United Nations | Department of Economic and Social Affairs

CARICAD
Caribbean Centre for Development Administration

Webinar Series on
Innovation, Digital Government and Changing Mindsets for Public Sector Transformation

21, 28 February 2024 - 20, 27 March 2024

Booklet

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY
End poverty in all its forms everywhere

2 ZERO HUNGER
End hunger, achieve food security and improved nutrition and promote sustainable agriculture

3 GOOD HEALTH AND WELL-BEING
Ensure healthy lives and promote well-being for all at all ages

4 QUALITY EDUCATION
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5 GENDER EQUALITY
Achieve gender equality and empower all women and girls

6 CLEAN WATER AND SANITATION
Ensure availability and sustainable management of water and sanitation for all

7 AFFORDABLE AND CLEAN ENERGY
Ensure access to affordable, reliable, sustainable and modern energy for all

8 DECENT WORK AND ECONOMIC GROWTH
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

10 REDUCED INEQUALITIES
Reduce inequality within and among countries

11 SUSTAINABLE CITIES AND COMMUNITIES
Make cities and human settlements inclusive, safe, resilient and sustainable

12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Ensure sustainable consumption and production patterns

13 CLIMATE ACTION
Take urgent action to combat climate change and its impacts

14 LIFE BELOW WATER
Conserve and sustainably use the oceans, seas and marine resources for sustainable development
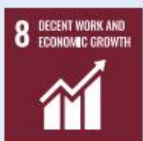
15 LIFE ON LAND
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Webinar Series on

"Innovation, Digital Government and Changing Mindsets for Public Sector Transformation"
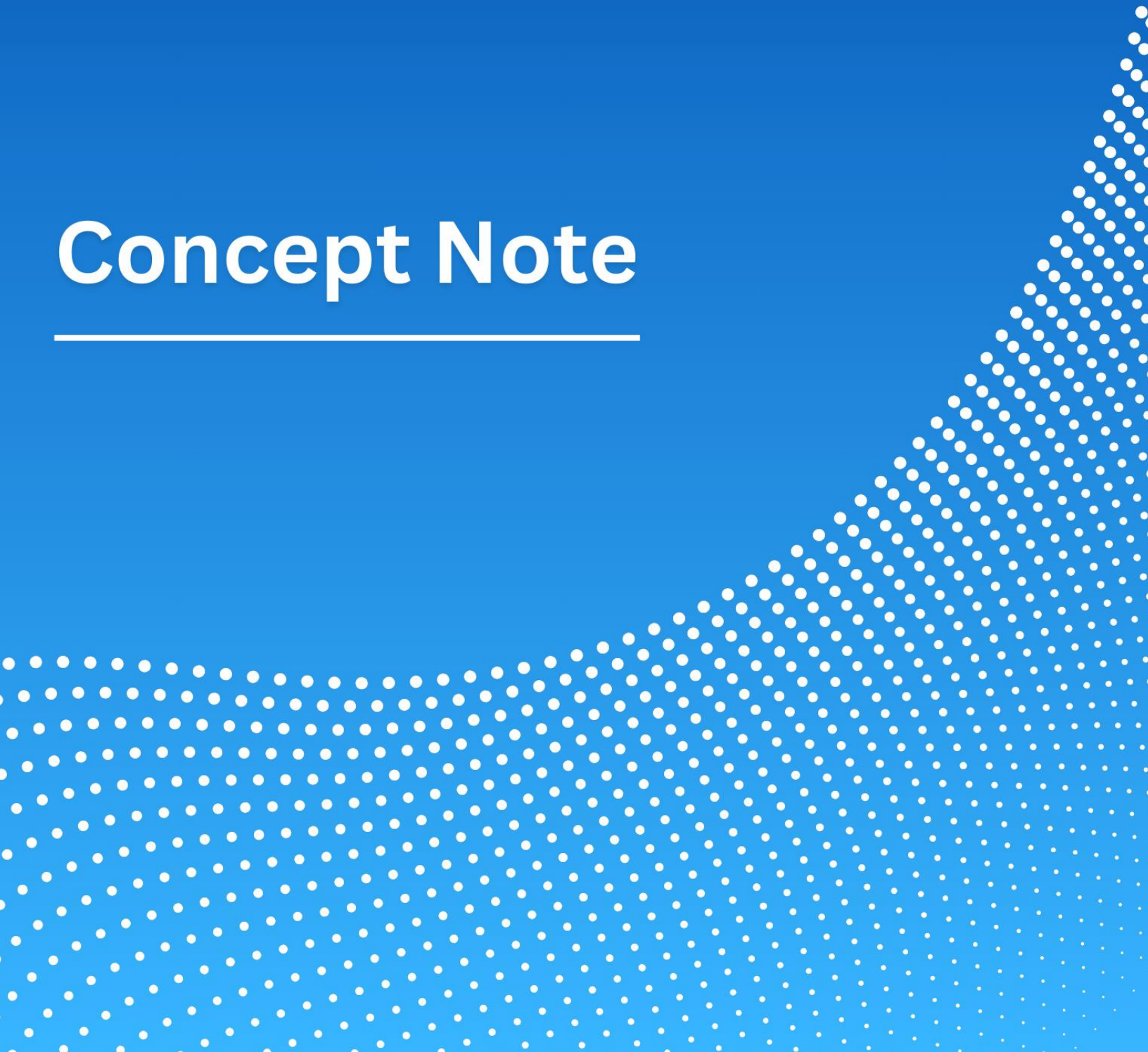
21 and 28 February 2024

20 and 27 March 2024

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Concept Note

Concept Note

1.   Description of the Event

The Caribbean Centre for Development Administration (CARICAD) in collaboration with the United Nations Department of Economic and Social Affairs, Division for Public Institutions and Digital Government (UN DESA/DPIDG), as well as other global and regional partners, will organize a Webinar Series on "Innovation, Digital Government and Changing Mindsets for Public Sector Transformation". The webinars will be held on 21 and 28 February 2024 and 20 and 27 March 2024. They will bring together research findings, innovative practices and thought leadership on these all-important topics of innovation, digital government and changing mindsets for public sector transformation.

Among the areas to be covered, in this four-session webinar series, are the global context of digitalization and an exploration of the requirement for changing mindsets as foundational to innovation, digitalization and public sector transformation. CARICAD will also present its findings from an e-Government survey conducted amongst its member states. In addition, small country experiences will be explored.

2.   Context

The world is undergoing a period of unprecedented change. At the same time, the rapid pace of emerging technologies requires an improvement in management capabilities. Indeed, the digitalization of societies is globally recognized as an enabler for the achievement of human progress as defined by the Sustainable Development Goals (SDGs). While enabling benefits are recognized, so too are the associated risks. Public institutions therefore play a critical role in establishing the appropriate policy frameworks to maximize the benefits, while mitigating the risks, to support digital societal transformation.

The Caribbean's commitment to the SDGs, the priorities for the Caribbean Community (CARICOM), as well as the national vision of the CARICOM member states, all require more innovative, responsive, and transformed public services. The Caribbean region must be prepared to take advantage of these developments as well as to create an environment which will lead to adaptability in mindset, resilience, and innovation.

Much has been said about the implementation deficit in the Caribbean region and its vulnerability. In addition, the loss of talent particularly at the leadership and senior levels caused by retirement, resignations, and migration, creates a need for the development and sustaining of relevant capabilities to address the emerging challenges and interlocking crises, such as climate change, food insecurity, energy access, jobs and social protection, and digital connectivity.

3.   Objectives

The Webinar Series on Innovation, Digital Government and Changing Mindsets for Public Sector Transformation seeks to explore practices and approaches to the digital transformation of public services globally and regionally, different mindsets, the role of changed mindsets and capacity building strategies (aimed not only to the public sector but society as a whole), to support this transformation.

