations	Information Systems Manager	Saint Lucia
Mrs. Versilie Francis	Fiscal Affairs and Policy Unit	Head	St. Kitts and Nevis
Mr. Hqusac Huggins	Ministry of Finance	Business Analyst	St. Kitts and Nevis
Mr. Winston George	Ministry of Finance, Economic Planning and Information Technology	CARCIP Project Manager	St. Vincent and the Grenadines
Mrs. Emma Jackson	Ministry of Public Service, Consumer Affairs and Sports, Public Sector Reform Unit	Deputy Director	St. Vincent and the Grenadines
Mrs. Angela Lum-Joseph	Ministry of Public Administration and Digital Transformation	Deputy Permanent Secretary	Trinidad and Tobago
Ms. Colleen Gallazzi	Ministry of Public Administration and Digital Transformation, Modernization and Service Improvement Division	Programme Director	Trinidad and Tobago

Group B

Name	Organization	Title	Country
Ms. Rhina Meade	Ministry of Economic Development, Planning, Natural Resources, Trade, information Technology	Director of Economic Planning	Anguilla
Mrs. Carla Rogers	Department of Public Administration	Deputy Director Human Resources Management	Anguilla
Ms. Tracelyn John	Ministry of Finance and Corporate Governance	Research Officer in the Planning Department	Antigua and Barbuda
Mr. Daniel Knight	Ministry of Information, Broadcasting, Information Technology and Telecommunications	Director of E-Government	Antigua and Barbuda
Ms. Sparkle Grenada-Courtney	Department of Public Administration	HRM Officer	Grenada
Ms. Isabel Morris	Department of Public Administration	HRM Officer	Grenada
Mr. Jason Fraser	Office of the President	Ministerial Planning Officer	Guyana
Ms. Bibi Rameeza Mullah	Chief Personnel Officer	Ministry of the Public Service	Guyana
Mr. Wayne Thompson	Public Sector Transformation and Modernization Division，Office of the Cabinet	Principal Director	Jamaica
Mr. Shawn McEwan	Management Institute for National Development (MIND)	Manager, Creative Development, Production, Information Communication and Technology	Jamaica
Mr. Damian Myers	Ministry of National Security, Technology Services Branch	Director, Information & Communications	Jamaica
Mrs. Viona Alexander Smith	Information and Communication, Office of the Premier	Director	Montserrat
Mr. Julian Wade	Royal Montserrat Police Service (RMPS)	Inspector	Montserrat
Ms. Tanisha Christopher	Office of the Deputy Governor	Director	Montserrat