

2021



Charting a new course for the Commonwealth Telecommunications Organisation

Enhancing the value proposition to the
Commonwealth and beyond



COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION



INTRODUCTION

The revolution in information and communication technologies (ICT) continues to change the world, dismantling the traditional frameworks that govern the way we live and significantly shifting the distribution of power.

The COVID-19 pandemic has now ushered the world into a period of individual insecurity, business calamity, multi-sectoral crises and economic turmoil. These irrevocable phenomenal changes are challenging our understanding of what is normal. There is no returning to the world, as we knew it in December 2019.

In this era of unprecedented uncertainty, the Commonwealth Telecommunications Organisation (CTO) must be relevant in the unfolding

environment and responsive to the needs of its Members. To this end the CTO Secretariat is charting a new course for the CTO – a course that will enhance its value proposition to members and enable them to leverage the potential of ICT for development and achieving the United Nations Sustainable Development Goals.

The new course seeks to support each member as they pursue universal, affordable, broadband connectivity and digital transformation. In so doing, the CTO will deliver work that results in tangible benefits, a positive impact on the operation of national governments and ultimately transform the everyday lives of each Commonwealth citizen.

THE WORK OF THE CTO SECRETARIAT

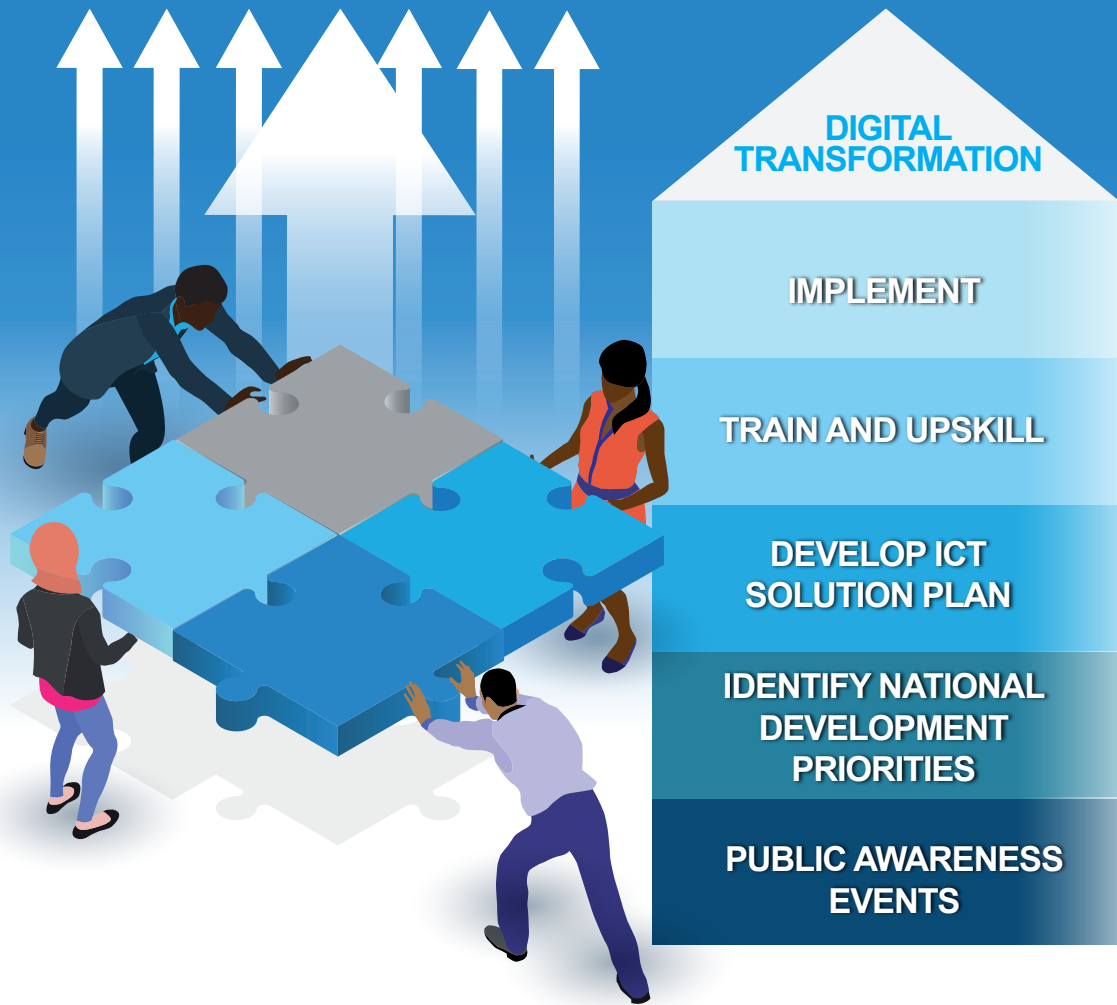
The CTO Secretariat has been consistently serving CTO Members by raising public awareness about ICT's transformative potential; providing ICT training; giving expert advice on ICT issues; conducting research; supplying ICT policies strategies and regulatory frameworks and coordinating positions at international fora through its various departments.

The Secretariat has also served as an ICT industry watch, alerting members to emerging technology and their implications for national development.

These activities, while very important were executed independently by each department, thereby diluting their potential impact.



ENHANCING THE VALUE PROPOSITION



THE NEW COURSE FOR THE CTO SECRETARIAT

The new course for the CTO Secretariat will focus on supporting Members on their digital transformation journey. Digital transformation is not a destination but a multi-faceted, complex journey that requires collaboration between many diverse stakeholders. The journey begins with public awareness of and education on the potential of ICT to transform everyday activities. The national development priorities and challenges must be carefully articulated so that appropriate technology and ICT solutions could be leveraged to enable reimagined services. This will require the formulation of strategies and plans for business process re-engineering, change management and service implementation. The journey will require workforce training and the

repurposing of human and financial resources to implement, maintain and improve efficiencies. The last stage will entail implementation, monitoring, measuring the impact and adjusting processes.