It will examine the relevance of adopting new mindsets to accelerate the implementation of digital government to improve the delivery of public services to citizens. By changing our mindset, we can leverage the potential of emerging technologies and foster a culture of innovation and resilience and respond to the needs and expectations of our citizens.

The Webinar Series will also be an opportunity to highlight a project on "Developing Capacities for Innovation, Digital Government Transformation and Changing Mindsets in the Caribbean Small Island Developing States (SIDS)". The project is being spearheaded by UN DESA/DPIDG and the Division for Sustainable Development Goals (DSDG) in collaboration with CARICAD, the Economic Commission for Latin America and the Caribbean (ECLAC) and the UN Resident Coordinator Offices in the region. The project will strengthen the capacity of selected countries in the Caribbean SIDS to mobilize their institutions and public servants to enhance effectiveness and institutional coordination, public accountability, and engagement of key stakeholders in the implementation and review of the SDGs. Lessons learned and experiences will be shared among colleagues in the region during the life of the project. The three-year project is expected to begin in January 2024. The Webinar Series will align with the objectives of the project.

4.   Thematic Focus

The Webinar Series will focus on how to develop a culture of innovation to improve the delivery of government services by changing mindsets. The series will cover the following topics:

Webinar 1: Changing Mindsets for Innovation and Digital Government

Webinar 2: State of Digital Transformation in CARICAD Member States - Findings of the CARICAD e-Government Survey and the UN e-Government Survey

Webinar 3: Innovation in Public Service Delivery

Webinar 4: Country Experiences in Changing Mindsets, Innovation and Digital Government - Successful country experience and digital transformation efforts underway in the Organisation of Eastern Caribbean States (OECS)

Relevance to the UN DESA project and the realities of Artificial Intelligence (AI) will be discussed throughout all the sessions.

5. Methodology

The Webinar Series will feature presentations by experts and discussions on innovative practices for peer-to-peer learning. It will be conducted virtually.

6. Format

The webinar series will comprise four (4) online sessions using the Zoom Platform. There will be one (1) weekly session over a period of four (4) weeks. Each session will last for 1.5 to two (2) hours and will consist of:

- A presentation by a featured speaker/s
- Q and A segment

7. Target Audience

Public officials, including those performing at senior levels.

8. Expected Results

The Webinar Series aims to increase awareness and foster a shift in mindsets that are essential for innovation and digital transformation of public services. By the end of the Webinar Series, participants will have:

- Learned about the changes that are required at different levels (individual, organizational, and institutional) to successfully change mindsets.

- Gained insights from country experiences to inspire and guide their actions to address the challenges of implementing digital public services in their contexts.

Agenda

Agenda

Webinar 1 – Changing Mindsets for Innovation and Digital Government

Wednesday, 21 February 2024, 10:00 a.m. - 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:30 Opening Remarks
- o Hon. David Archer, Deputy Governor, Government of the British Virgin Islands, Chairman of CARICAD
- o Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government, UN Department of Economic and Social Affairs (UN DESA)
- o Mr. Rodney Taylor, Secretary General, Caribbean Telecommunications Union (CTU)

10:30 – 10:50 Keynote Presentation
- o Dr. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA

10:50 – 11:00 Presentation on the CARICAD Public Sector Transformation Schema
- o Mr. Devon Rowe, Executive Director, CARICAD

11:00 – 11:25 Discussion and Q&A

11:25 – 11:30 Key Insights and Closing

Webinar 2 – State of Digital Transformation in CARICAD Member States
Results from 2023 CARICAD Regional Survey and Findings UN e-Government Survey

Wednesday, 28 February 2024, 10:00 a.m.- 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:30 Presentation on the Findings of CARICAD's Regional E-Government Survey
- o Amit Uttamchandani, Chief Technology Officer, Caribbean Corner Office
- o Ashish Uttamchandani, Partner, Caribbean Corner Office

10:30 – 10:50 Presentation on the Findings of the UN E-Government Survey
- o Vincenzo Aquaro, Chief, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA

10:50 – 11:25 Discussion and Q&A

11:25 – 11:30 Key Insights and Closing

Webinar 3 – Innovation in Public Service Delivery
Conditions for successful innovation in digital transformation in the age of AI

Wednesday, 20 March, 2024, 10:00 a.m. - 11:30 a.m. Eastern Caribbean Time (10:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, Caribbean Centre for Development Administration (CARICAD)

10:00 – 10:05 (Eastern Caribbean Time)
Welcome Remarks
- o Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:20 Presentation
- o Dr. Cristina Rodriguez-Acosta, Inter-regional Advisor, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA

10:20 – 10:35 Presentation
- o Dr. Marielza Olivera, Director, Division for Digital Inclusion, Policies and Transformation, Communications and Information Sector, UNESCO

10:35 – 10:50 Presentation on The Role of the Public Service Training Institutions in Supporting Public Sector Innovation
- o Ms. Prudence James Townsend, Director Business Development and Communication, Management Institute for National Development (MIND), Jamaica

10:50 – 11:25 Discussion

11:25 – 11:30 Key Insights and Closing

Webinar 4 – Country Experiences on Changing Mindsets, Innovation and Digital Government

Wednesday, 27 March, 2024, 10:00 a.m. – 11:30 a.m. Eastern Caribbean Time (9:00 a.m. NY Time)

Moderator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD
10:00 – 10:05 (Eastern Caribbean Time) Welcome Remarks
- Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

10:05 – 10:20 Presentation on ASAN Public Services
- Mr. Mahammadali Xudaverdiyev, Director General for International Affairs, State Agency for Public Service and Social Innovations under the President of Azerbaijan

10:20 – 10:35 Presentation on the Caribbean Digital Transformation Project
- Dr. Jermaine Jewel Jean-Pierre, Project Manager, World Bank-funded Caribbean Digital Transformation Project

10:35 – 10:50 Presentation on Harnessing the potential of artificial intelligence to create public value
- Dale Alexander, Chief, Caribbean Knowledge Management Centre, ECLAC Subregional Headquarters for the Caribbean

