Improved Government … Better Service

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MESSAGE FROM THE PRIME MINISTER OF GRENADA

Fellow citizens of CARICOM, I am delighted that the 2010-2014 CARICOM eGovernment Strategy has been created.

Through a collaborative process stakeholders of the region have come together to forge a strategy which clearly articulates a Vision, Goals and Strategic Initiatives for transforming the delivery of public services through eGovernment in region.

We must never lose sight of the fact that despite the capacity and the complexity of the technology used in eGovernment, the fundamental reason for engaging in those activities is to improve the quality of service to the public.

Although the technology is undeniably powerful and efficient, it is the people who use and manage the technology that will determine the ultimate impact on the lives of citizens, and residents of this region.

I note with satisfaction that the process that resulted in the development of the strategy was consultative and participatory ensuring that the views of stakeholders influence the activities laid out in the Strategy.

I am also pleased that the Strategy embraces ongoing national initiatives in ICT and eGovernment and seeks to support and enhance them into a cohesive regional framework.

I encourage all stakeholders to review the strategy with the seriousness and commitment that such an important document deserves. I also encourage all stakeholders to recognize the benefits that can be derived from adopting the Strategy as a pillar of Public Sector Transformation in the region.

I wish to express gratitude to all those who contributed to the development of the strategy. In particular, the Caribbean Centre for Development Administration (CARICAD) for spearheading the necessary administrative, logistical and technical activities that were required to produce the Strategy.

I wholeheartedly commend this Strategy to colleague Heads of Government and the people of the Caribbean.

Hon. Tillman Thomas
Prime Minister of Grenada
The 2010-2014 CARICOM eGovernment Strategy has been created to significantly improve the performance of government to meet the evolving needs of the people of the region in the context of rapid global transformation. It is founded on a philosophy that as a region, working together we can do more than the sum of our individual achievements.

A strategic approach is outlined. It clearly and comprehensively sets a path for achieving the Vision by focusing on two major goals in the delivery of seven strategic initiatives over the period. Additionally, an implementation framework for sustainable implementation of the strategy is identified.

eGovernment offers exciting potential for a whole-of-government change in regional public services to improve efficiency, transform relations with citizens, create citizen empowerment and tailor service delivery in a manner that suits citizen needs.

Major strides have been made to improve public service delivery in the CARICOM region through harnessing the power of eGovernment. Many significant successes have been realized at the national level. However, the world continues to change at an exponential rate through globalization and the Internet. There is a need to build on current initiatives and support expeditious change, particularly in several priority areas ranging from becoming more citizen-centric to achieving greater integration and collaboration across all levels of government.

To move the region forward, a strategic approach is needed to create a drive and commitment toward Public Service Transformation that leverages the expertise of the region, multiplies the successes and gains, maximizes the value gained from expenditure and ensures that citizens benefit from the level of public services that are needed today.

CARICAD is pleased to present the CARICOM eGovernment Strategy for the period 2010 – 2014. I encourage all stakeholders to support this strategy and contribute to the development of the Caribbean region.

Jennifer Astaphan
Executive Director
CARICAD
The fulfilment of the CARICOM Single Market and Economy (CSME) is a priority on the Regional development agenda. Its objective is to establish a single economic space within which businesses and labor operate to stimulate increased efficiency, employment and growth in the region. It is envisioned that the CSME can be instrumental in achieving development goals that are difficult or impossible to achieve individually by member states in a competitive global environment.

The Heads of Government in CARICOM recognize that functional cooperation is a priority for achieving regional integration goals and for the harmonization of institutional frameworks for the provision of government services in a transparent and efficient manner. Information and Communication Technologies for Development (ICT4D) including Electronic Government (eGovernment) are viewed as strong enabling tools for achieving regional integration goals through functional cooperation and are critical components in the success of the CSME and the development of the Region.

The implications for Caribbean states are real, even more now than ever before. At the regional and national levels, we are faced with challenges and opportunities of increased global competition which raise expectations for Government services. These include the need to diversify economies, rapidly evolving citizens' needs, ever increasing demands on health, education and security services and the threat of increasing competition at a blinding rate to our businesses.