10:50 – 11:05 Presentation on Uruguay's Digital Transformation Journey
- Hebert Paguas, Executive Director Of Agesic
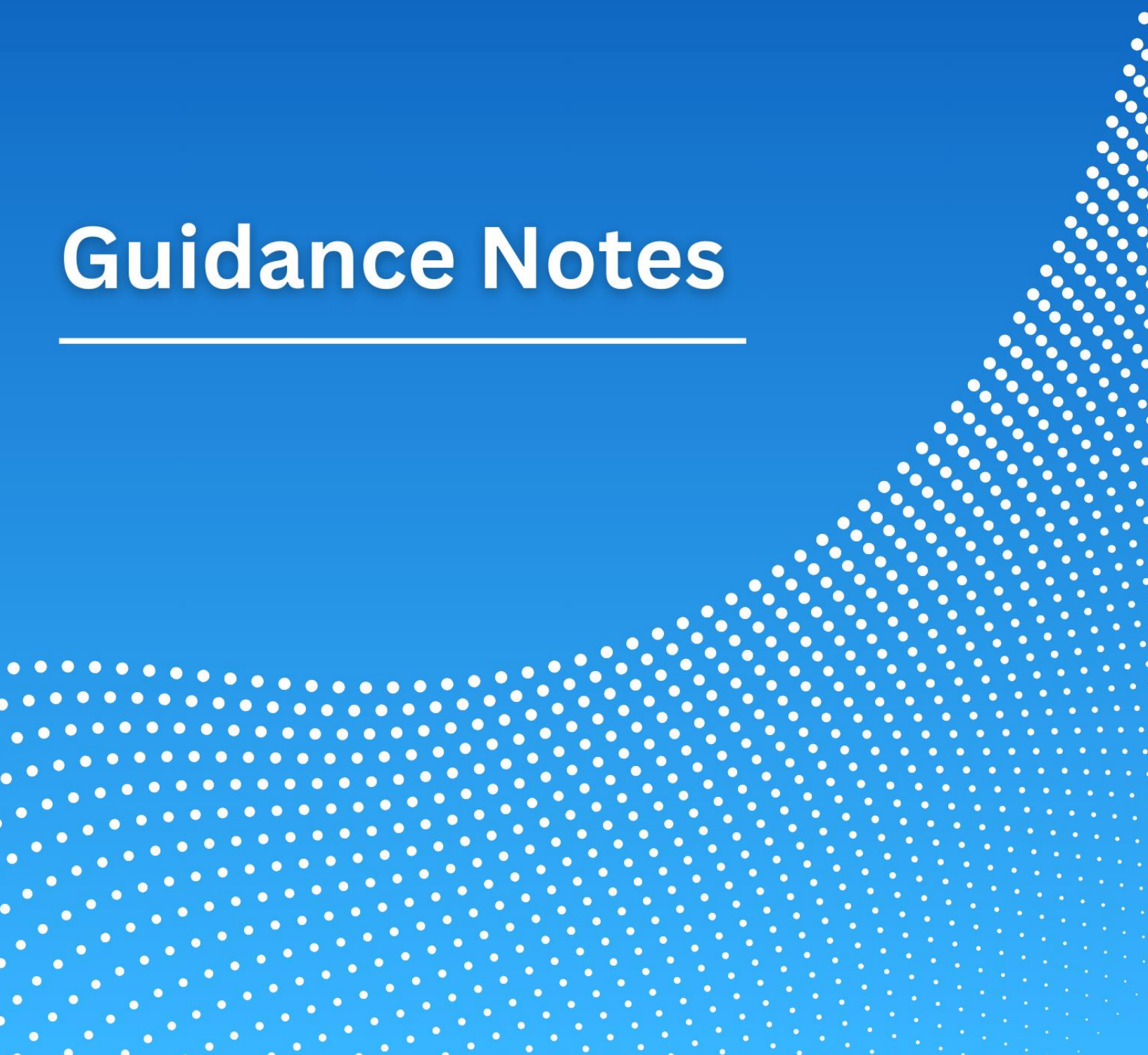
11:05 – 11:15 4th SIDS Conference: Key Highlights

11:15 – 11:30 Discussion and Q&A

11:30 – 11:35 Key Insights and Closing

Guidance Notes

Webinars' Guidance Notes

Webinar 1 on Changing Mindsets for Innovation and Digital Government

Background

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, effective rule of law and good governance at all levels and transparent, effective and accountable institutions, in line with Goal 16. Indeed, institutions play a critical role in the achievement of all the SDGs and targets. However, the COVID-19 pandemic and other global challenges, including climate change, geopolitical tensions, food insecurity, increasing levels of inequality, have strongly disrupted the implementation of the SDGs and the regular functioning of (public) institutions and affected key government functions and processes, undermining the effectiveness of government action.

As the Caribbean region grapples with inter-locking crises, it is essential to rethink governance systems and public sector arrangements, with SDG 16 as a key pillar for transformation. The public sector in the Caribbean region continues to face a capacity challenge in delivering change and transformation, with particular challenges being experienced in relation to mindsets, capacity, processes, and right skill sets. Public sector transformation is "a continuous process of leading and managing change in the public service for innovative adaptation to enable the delivery of services and results in a resilient and sustainable manner" (CARICAD, 2021) and includes new cultures, capacities, and knowledge. Recovering from COVID-19 and other events will require strengthening competitiveness through knowledge and skills upgrading. Also, innovation at national and local levels is needed to create innovative, technology-driven economies and societies. One of the greatest challenges for public servants is to change their mindsets. Changing public servants' beliefs and attitudes (that is, the mindset) for innovation and digital transformation is essential to ensure institutional effectiveness for implementing the SDGs.

This webinar will explore the topic of why changing mindsets in the public sector is critical to promoting innovation and digital government transformation, what new competencies and skills are needed to implement the SDGs, and what are some of the strategies at the institutional, organizational and individual levels that can be pursued to help a mindset shift towards a more agile, innovative and future - oriented public service.

Objectives
-    To explore the requirement for changing mindsets as foundational to innovation, digitalization and public sector transformation.

-    To explore various mindsets, i.e. digital mindset, innovative mindset and examine the relevant frameworks.

-    To deepen participants' understanding of innovation, and the role of digitalization in public sector transformation.

Guiding Questions for the Webinar

1. Why do public servants need to change mindsets and embrace new competencies to deliver on the 2030 Agenda for Sustainable Development?
2. What are some of the strategies to change mindsets and develop capacities at the institutional, organizational and individual levels across government?
3. How can public administration education and training institutes support a change of mindsets in the public sector? What are some of the main challenges to changing mindsets for SDGs implementation in the Caribbean region? How have some of those challenges been addressed? What can we learn from those experiences?

Webinar 2 on State of Digital Transformation in CARICAD Member States
Findings of the CARICAD e-Government Survey and the UN e-Government Survey

Background

Digital government and frontier technologies are bringing great opportunities for SDG implementation while posing risks of further digital and development divide within countries and between developing and developed countries. Frontier technologies are transforming the traditional governance models. This requires redefining the roles of the public and private sector in ensuring that technologies are used to improve public service delivery and the well-being of all.

Digital government transformation is not merely about technologies. It refers to a process of fundamental change requiring a holistic approach that puts people first and revolves around their needs, including the furthest left behind, while mitigating risks associated with the use of technologies. Change should be value-driven and institutionalized across all government levels and society with the aim of supporting the implementation of the SDGs. It also entails fundamental changes in the mindsets of public servants and people across society. Embracing a digital mindset and digital literacy (to be aware of opportunities and risks of the new digital world) is essential for the public sector.

The small size of SIDS economies and the shortfalls in innovation and digital transformation influence the level of productivity and overall competitiveness of these countries. Digital transformation needs to be promoted, with a view to enhancing SIDS Governments' capacities to leverage the power of innovative technologies to create jobs, improve services, catalyze post-COVID-19 recovery, and promote climate resilient development. National policies and public and private investment should enable higher levels of economic productivity through greater investment in human capital development, infrastructure, innovation, research, and technological upgrading, aimed also at diversifying the productive capacities of SIDS.

This webinar will present the results of CARICAD's E-government survey and the 2022 UN E-Government survey highlighting the region's diversity, main results, and how these findings can help to identify the training needs of the public sector.

Objectives

- To present the findings of the CARICAD e-Government Survey

- To present the main findings of the UN e-Government Survey with special emphasis on the Caribbean and main takeaways

- To facilitate a conversation on the status of e-government services in the Caribbean

Guiding Questions

1. What are some of the main findings of the digital government survey for the Caribbean?
2. What do those findings tell us about the digital divide and what are some of the lessons learned or best strategies to deal with such challenges?
3. What can education and training institutes do to support digital mindsets? How can they support preparing the future workforce?

Webinar 3 on Innovation in Public Service Delivery

Background

Promoting innovation and digital transformation in the Caribbean can help countries to deliver services in a more effective and inclusive way, particularly to underserved, rural, physically disconnected, and otherwise marginalized segments of society. Implementing effective, accountable, and inclusive governance and institutions, and pursuing opportunities for innovation and digital transformation, including digital services, could build resilience through progressive structural changes, and mitigate geographical remoteness. The populations in the Caribbean could then be provided with reliable, fast, and affordable connectivity and better access to services, such as health and education.

Innovation should be seen as a means to create public value and not as an end in itself. Promoting innovation, digital government and changing mindsets needs to be a strategic priority for the Caribbean. The goal is to engender innovative, technology-driven economies and societies. Institutional arrangements should also be strengthened to support closer collaboration among policymakers, technology producers, innovators, knowledge management platforms, universities, research institutions, private firms, and consumers.

Artificial Intelligence (AI) has emerged as a disruptive force that promises to reshape economies across the globe. Much has been said about the potential of AI to promote innovation, improve public service

delivery, reduce waste, contribute to residents' engagement, among many other predictions. The rapid technological advances in AI can have ambiguous implications and create both opportunities and challenges. Artificial Intelligence has enormous potential for generating social welfare and for accelerating human progress and sustainable development. At the same time, the rapid development of AI and related technologies raises ethical concerns, including questions about how to deal with the perpetuation of biases, AI capacity development, training, privacy, data disclosure and access *(UNESCO).* Many Caribbean states have not yet developed strategies and national policies to manage the impact of AI on their societies.

This webinar will discuss some of the lessons learned to create a supportive environment for innovation in the public sector. The role of technologies, such as AI, will be examined. Challenges and opportunities will also be discussed.

Objectives

- To explore approaches to fostering innovation in the public sector context

- To explore conditions for successful innovation in digital transformation in the age of AI

- To better understand the public sector skills required for AI and digital transformation

Guiding questions

1. What are some of the good practices around innovation in public service delivery? What type of strategies have been more successful?
2. What are some of the key mindsets needed to ensure the public sector embraces the use of new technologies such as AI for the benefit of public service delivery? What kind of best practices are there that can be applicable to the Caribbean context?
3. How can we build an ethical AI? What kind of regulatory frameworks are in place or need to be put in place to ensure its ethical use?
4. How can the public sector prepare itself for the necessary changes?

Webinar 4 on Country Experiences in Changing Mindsets, Innovation and Digital Government Transformation
Successful country experiences and digital transformation efforts

Background

In a global Survey administered as part of the 75th Anniversary of the United Nations, people from all regions of the world were asked to indicate their top priority. "The immediate priority of most respondents everywhere is improved access to basic services."

In an effort to provide effective, accountable, and inclusive public services, many countries around the world are delivering services through citizen centric One-stop-Shops (OSS). The OSS system is a mechanism, physical and/or digital, which may be a stationary or a mobile service point, where citizens and/or businesses can access all relevant information relating to all public services and conduct all transactions without the necessity of visiting multiple public offices multiple times. The OSS system is considered as an integral part of a digital government transformation strategy. This can also be a vehicle for providing inclusive public service delivery to vulnerable groups.

If properly designed and implemented, the advantages of the OSS system, include: a) greater citizen awareness, expectations and government responsiveness; b) better regulatory delivery; c) increased accountability; d) reduction in corruption; e) enhanced social inclusion; f) decreased fragmentation in public service delivery, thereby improving citizen satisfaction with public service delivery; g) increased citizen trust in government; h) enhanced national competitiveness; and i) increased capacity to deliver on the SDGs. For example, Azerbaijan has created an institution with multiple responsibilities, called SAPPSI, which develops and operates OSSs. Several innovative practices in digital public service delivery are taking place across the Caribbean region, for example the World Bank-funded Caribbean Digital Transformation Project, as well as across Latin America.

This webinar will aim at sharing real-world experiences of public sector digital transformation, including the challenges, the journey, successes and lessons learnt, and approaches to changing mindsets.

Objectives

- To share real-world experiences of public sector digital transformation, including the challenges, the journey, successes, and lessons learnt, including approaches to changing mindsets.

Guiding questions

1. What are some of the good practices around innovation in public service delivery across the world and in the Caribbean region?
2. What type of strategies have been more successful?

3. What are the key ingredients for successful innovation and digital government transformation for effective and inclusive service delivery?
4. What can we learn from these innovative practices?
5. How have countries been able to promote innovation and digital mindsets?

Organizers

Organizers

The Caribbean Centre for Development Administration (CARICAD)

The Caribbean Centre for Development Administration was formed in 1979 as the Caribbean Sub-Centre of the Latin American Centre for Development Administration (CLAD). The Centre became fully operational in 1980 with Headquarters established in Barbados and is an Institution of the Caribbean Community under Article 21 of the Revised Treaty of Chaguaramas. The Agreement Establishing CARICAD charges the Centre with the general objective of "rendering… assistance to the countries of the Caribbean area for the purpose of improving their administrative capability to accelerate their social and economic development". In keeping with this mandate, CARICAD is the Region's focal point for transforming and modernising the public sectors of Member States to better formulate and implement public policy towards the achievement of good governance which is indispensable to sustainable development.

The Department of Economic and Social Affairs of the United Nations Secretariat (UN DESA)

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 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.
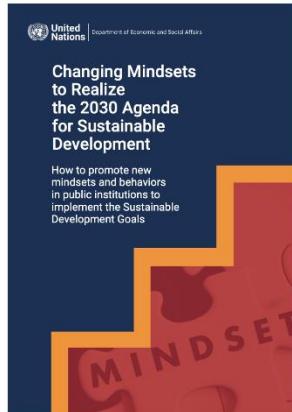
Readings

Useful Readings and References

Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

The idea of producing a publication on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development was conceived in 2019 as a follow-up to the workshop on "Mobilizing and Equipping Public Servants to Realize the 2030 Agenda". The workshop brought together worldwide experts on the subject matter of changing mindsets and allowed for insightful discussions with many schools of public administration. It was organized by the United Nations Department of Economic and Social Affairs (UN DESA) during the United Nations Public Service Forum in Baku, Republic of Azerbaijan.

The publication is intended as a companion document to the Curriculum on Governance for the Sustainable Development Goals and its Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development developed by UN DESA, Division for Public Institutions and Digital Government (DPIDG). UN DESA/DPIDG's mission is to support governments in strengthening their capacities to translate the Sustainable Development Goals (SDGs) and other internationally agreed goals into institutional arrangements, strategies, and programmes for effective service delivery and participatory, accountable, and inclusive decision-making processes.
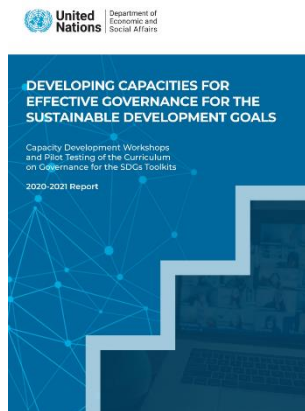
Curriculum on Governance for the Sustainable Development Goals

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. 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.

UN E-Government Survey 2022

The United Nations E-Government Survey 2022 is the 12th edition of the United Nations' assessment of the digital government landscape across all 193 Member States. The E-Government Survey is informed by over two decades of longitudinal research, with a ranking of countries based on the United Nations E-Government Development Index (EGDI), a combination of primary data (collected and owned by the United Nations Department of Economic and Social Affairs) and secondary data from other UN agencies.

This edition of the Survey includes data analysis in global and regional contexts, a study of local e-government development based on the United Nations Local Online Service Index (LOSI), consideration of inclusion in the hybrid digital society, and a concluding chapter that outlines the trends and developments related to the future of digital government. As wish all editions, it features extensive annexes on its data, methodology and related pilot study initiatives.
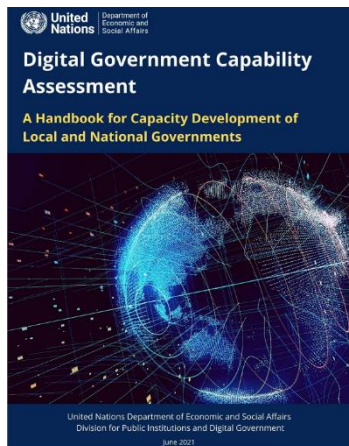
Digital Government Capability Assessment Handbook

The Digital Government Capability Assessment (DGCA) is a six-dimension framework of enablers to engage governments in discussions towards digital government transformation. Considering that digital government requires a multifaceted response from governments, the dimensions of the DGCA contain various statements which could guide governments in understanding gaps and policy entry points.