The report of the CARICOM eGovernment Readiness Assessment (Appendix II) that was carried out at the beginning of this strategic planning process confirms the significant successes and gains that have been made by several CARICOM countries in the advancement of eGovernment services. These include (but are not limited to); the provision of alternate channels of Government services and information delivery through Government portals, community access centers, common counter service centers and kiosks. Other initiatives include creating a connected public service through the creation of government backbones, data centers and intranets and implementing multiple eGovernment management applications.
The 2010 – 2014 CARICOM eGovernment Strategy builds on these successes at the national level and on successes in South - South Cooperation, such as the transfer of the Jamaica Customs Automated Services (CASE) solution to the Antigua and Barbuda Customs and Excise Division. Also, as a foundation, it builds on the 2004-2007 CARICOM Action-Oriented eGovernment Strategy that focused on the need of capacity building for thoughtful public sector reform, using ICT to take advantage of new development opportunities in general and to improve the quality of public services in particular.

Additionally, regional and sub regional initiatives, regional organizations and partnering institutions including the CARICOM Secretariat’s ICT4d and Caribbean Knowledge Learning Network initiatives; the newly commissioned Organization of Eastern Caribbean States eGovernment for Regional Integration Project; the Caribbean Telecommunications Union (CTU), the Caribbean Association of National Telecommunication Organization (CANTO) and CARICAD’s initiatives continue to successfully deliver on key pillars of eGovernment including broadband infrastructure, human capacity development, governance and organization transformation.

It is clear that the CARICOM region is moving into an era where the pace of change will accelerate through technology enabled transformation of the business of government and public service delivery. A significant part of the challenge in developing and maintaining a successful e-government environment in the Caribbean stems from dimensions that are not technological in nature.

This eGovernment Strategy outlines an approach to enable transformation of the delivery of public services by providing the people of the Region with more convenient access to government information and services. It aims to improve the quality of the services and to provide greater opportunities for participation in democratic institutions and processes.
Purpose of the Strategy

The 2010 – 2014 CARICOM eGovernment Strategy provides a multi-faceted approach to accelerating sustainable improvements in the delivery of public services through the use of Information and Communication Technologies (ICTs) and the advancement of the pillars of eGovernment in the CARICOM region.

It requires a structure and coordinated approach that is underpinned by cohesive and collaborative action, driven by CARICAD’s Public Service Transformation mandate.

Value of the Strategy

The overall value of the CARICOM eGovernment strategy is that it supports regional integration efforts including the OECS economic union and the CARICOM Single Market and Economy (CSME). It is regionally contextual and outcome driven; focuses on economic development, knowledge management, public service efficiencies and cost savings; and positions eGovernment as a tool for achieving public service transformation.

The value of the strategy will be underpinned by several key processes:

- Championing the citizen as a consumer of government services.
- Projecting eGovernment as a trusted service.

Providing:
- A regionally developed and a relevant eGovernment framework which is contextually specific and draws on the experience and best practices for the regional benefit.
- On-going capacity building and mentoring support to deploying and operationalizing a national eGovernment framework.
- More efficient and cost effective procurement (including ICT) in the region.
- Opportunities for good/best practices.
- Contributing to the environment of certainty which in turn will improve the environment for business and investments.
- Creating facilities to support citizen participation and greater inter and intra organizational collaboration.
- Supporting different paths to convergent goals.
Developing the eGovernment Strategy
The development of the 2010-2014 CARICOM eGovernment Strategy commenced in December 2008. The strategy development process was highly participatory and involved CARICOM member states and several Caribbean regional institutions. An analytical and results-based planning process was followed to identify and plan a program that builds enabling elements for functional cooperation in the region. In addition, focus was placed on strengthening the capacity of individual member states to achieve cost efficiencies, significantly improve citizen satisfaction and policy outcomes and realize national development and good governance goals.

Throughout its development, emphasis was placed on ensuring that the emerging strategy continued to be a promoter and supporter of the CARICOM regional pillars, namely:

- Economic Integration including intra-regional trade
- Functional Cooperation
- Coordination of Foreign Policy
- Regional Security
Methodology

The eGovernment Strategy has been prepared by a core group made up of representatives of CARICOM member states in various stages of eGovernment development and regional eGovernment experts in specific areas namely; Infrastructure, Human Resources, Legal and Regulatory, Public Sector Transformation, Governance, and eCommerce. The core group interacted with a wider all encompassing group from the region comprising eGovernment-country representatives and representatives from the public and private sectors and civil society.

Conceptually the core and the wider team interacted as shown in the diagram below to shape the Caribbean eGovernment Strategy.
Four major stages of the Strategic Planning Process were followed as illustrated in the diagram below. As shown, critical elements of the strategy were developed at each stage, including the performance management and review process.
The eGovernment Strategy
The Vision

“CARICOM Public Service is a model of good governance.”