Completing a DGCA will help civil servants build new understanding of the level of digital government capability that exists in a country as a foundation for continued efforts to innovate and lead in the area of digital government and public service delivery. A DGCA is not meant to be used to benchmark capability, but rather to develop an understanding of current capability and to inform decision making about where investments are needed to increase innovation and digital government capability leading to improvements in public service delivery.
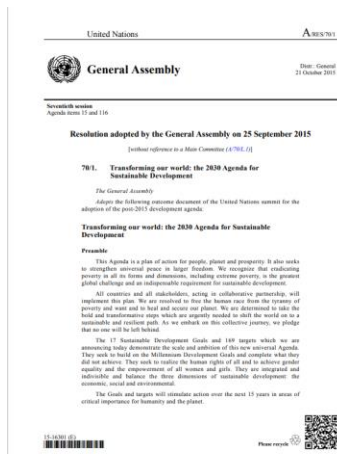
Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.
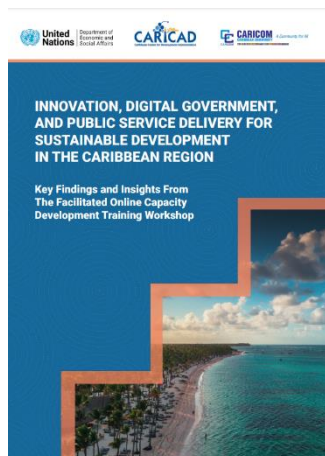
Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region

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.

Citizen-centric
- Greater reliance on personal integrity and values
- Service quality including timeliness, reliability, responsiveness, empathy and assurance
- Horizontal governance - reaching a cross section of the society
- Garner citizen input through a variety of methods
- Meet the needs of people
- Create feedback loops that demonstrate the impact of citizen input
- Diversity in the workplace

Technologically innovative and Data-driven
- Open source governance
- Effective policies, laws, regulations and administrative practices
- Freely accessible and shareable data
- Open data in standardized and digital formats
- Use of open data to support innovation
- Cross-disciplinary and cross-sector collaboration integral to promoting greater interoperability
- Sharing analytics and information with the public

Outcomes-focused
- Align around concrete goals and outcomes
- Integrated Performance Management at national, organizational and individual levels eg accountability frameworks, including strategic planning, results-based management, performance management systems
- Planning and Implementing: monitor the implementation of plans to ensure that key results are achieved
- Programme budgeting
- Greater emphasis on performance, skill and knowledge intensive activities to achieve outcomes
- Changes from reliance on job descriptions to results expectations

Talent Management-focused
- Targeted Human Resource Development
- Learning as an ongoing feature of jobs
- Competency based HRM
- Development of a culture of empowerment
- Leadership Development
- Succession Planning
- More empowered and autonomous work
- Outsourcing of skills
- Employment management (recruitment, retention etc)

Systemically - transformative
- Systems, procedures and practices
- Shared values and culture change
- Skills
- Structure
- Style of leadership
- Strategy, Policies
- Staffing
- Evidence-based Decision Making
- Setting clear Vision and metrics for success
- *Inter and intra-agency cooperation*

April 2018

## Building a Resilient 21st Century Public Sector in the Caribbean

This article recognises the contextualised nature of public sector transformation in a complex, frequently intransient and change-averse system, and identifies some factors that are necessary in order for public sector organisations to attain resilience status. These include the importance of: citizen centricity, technology, human capital development, systemic transformation and a focus on outcomes.
(CARICAD, 2018)

Biographical Information
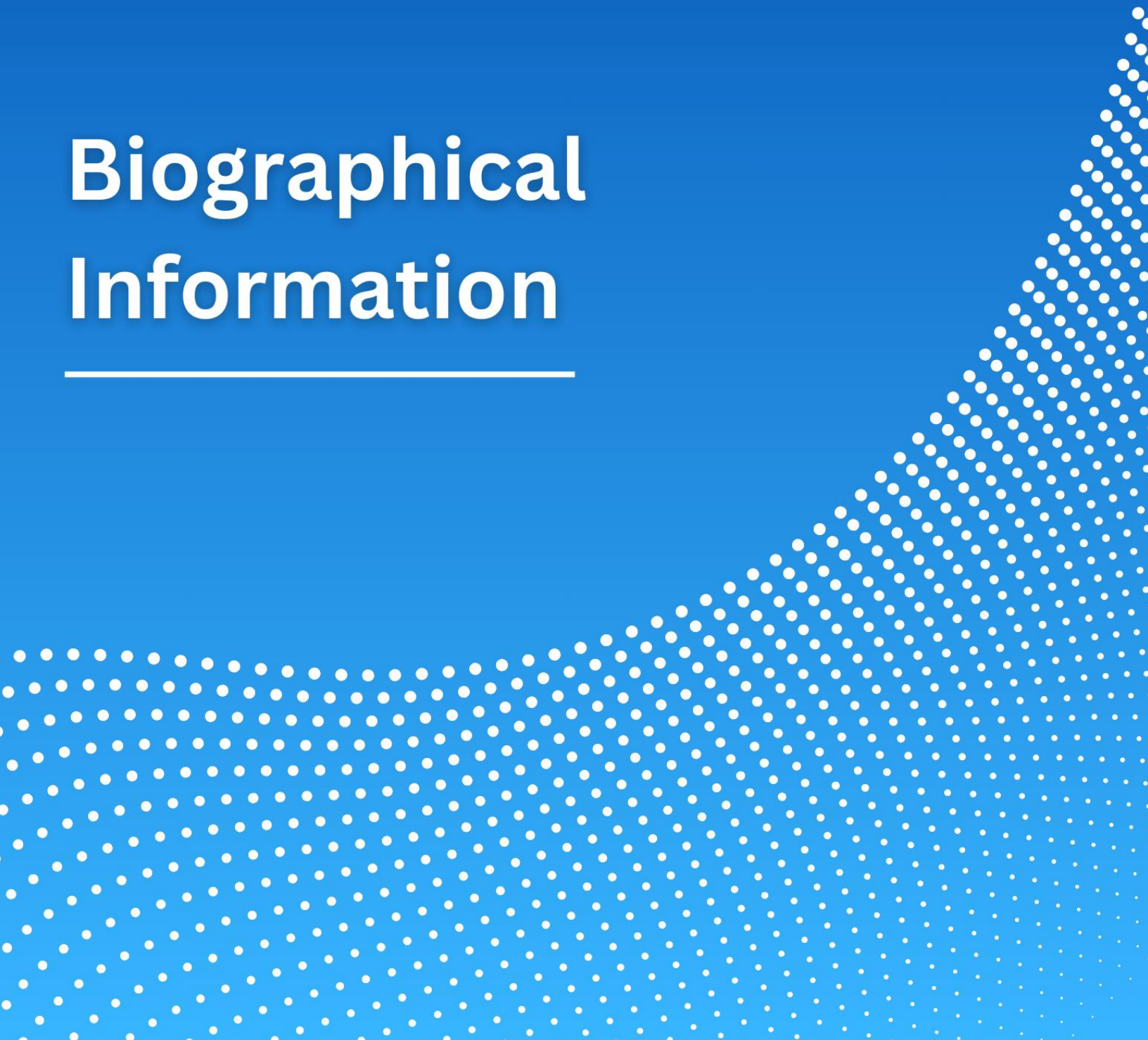
Biographical Information

Webinar 1 on Changing Mindsets for Innovation and Digital Government

Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

Leadership Development and Institutional Strengthening Specialist with the Caribbean Centre for Development Administration (CARICAD).