This Vision can be achieved by using national and cross-border, interoperable systems in partnership with community institutions to deliver integrated, efficient and participatory public services.

Good governance
Citizens participation in policy development, democratic attributes, security, political accountability and values-based government.

National and Cross-border
National, sub regional and regional integration at the systems level to enable functional cooperation.

Interoperable systems
Organizational, information and technical interoperability necessary for functional cooperation in program areas. Interoperability implies collaboration of systems, services and people. This leads to networked citizens, businesses and governments, and results in harmonization, organizational change and transformation in the government.
Core Values

The Core Values of the eGovernment Strategy form the foundation of the region’s work in eGovernment. They underpin and give life to the Seven Strategic Initiatives that will be implemented to fulfill the Vision.

Core Values

- Optimism
  - Passion
  - Commitment

- Unity
  - Efficiency
  - Pro-Activity

- Trust
  - Effective Communication
  - Results Focused

Priorities

The 2010 – 2014 CARICOM eGovernment Strategy contributes to five long-term development goals that have been identified by countries, regional bodies and institutions, as critical to the development of the Region.

- Growth in GDP and employment
  (includes trade, productivity, skills development, economic sectors development, private sector development, micro and small enterprises)

- Strengthen regional integration
  and increased functional cooperation and regional integration

- Strengthen democracy
  (includes transparency, accountability, social trust, openness and citizen participation)

- Create a safe society
  (includes security, health, vulnerability and environment)

- Develop a knowledgeable and cohesive society
  (includes education)
Goals of the Strategy

The CARICOM eGovernment Strategy continues to contribute to the overall goal of the CSME which is to improve the quality of life for people of the region in a sustainable way. Generally, this includes reduced poverty, improved human well being, protected and conserved natural resources, improved national economies and strengthened private sectors.

At the centre of this Strategy are long term development priorities which support the overarching Vision for eGovernment in the Region.

The Strategy focuses on two major goals that will enable the transformation of Public Service delivery:

1. Improved Public Service Management
This includes improved financial management, efficiency, public service transformation, purposeful, networked and integrated public service.

- Harmonized legislative and policy framework for information management, and information management practices which permit information interoperability;
- Policy makers and implementers with a common body of knowledge and governance skills for applying and managing eGovernment in multi-jurisdictional environments;
- Government workforce with professional skills in the areas of information and knowledge management, change management, ICT management and service delivery in government workforce;
- Standardized ICT architecture which permits interoperability and underpins the deployment of ICT across individual member states;
2. Citizen-centric Public Services
This includes multi-channels for service delivery and the design and delivery of government information and services that focus on the needs of the people of the Region.

- Multiple channel citizen access to government information and services through several ICT enabled delivery channels.

- Government information and services provided to business and citizens based on their needs and requirements.
CARICOM eGovernment Strategy Initiatives

Seven Strategic Initiatives have been developed to promote the desired change and to contribute to move the region towards achieving its Vision. These initiatives address the needs identified by the CARICOM eGovernment Readiness Assessment (Appendix II) and the required outcomes for the period, identified by the working groups (Appendix III).

The strategic initiatives focus both on the enabling environment for eGovernment and the provision of services. Each of the strategic initiatives are described in the implementation section below.

Seven Strategic Initiatives

1. Organizational Capacity Development
2. eGovernment Framework
3. Program Management
4. Common ICT Procurement
5. Interoperability
6. ICT-enabled Service Delivery Channels
7. eCommerce Environment
Implementing the eGovernment Strategy
Organizational Capacity Development

The development of the public service institution’s capacity to leverage the power of eGovernment is fundamental to the Strategy. eGovernment is a whole-of-government change that will require new thinking and performing for any level of success to be realized. It challenges public service agencies to look at three fundamental questions; what are we doing that we need to do differently; what are we not doing that we need to be doing; what are we doing that we should not be doing.

Outcomes
- Policy makers and implementers in the Region have common understanding, knowledge and governance skills for applying and managing eGovernment in a multi-jurisdictional environment demonstrating commitment to the implementation of eGovernment;
- Governments in the Caribbean region use an ICT architecture which permits interoperability that underpins the deployment of ICT across individual member states.
- The government work force (technical and operational) engaged in the delivery of government information and services across the region have the skills and competencies for applying ICT, Information management framework and citizen service standards that are consistent across the region.