Lois is currently the Leadership Development and Institutional Strengthening Specialist with the Caribbean Centre for Development Administration (CARICAD) since August 2019. Prior to that, she was engaged as the Regional Project Manager for the very successful Caribbean Leadership Project for three (3) years. She has served for over twenty (20) years in the Public Service in Jamaica, in varying capacities, including as Chief Personnel, where she had overall responsibility for Providing leadership to the Office of the Services Commissions to ensure the provision of quality policy advice to the Police, Public, Judicial, Municipal and Parish Councils Services Commissions in relation to appointments, training, discipline and retirement of employees in the Public Service, the Jamaica Constabulary Force, the local authorities and the Judiciary.

She is a graduate of the University of the West Indies, where she earned the M.Sc. in Human Resource Development with Distinction, and of the first cohort of the Caribbean Leadership Project. In 2007, she was awarded the Commonwealth Scholarship tenable in New Zealand, where she completed her doctoral studies in Human Resource Management and Industrial Relations at the Victoria University of Wellington. She is also a published researcher and an Executive Coach.

Hon. David Archer, Deputy Governor, Government of the British Virgin Islands, Chairman of CARICAD

David DaCosta Archer Jr. is the current Deputy Governor of the British Virgin Islands.

Archer holds a Bachelor of Science Degrees in Business Administration and Human Resources Management from Tennessee Wesleyan College; a Master's Degree in Human Resources and certificate studies in Organisational Development from the Robert J. Milano Graduate School; and a Masters of Business Administration from Capella University.

Archer was sworn in as the Deputy Governor of the Virgin Islands on Thursday, 1 March 2018 at a

ceremony held at Government House.

He previously acted in the post of Deputy Governor from 2 June to 31 July 2016 and has over 20 years of Public Service experience with the Government of the Virgin Islands, having joined the Service as a Professional Cadet in the Human Resources Department in 1997.

Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government, UN Department of Economic and Social Affairs (UN DESA)

Mr. Juwang Zhu is currently Director of the Division for Public Institutions and Digital Government in UN DESA. In that capacity he leads a team in normative, analytical and capacity-building work in promoting inclusive, effective, accountable institutions that are well equipped to achieve the Sustainable Development Goals (SDGs), including SDG 16. This is the second time Mr. Zhu coordinated the work of the Division - he served as its Director in 2014-2015. Mr. Zhu is also currently the Acting Director of the Division for Sustainable Development Goals in UN DESA.

Among his various assignments at the UN Secretariat, Mr. Zhu served as Chief of the Office of the Under-Secretary-General/DESA (2008-2013). In that capacity he advised the Under-Secretary-General on a range of policy and management issues. During this period, Mr. Zhu also coordinated the Department's substantive advice to the Executive Office of the Secretary-General on development issues and on the restructuring of DESA's capacity building programme.

Mr. Zhu was Special Advisor to the Secretary-General of the United Nations Conference on Sustainable Development (Rio+20), and in that capacity assisted in coordinating support for the Conference. He also contributed to the departmental support for Rio+20 follow-up, including work on the 2030 Agenda and the SDGs (2013-2014). As Director of the Division for Sustainable Development Goals (Jan 2016-February 2019), Mr. Zhu coordinated the Secretariat support for the High-level Political Forum, the UN Ocean Conference, and the Global Sustainable Transport Conference.

Prior to his reassignment to DESA in 1993, Mr. Zhu had previously worked as a policy analyst in the secretariat of the UN World Food Council and in the UN Office in Geneva. He joined the UN Secretariat in 1985. Born in Shanghai, August 1961, Mr. Zhu graduated from the Shanghai International Studies University in 1982 and did post-graduate studies in Beijing Foreign Studies University. He has an MSC in financial economics from University of London and an MA in international relations from Webster University.

Mr. Rodney Taylor, Secretary General, Caribbean Telecommunications Union (CTU)

Mr. Rodney Taylor**,** a national of Barbados, was appointed as CTU Secretary General from 1*st* March 2021.

He was formerly the Chief Digital Technology Officer with Barbados' Ministry of Innovation, Science and Smart Technology (MIST), where he was the technical lead on Barbados' digital transformation, improving public sector service delivery through the strategic use of innovation, science, and SMART technology.

Mr. Taylor's over 20 years of professional experience includes management of the Information Systems Unit in Barbados' Ministry of Foreign Affairs and Foreign Trade and its overseas missions. He also previously served between 2010 and 2014 as the Business Development and Operations Manager at the CTU, where he worked with regional governments in the development of policies to govern information and communications technology (ICT) and represented the region in many international ICT conferences. He also led the work to operationalise the CTU's Caribbean Centre of Excellence, to offer consultancy services to the Member States and others.

Mr. Taylor is an advisor on Internet Governance and has published research on e-Commerce diffusion in small island developing states in the Journal of Information Systems for Developing Countries. He is an Ethical Hacker and a founding member and former Chairman of the Barbados Chapter of the Internet Society, an organization whose aim is to promote the open development, evolution, and use of the Internet for the benefit of all people throughout the world.

Mr. Taylor holds a Masters in Management and Information Systems from the University of Manchester, UK, and a Post Graduate Diploma in Public Sector Management from the University of the West Indies.

Dr. Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA

Adriana Alberti (Ph.D., European University Institute, Florence, 1998) is an international expert in the field of governance and public institutions. She currently works at the United Nations Department of Economic and Social Affairs as Chief of the Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government. She brings to this position thirty years of innovative leadership, international knowledge and experience in leading research, policy analysis and coordinating capacity development initiatives in over 30 countries with a particular focus on institutional development and policy coherence, innovation and digital government, leadership and transforming mindsets, as well as reconstructing public administration after conflict. She conceptualized and coordinated the publication on Changing Mindsets to Realize the 2030 Agenda. She has also led the development of a Curriculum on Governance for the Sustainable Development Goals, encompassing

several training courses on key governance issues related to sustainable development. She also coordinates the UN Public Administration Network, which includes over 30 global and regional institutions working on issues related to governance and public institutions.

For several years, she coordinated the UN Public Service Forum and Awards programme, the most prestigious global event on governance and innovation. As Chief Technical Advisor, she led an innovation programme in the Mediterranean region. She was a founding member of the Network of Innovators in Governance in the Mediterranean region- Middle East, North Africa, and Western Balkan. Through forums, policy dialogue and analytical work, she has promoted a common understanding of governance issues, and fostered knowledge sharing on innovations and successful practices in public administration.

Before joining the United Nations, Dr. Alberti worked at the Center of Judicial Studies of the University of Bologna and was Visiting Fellow at the Center for International Studies of Princeton University. She was Professor of Comparative Politics and European Union at Syracuse University and Dickinson College in Italy. She was Visiting Scholar at the Institute of Advanced Social Studies in Cordoba (Spain), and conducted research on democracy and judicial systems at the Institute of Judicial Administration, University of Birmingham (United Kingdom). She was awarded a number of fellowships, including from the Italian National Research Council, the European University Institute, the Government of Spain for the Salvador de Madariaga Research Grant, and a fellowship from Harvard University. Dr. Alberti has led and contributed to major UN publications and scholarly papers.

Mr. Devon Rowe, Executive Director, Caribbean Centre for Development Administration, Barbados (CARICAD)

Executive Director, Caribbean Centre for Development Administration, Barbados Devon Rowe is Executive Director of the Caribbean Centre for Development Administration. In 2014, he was acknowledged for his work and contribution to public service by the Government of Jamaica and received the Order of Distinction, Commander Rank. His career has spanned various government organizations and he has represented the Government of Jamaica at high-level international meetings. A career public servant, he was appointed Permanent Secretary at the Ministry of Local Government and Community Development in 2005, where he played a lead role in local government reform in Jamaica. Mr. Rowe was later assigned as Director General in the Office of the Prime Minister. In 2010, he was assigned as Director General in the Ministry of Finance and Planning, with the main responsibility of centralizing treasury management operations. Between 2011 and 2012, he briefly performed dual roles as Commissioner at the Jamaica Customs Department and Director General of the Ministry of Finance and Planning. He later returned to the Ministry of Finance and Planning as Director General. Mr. Rowe served as Financial Secretary in the Ministry of Finance and Planning between 2012 and 2016. During his career, he has been appointed to the boards of several public sector companies in investment, development finance, infrastructure and health. He holds a Bachelor's degree in Management from the University of the West Indies and a Master's degree in Public Administration from the Kennedy School of Government at Harvard University.