Initiative
Conduct organizational capacity development activities including the provision of workforce training, training programs accreditation, mentoring and advice and related support of public service transformation activities.
The eGovernment Framework forms the enabling foundation of the CARICOM eGovernment Strategy. It addresses the policy, legislation, standards and guidelines necessary for the achievement of the eGovernment goals and ultimately the eGovernment Vision.

**Outcome**
- Governments in the Caribbean region operate with a harmonized legislative and policy framework, standards and best practices for all areas of eGovernment including information management, knowledge management and electronic service delivery.

**Initiative**
Design, develop and support the implementation of eGovernment related frameworks. The frameworks include: policy templates, legislation templates, information, data and records architecture, cyber crime protection, transparency, ICT standards and architectures, service level agreement templates, methodologies, best practices, case studies and training material.
Program Management

eGovernment driven transformation of public services in the Region is a complex challenge, encompassing large numbers of stakeholders including; Government Ministers, Permanent Secretaries, eGovernment leaders, CARICOM agencies, regional institutions, vendors and citizens.

Effective program management and governance provides the necessary management, guidance, oversight and support to the implementation of the strategy. Success depends on effective program management and governance that builds multi-stakeholder collaboration and strategic partnerships.

Outcomes

• CARICAD has sustained capacity to effectively execute its mandate for the development and implementation of eGovernment in the region
• CARICAD leads and oversees the implementation of eGovernment principles and methods in common business solutions designated for functional cooperation by CARICOM.
• Regional eGovernment development is a planned, resourced, monitored and coordinated program of CARICAD executed and governed in conjunction with national co-ordinators responsible for eGovernment.

Initiative

Manage the regional eGovernment program; establish a governance process for eGovernment implementation; monitor progress; conduct evaluation and report annually to the community. Collaborate with external funding institutions on the resourcing for initiatives related to eGovernment.
Common ICT Procurement

Information and Communication Technologies (ICT) underpin eGovernment in transforming the delivery of public services. Across the Caribbean there is a growing dependence of Government agencies on ICT for all aspects of operations. This is reflected in the magnitude of Government expenditure on the procurement of ICT products and services. Success of eGovernment revolves around more targeted ICT investment and maximizing the value that the region receives from expenditure on ICT products and services given the complexity of the ICT environment and the speed of technological change.

Industry will also have an critical role in shaping a strategic approach towards improving Public Service ICT procurement in the Caribbean.

Initiative

Plan, organize, and coordinate a strategic and common ICT procurement function including supply arrangements within the context of overall CARICOM procurement policies for use by ICT organizations in CARICOM member states.

Outcomes

• The ICT procurement system is standardized across the region, providing benefits to both governments and suppliers in the region, including:
  o More strategic and targeted decisions about ICT Procurement
  o Consistent ICT procurement best practice
  o Increased value for expenditure
  o Effective vendor management

• Promoting South-South cooperation within the region and strengthening the indigenous ICT industry
**Interoperability**

eGovernment enables Government agencies to deliver integrated services that are citizen centric. This requires seamless flow of information across government/Public Service Organizations.

Interoperability between systems, common technology architectures and processes that are shared by agencies across the region is critical to the delivery of citizen centric Government services. Interoperability is the cornerstone of the eGovernment Strategy and is driven by strategic ICT procurement.

**Outcomes**

- Effective functional co-operation among Governments of the region exists through the use of shared investments, resources and knowledge in common eGovernment solutions.

- Information systems to support sector specific initiatives in the region are standardized and appropriate legislation enacted.

- Public Services enabled to function in the immediate disaster phase
ICT-Enabled Citizen Centric Service Delivery

Transforming public service delivery through eGovernment requires a significant shift in the way that services are designed and delivered. Shifting from the agency-centric approach within the public sector to one of citizen-centricity is a fundamental step toward achieving eGovernment. This includes, delivering Government information and services through channels that are convenient and accessible to citizens and building confidence in public services.

Initiative
Develop and operationalize a strategy for the delivery of citizen-centric government services through several ICT-enabled service delivery channels and promote confidence in public service. Conduct ICT public literacy program and facilitate the development of public ICT infrastructure. Coordinate the establishment of national community service centers.

Outcomes
• Citizens are ICT literate and have access to government information and services that are provided through several ICT enabled delivery channels.

• Public sector delivers services that promote citizen confidence in the public service and contributes to the achievement of public policy goals.