Webinar 2 State of Digital Transformation in CARICAD Member States

Ashish Uttamchandani, Partner, Caribbean Corner Office

Ashish Uttamchandani is a results-oriented senior executive with over 15 years of experience in leadership, strategy, general management, technology, business development, and consulting. He has worked across various industries, including the public sector, distribution, retail, technology, and manufacturing. His expertise includes eGovernment, digital transformation, strategy formulation/execution, analytics, technology strategy, cybersecurity, project & change management and solving complex business challenges.

Currently, Ashish is a senior technology executive at a large investment holding company, where he is responsible for strategic technology, infrastructure, and eCommerce in the Caribbean and the USA. He is also a partner at Caribbean Corner Office, a boutique consulting firm that offers management consulting and technology services throughout the Caribbean. Before this, he worked as a Senior Business Development Manager at Crimson Logic, where he provided consulting services to Caribbean governments on topics such as eGovernment, cross-border trade strategy, and digitalization in the public service.

In addition to his professional roles, Ashish is a part-time lecturer at the University of the West Indies, teaching Leadership and New Venture Development. He is actively involved in the Barbados Chamber of Commerce's Digital Societies Committee and has contributed as a columnist for the Barbados Business Authority and the Barbados Investment and Development Corporation. He has also served on various non-profit boards, including the Project Management Institute Barbados, and has worked as an advisor with the Barbados Entrepreneurship Foundation.

Ashish has a Master of Business Administration from Durham University Business School, UK, and a Master of Science in Change and Development from the University of Manchester, UK. He also holds a Diploma in Professional Consulting from the Chartered Management Institute, UK. In his spare time, he enjoys reading, traveling, and conducting research in the areas of culture and change management.

Amit Uttamchandani, Chief Technology Officer, Caribbean Corner Office

Amit Uttamchandani brings over two decades of experience in IT and business administration. He has held roles ranging from entry level to senior level, culminating in his current position as Chief Technology Officer (CTO) of a prominent regional insurance company (areas of interest are ai, cyber, data analytics, e-government). Prior to his CTO role, he worked as a government consultant focusing on e-services. With a diverse background spanning both the private and public sector, and in areas including

insurance, telecommunications, education, government, construction, and hospitality, Amit has demonstrated his adaptability and expertise in navigating complex technological issues across the private and public sector.

Amit's educational background includes a Masters in Business Administration, post graduate certificate in IT, and an associate degree in computer studies. These qualifications are complemented by several IT certifications. His commitment to continuous learning and professional development underscores his dedication to staying at the forefront of business and technology trends and advancements. Beyond his corporate endeavors, Amit is a passionate blogger and data enthusiast. His blog, caribbeansignal.com, takes a data-centric approach to explore key topics and themes such as crime rates and price trends across the Caribbean region. Additionally, he runs caribbeanweather.org, a niche website focused on providing comprehensive weather updates and insights tailored to the Caribbean community and beyond.

Amit's multifaceted expertise, from his it and business roles, to his entrepreneurial ventures in blogging and website management, reflect his innate drive for innovation and excellence. With a strategic and operational mindset, and a keen eye for leveraging technology to drive business growth and societal impact, Amit continues to make meaningful contributions to the realms of technology, business, and data-driven insights.

Vincenzo Aquaro, Chief, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA

Mr. Vincenzo Aquaro is the Chief of the Digital Government in the Division for Public Institutions and Digital Government - Department of Economic and Social Affairs of the United Nations, supporting the Secretariat in promoting digital government, and leading the UN flagship publication E-government Survey. In 2019 Aquaro was named in Apolitical's list of the World's Top 100 most influential people in digital government. Aquaro has 30 years of experience in ICT in the public sector including extensive senior leadership. He has served as CEO of an Italian corporate specialized in project management and evaluation of strategic ICT projects, and as chairman of the Consortium for Automation and Risk Management in Agriculture, specialized in ICT bank solutions for SME in agriculture. With the University of Roma3 he also co-chaired two editions of the Master Degree in ICT Governance in Public Administration. Aquaro holds a Master Degree in Electronic Engineering from University of Bari, Italy.

Webinar 3 Innovation in Public Service delivery

Dr. Cristina Rodriguez-Acosta, Inter-regional Advisor, Digital Government Branch, Division for Public Institutions and Digital Government, UN DESA
Cristina A. Rodriguez-Acosta, PhD **is** a Senior Interregional Adviser for Public Administration at the Division for Public Institutions and Digital Government (DPIDG), of the United Nations Department of Economic and Social Affairs (UN DESA) in New York specializing on issues of digital government, innovation, and public policy.

Prior to joining UNDESA, Cristina was Assistant Director for Institutional Relations at the Jack D. Gordon Institute for Public Policy at Florida International University (FIU) where she was responsible for the Institute's executive education and professional programs in innovation and digital governments working at the intersection between policy and technology. Cristina was also responsible for institutional relations with government agencies, universities, and research centers in Latin America and the Caribbean. Prior to joining the Gordon Institute, Cristina was the Deputy Director for International Programs at the Institute for Public Management and Community Service also at FIU. In that role she was responsible for the design, coordination and implementation of the Institute's programs including projects, conferences, field missions, and the annual Inter-American Conferences of Mayors and Local Authorities. She has extensive consultancy experience on issues of administrative reform, organizational management, monitoring and evaluation for USAID, the Swedish International Development Agency, and the World Bank among others. She has published several articles and book chapters on public administration reform, decentralization, and local governments issues.

Cristina holds a PhD in Public Affairs from Florida International University in Miami, a MA in Latin American Affairs from Georgetown University in Washington, DC, and graduated from the Universidad del Salvador in Buenos Aires, Argentina with a BA in International Relations and Political Science.

Dr. Marielza Olivera, Director, Division for Digital Inclusion, Policies and Transformation, Communications and Information Sector, UNESCO
Marielza Oliveira is the Director of the UNESCO Communications and Information Sector's Division for Digital Inclusion, Policies and Transformation, where she leads the support to Member States to strengthen capacities for access to information, digital inclusion, digital transformation, and protection of documentary heritage. Ms. Oliveira is also Secretary of the intergovernmental UNESCO Information for All Programme; and the UNESCO Observer in the Internet Governance Forum Multistakeholder Advisory Group (MAG) and Policy Networks on Internet Fragmentation, on AI, and on Meaningful Access; in ICANN; in the Internet & Jurisdiction Policy Network; and in the European Commission's High-Level group on Internet Governance. Ms. Oliveira is also the UNESCO representative to the ITU/UNESCO Broadband Commission for Sustainable Development's Membership Committee.

Prior to her current position, she was Director of the UNESCO office covering the East Asian subregion, in charge of all areas of UNESCO's mandate in China, Democratic People's Republic of Korea, Japan, Mongolia, and the Republic of Korea. Her experiences before UNESCO include leading the United Nations Development Programme's global data analytics and results management at the Executive Office of the Administrator; Associate Director for Governance at UNITAR; oversight and support to multiple UNDP offices and programmes in Latin America; democratic governance programme officer in UNDP Brazil overseeing the fiscal modernization of 7 state Secretariats of Finance, the capital markets regulatory entity, and others; and UNDP Brazil's campaign manager for the UN Millennium Development Goals. She was also Systems Engineer at the US Army Construction Engineering Research Lab (USACERL), where she developed award-winning decision support and expert systems for the US Department of Defense; senior consultant at Fundacao Dom Cabral in Brazil, advising global corporations on marketing and financial strategy; and Director of Executive Education at Brazil's Ibmec Business School, in charge of 800+ MBA students across 12 Executive MBA programmes.