• Increased Access to affordable broadband is available to citizens and businesses.
eCommerce Environment

Many of the strategic initiatives define the improvement of government and the transformation of public service delivery, including ways that citizens will be able to interact with government. As the region advances along the continuum of eGovernment development stages, the evolution towards seamless, integrated and customized service delivery requires a supportive eCommerce environment that enables citizens to transact business with government and truly benefit from transformed public service delivery.

Initiative
Strengthen eCommerce environment in the region through introduction of harmonized legislative framework in each country including cross-border recognition of user identification and authentication and protection of the integrity of eCommerce environment.

Outcomes

• The businesses and citizens have access to business information and e-services made available through regional portals, thus enabling the distribution of standardized information, providing regulatory compliance information for different jurisdictions, reducing paper burden, publishing new business intelligence (for regional trade and export purposes) and using a standardized search engine.

• Enabling eCommerce environment is in place for conducting business electronically including receiving and making online payments; small business can perform in this environment.
Eight recommendations are presented below for immediate action. The Caribbean Centre for Development Administration (CARICAD) has the responsibility for the management, coordination and facilitation of the activities and initiatives contained in the strategic plan as part of its ongoing mandate.

1. Governance Structure / Management Support / Leadership

   Implement the regional eGov strategy in a planned, resourced, coordinated and monitored program executed and governed by CARICAD in conjunction with National Coordinators responsible for eGovernment.

   • Resource mobilization will be managed through the governance framework
   • Existing Regional ICT Steering Committee and sub-committees serve as an advisory body to CARICAD and the CARICOM Secretariat
   • High-level Task Force to be constituted to review the draft Action Plan, implementation and Resourcing requirements

2. Harmonization of legislation and standards

   Maintain a collaborative approach to the harmonization of legislation and standards in the region.

   • Review financial legislative framework with a view to incorporating e-commerce / e-business transactions.
   • Introduce technical policies and standards, particularly with regard to business and IT architecture and data.
   • Promote interoperability of all government systems by interconnection through a standards-based intra-Government portal.
   • Provide a data center that links through the intra-Government Portal and allows data to be backed up and recovered in a standard format shared by all government systems.
   • Include standards which promote social inclusion and reduce inequities.
   • Introduce a regionally recognised and accepted Unique Personal Identity Number (U/PIN) for CARICOM citizens
3. E- Business and E-Commerce

- E-Commerce protocol activities
- Electronic tendering for government business including specifications, ToRs, receipt of bids, evaluation of bids, contract negotiations and payments.
- Commercial Registration of Businesses conducted entirely on-line including payment of fees.
- Filing of business tax forms online and payment of dues.
- Making available online relevant documentation on all government processes that impact business
- Develop laws on legislation on e-Procurement, Intellectual Property Laws, Digital Signatures etc
- Develop government policies on outsourcing and partnerships
- Focused services to be offered to specific classes of businesses e.g. Small and Medium Enterprises (SMEs).

4. Procurement (ICT and other goods and services)

- Systematic monitoring of IT costs with a view to reducing those costs. [WHAT ACTION IS REQUIRED?]
- Government should begin common ICT Procurement using an incremental approach which can be intensified and expanded over time. (e.g. commodity items; contracting training consultants)

5. Information Management & Sharing

- Establish a required framework for the protection and use of critical government information required for disaster recovery of the public sector.
- Develop Portal(s) – Government to Citizen and Government to Business (give citizens and businesses an overview of their dealings with the public sector and their options by presenting services and information from many public authorities and institutions in a unified and manageable fashion.
- Establish a regional top-level domain (e.g. .cc, .caricom)
- Sharing comprehensive data on government transactions and making this available to relevant stakeholders.
6. Affordable broadband for government networks
   - Government should encourage an environment that results in the reduction of broadband and telecommunication costs
   - Strategic attention and support needs to be given to regional telecommunication & ICT initiatives eg. CKLN/c@ribNET as a priority

7. Capacity Building
   - Providing comprehensive training through a variety of channels on ICT and a range of other subjects to meet the specific demands of the region and the communities within the region thus empowering the citizens and businesses, raising their capabilities, and expanding their access to life choices and opportunities.
   - Providing systems to enable government employees to receive online training, empowering them through the use of collaborative tools to support work across different departments and entities and using mobile tools to enable them to work from anywhere.

8. Monitoring and evaluation framework which includes a strategic review
   - The Action Plan to be developed from this Strategy will have very clearly defined goals, objectives, and targets.
   - The strategic review of this plan should be started in 2012 and measure against goals in the Action plan
Implementation Framework

The implementation of the CARICOM eGovernment Strategy is a major undertaking in terms of its complexity and its importance to the CARICOM region. It focuses on countries, agencies leading eGovernment in each country, many regional institutions and several regional and sub-regional agencies.