She holds a Master of Science in Finance and a Ph.D. in Business Administration with a minor in Cognitive Science from the University of Illinois at Urbana-Champaign, USA. Her professional honors include, among others, the 2007 Human Development Awards Special Recognition for Innovation in Human Development Measurement Tool; the 2005 UNDP Administrator's Award for Innovation and Commitment; the J.M. Jones Award in Business Administration; the selection by Guia da Boa Governança Corporativa Exame as one of the 15 most important corporate governance specialists in the Brazil; and the Commendation Letter for her nomination as the USACERL Researcher of the Year Award.

Ms. Prudence James Townsend, Director Business Development and Communication, Management Institute for National Development (MIND), Jamaica

Prudence James-Townsend is the Director Business Development and Communication (BDC) at the Management Institute for National Development (MIND), an Agency of the Office of the Cabinet, Government of Jamaica.

Prudence started her journey with the Agency nearly ten (10) years ago, as the Manager Strategy and Accountability and later served as Senior Manager Public Service Capability Development, leading to her current role as Director BDC. As Director, Prudence provides strategic leadership to a multi-disciplinary Branch, with core supporting units such as Client Relations and Marketing, Registry, Creative Development and Production, Information and Communication Technology, Research and Records and Information Management. She is accountable for the overall structure and visibility of the MIND Brand, ensuring cohesive and coherent messaging, image and identity, consistent tone and texture of relationships, for building capability for public service excellence. Throughout her successive roles with the MIND, her passion for service excellence remains high and her goal constant in pursuit of public sector transformation through human capital development.

Prudence holds an MBA in Business and a Bachelor's Degree in Human Resource Management (First Class Honors), from the University of Technology, Jamaica and a Post Graduate Diploma in Educational Administration from the University of the West Indies, Mona. More recently, Prudence graduated from

the Canada-Sponsored Caribbean Leadership Programme (CLP), attained Prosci Change Management Consultant designation, and became a Certified Action Learning Coach, through the World Institute for Action Learning (WIAL). Prudence is the mother of three amazingly intelligent children and the proud wife of her soulmate Mr. Peter Townsend.

Webinar 4 on Country Experiences in Changing Mindsets, Innovation and Digital Government Transformation

Mr. Mahammadali Xudaverdiyev, Director General for International Affairs, State Agency for Public Service and Social Innovations under the President of Azerbaijan

Mr. Khudaverdiyev received his bachelor's degree in International Law, and following to that he got his master on Artificial Intelligence (AI). He is government official on public administration in the field of international relations and expert on digital technologies, future of services, AI based government services.

Dr. Jermaine Jewel Jean-Pierre, **Project Manager of the World Bank Funded Caribbean Digital Transformation Project-Project Implementation Unit**

Dr. Jermaine Jewel Jean-Pierre is currently the Project Manager of the World Bank Funded Caribbean Digital Transformation Project-Project Implementation Unit. Prior to this, she served as the Director of the Information and Communication Technology Unit, Government of the Commonwealth of Dominica having joined the Public Service of the Commonwealth of Dominica in August of 2000.

She is well known and recognized at the regional level through her interaction with various regional and international agencies and inter-governmental bodies such as the Caribbean Centre for Development Administration (CARICAD), Caribbean Community (CARICOM), and the Organisation of Eastern Caribbean States (OECS).

During that time, Dr. Jean-Pierre championed the revolution of the Government of Dominica's telecommunication system from an analog system to a Voice over Internet Protocol (VoIP) system which also saw the creation of the Government's Wide Area Network. Her exemplary leadership resulted in the efficient coordination, execution and monitoring of the use of ICTs within the Public Service. Further,

she has demonstrated innovation and thoughtfulness in the planning and execution of a number of eGovernment initiatives.

For dedicated and distinguished service, Dr. Jermaine Jewel Jean-Pierre has received the Government's Public Service Awards for Teamwork, Middle Management, Senior Management and Public Officer of the Year. She was recently awarded the Exceptional Woman Award – Digital Transformation – 2023.

She was also awarded the Caribbean Regional Public Life Award for Leadership Excellence for outstanding leadership and contribution to Public Sector Modernization in the Public Service.

Dr. Jean-Pierre has a Bachelor of Arts in Computer Information Systems, MBA in Management Information Systems, MBA in Information Technology, Master of Philosophy in Management and PhD in Management and Management Information Systems with emphasis on Cybersecurity.

She has published articles in the Journal of Science and Technology and her work has also been featured in the Annual National Meeting of the Sciences Institute in Baltimore, Maryland.

Dr. Jean-Pierre was recently inducted into the University of the Virgin Islands Hall of Fame for Basketball. An inducted member of the Future Business Leaders of America, Dr. Jean-Pierre is also a Fulbright Scholar.

Dale Alexander, Chief, Caribbean Knowledge Management Centre, ECLAC Subregional Headquarters for the Caribbean

Dale Alexander is a strategically oriented and analytical professional with a PhD in Organization and Management, and a MSc degree in Telecommunications Regulations and Policy. He has extensive experience leading policy-related engagements in ICT for Development in the Caribbean subregion. These engagements included policymaking for telecommunications sector planning, particularly for regulatory and legal frameworks. In addition, he has more than 15 years of specialist expertise in knowledge management and library automation capacity building, transforming traditional libraries into centres of knowledge. Since 2013, he has been the Focal Point for the Associate Member Territories of ECLAC, successfully advocating for the fuller integration of Non-Self-Governing and other Associate Member Territories into United Nations processes, as well as coordinating and conducting research on their development progress. He is also an adjunct lecturer in the areas of Leadership Development and Strategic Management. In 2021, Dale was appointed Chief of ECLAC's Caribbean Knowledge Management Centre, where his research interest includes a multi-year study on digital inclusion, public policy implications of artificial intelligence, and digital government transformation and changing mindsets.

Hebert Paguas, the Executive Director of AGESIC

Hebert Paguas is the Executive Director of AGESIC and is also a member of its Honorary Board of Directors, which is responsible for designing AGESIC's strategic lines and supervising their execution, proposing and advising the Executive Branch in the formulation of policies regarding the Information Society and the State's information technology development. It evaluates the performance and results obtained in the management. In addition to his role, he is a member of the Digital Health Advisory Council, whose main task is to incorporate the use of Information and Communication Technologies (ICT) in the field of health, to improve the quality and continuity of care for all people living in the country.

Member of the Executive Board of the State Procurement Regulatory Agency (ARCE), whose purpose is to promote and propose actions aimed at improving the management and transparency of procurement and, in general, of public sector contracting. He is part of the Executive Council of the Electronic Certification Unit (UCE), which is the regulatory body of the advanced electronic signature and digital identification ecosystem. The UCE has powers of accreditation, control, instruction, regulation and sanction. He is also a member of the Executive Boards of the Public Information Access Unit (UAIP) and the Regulatory, Control and Personal Data Unit (URCDP), and member of the Human Rights Council of the Presidency of the Republic.

Currently, Mr Paguas also holds the position of General Director of the Presidency of Uruguay. Responsible for coordinating and managing various services provided by such office. During his last term, he served the Secretary of the Chambers of Senators at the Uruguayan Parliament. Coordinating the agenda of Chamber sessions', prepared and distributed documents, interacted with the different members of the Chamber, directed meetings, are some of the tasks involved in that position.