It is important to recognise that the Caribbean eGovernment ecosystem is vibrant with many ongoing initiatives. The implementation of the 2010 - 2014 CARICOM eGovernment Strategy is envisioned to support and integrate initiatives across the region for the strategic development of eGovernment in the region.

Major components of implementation will focus on:

- Advocacy for participation by stakeholders/shareholders
- Strategic partnerships with Governments, regional institutions and organizations, international agencies, civil society groups etc.
- Projects already in progress in specific countries, sub-regions or region-wide that could be leveraged for value-added contribution to achieve some of the eGovernment strategy outcomes
- Regional plans for specific development themes or policy goals
- Private sector plans for specific business objectives that could be leveraged for value-added contribution to achieve some of the eGovernment strategy outcomes
- Donor-specific plans for specific development themes.

Two levels of implementation are critical to the coordination and facilitation of the implementation process. These are as follows:

1. Coordinating Institution Organization

The Caribbean Centre for Development Administration (CARICAD) has the responsibility for the management, coordination and facilitation of the activities and initiatives contained in the strategic plan.
Six areas have been identified for focus and action, using the strategy outcomes as the basis. This would impact the current CARICAD organization and would form the basis for its internal capacity development and reorganization.

**Major focus areas**

1. Information and knowledge management
2. Organizational readiness
3. Functional cooperation and service interoperability
4. ICT infrastructure and architecture services
5. Governance and public services
6. eGovernment Implementation Management
The Caribbean Centre for Development Administration (CARICAD) is grateful to a wide range of regional governments, institutions, agencies and individuals for the part they played in the development of the 2010-2014 CARICOM eGovernment Strategy.

The development of the CARICOM eGovernment Strategy was driven by the expertise and work of the strategy planning team comprising of Ms. Jennifer Astaphan, Executive Director of CARICAD, Mr. Adam Montserin, eGovernment Advisor at CARICAD, Mr. Richard Madavo, Senior Advisor at CARICAD, Mr. Franklyn Michael, Programme Officer at CARICAD and Ms. Alaine Codner, Communication Officer at CARICAD.

The Caribbean Community (CARICOM) and the Organization of Eastern Caribbean States (OECS) Secretariats have both played significant roles in the development of the strategy. Ms. Jennifer Britton and Dr. James Fletcher participated and infused regional and sub regional perspectives into the strategic planning meetings to ensure that the strategy is truly regional in its focus.

In addition, regional experts in the fields of eGovernment guided the development of the strategy in many areas including; Leadership, eGovernment Infrastructure, Human Resources, Legal and Regulatory, Public Sector Transformation, Governance and eCommerce. CARICAD acknowledges the exemplar contributions of Mr. Anthony Watkins, CEO, Odyssey Consultinc, Dr. Kim Mallialieu of the University of the West Indies, St. Augustine Campus, Dr. Cletus Bertin of the Regional Management Office, Mrs. Pricilla J. Banner of the Crown Counsel, Attorney General Chambers of Belize, Dr. Kathleen Gordon of the Caribbean Development Bank, Professor Stewart Marshall and Dr. Pearson Broome of the University of the West Indies, Cave Hill Campus.

CARICAD also recognizes the sterling contributions by the Caribbean eGovernment country representatives in guiding the development of the strategy. They provided national perspectives and clearly identified the ways in which eGovernment must enable Public Sector Transformation, based on the needs of each country.
A comprehensive list of Caribbean eGovernment country representatives is presented in Appendix I.

The Caribbean Telecommunications Union (CTU) and the Caribbean Association of National Telecommunication Organization (CANTO) were represented throughout the strategy development process by Mr. Selby Wilson and Mrs. Opal Lawton respectively. They provided excellent expertise and guidance in the alignment of the eGovernment Strategy with regional developments in the telecommunications space.

Additionally, Mr. Ramesh Gupta of System Strategies Inc. and Mr. Jonas Rabinovitch of the United Nations Department of Economic and Social Affairs (UNDESA) infused the strategy development process with expertise and international experiences in eGovernment and Knowledge Management.

CARICAD extends thanks and appreciation to the Government of Korea for providing the funding which made the development of this revised Strategy possible.

CARICAD expresses its gratitude to all the contributing stakeholders for their participation and commitment to the development of the 2010 – 2014 CARICOM eGovernment Strategy and the development of the region.