The Secretariat will streamline its work to ensure that each activity it undertakes for a member builds on its other activities and results in a meaningful impact.

The journey to digital transformation requires forward-looking 21st century thinking. The CTO Secretariat will design its activities with 21st century approaches that cultivate societies that are ICT-conscious, innovative and visionary.

ENHANCING CTO'S VALUE TO MEMBERS

The CTO will enhance its value to members by providing support to each member for every aspect of their digital transformation journey through the work of its Secretariat.

The CTO Secretariat will:

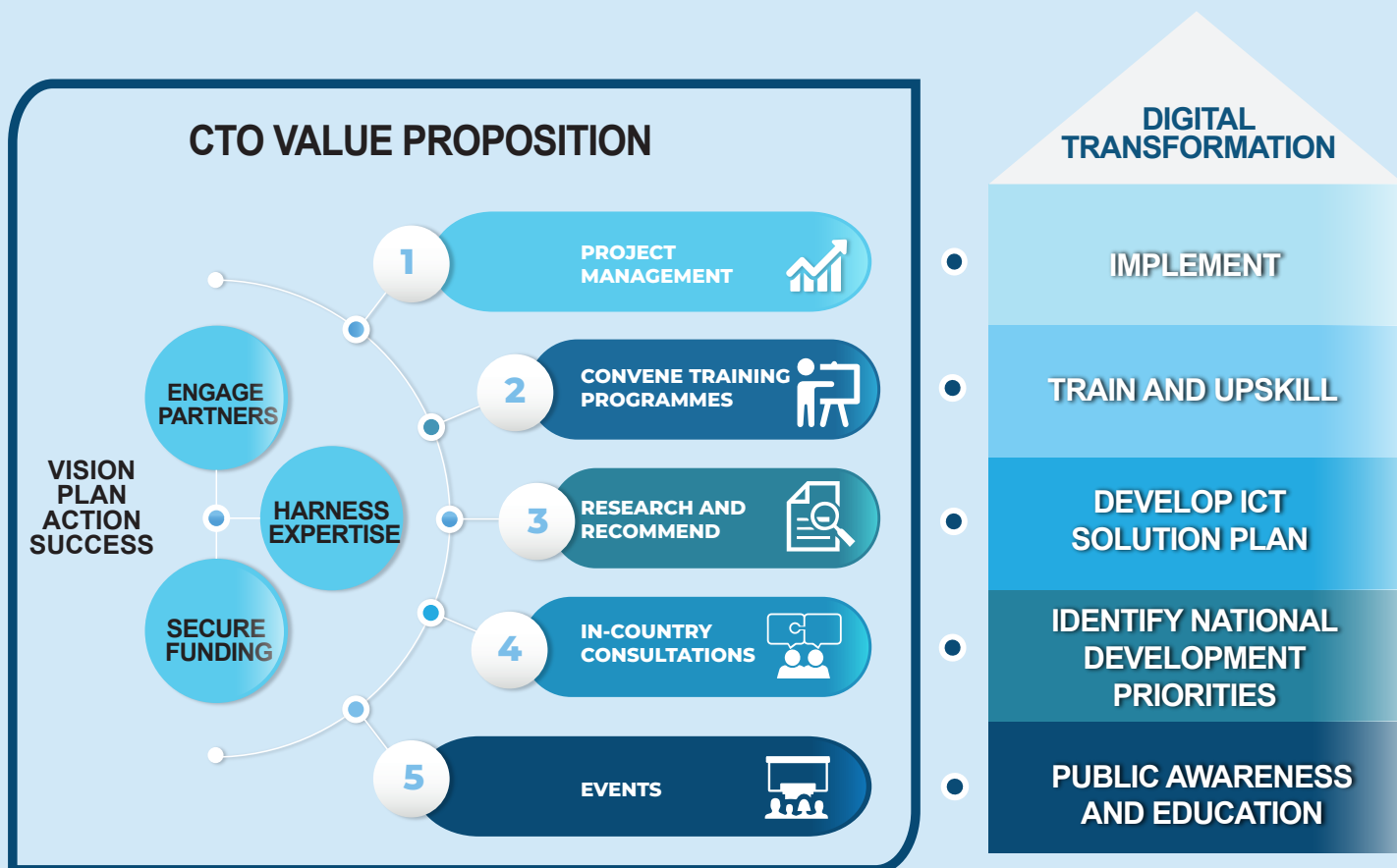
- Arrange public awareness activities to educate all citizens on the transformative potential of ICT;
- Guide and support in-country consultations to determine the national development priorities;
- Conduct desk review of national documentation, perform research on potential ICT Solutions and work with Members to formulate plans with measurement metrics and identify training

needs for implementation;

- Arrange training programmes to equip public servants to implement the plans;
- Coordinate implementation, measurement of impact and adjustment plans for greater impact.

The CTO will also:

- Engage its trusted strategic partners to support the journey;
- Harness the expertise of its network of experts throughout the process;
- Encourage collaboration between CTO Members; and
- Solicit funding for the work to be done.





21ST CENTURY GOVERNMENT: A STEP ON THE DIGITAL TRANSFORMATION JOURNEY

The CTO believes that Governments must be early ICT adopters and use ICT to effectively deliver services its citizens and internal and external clients. We believe that affordable universal access is pivotal to the introduction of not just online government services, but an array of services and programmes in all aspects of society.

Once citizens are able to use the services, it catalyses a process of widespread adoption of ICT.

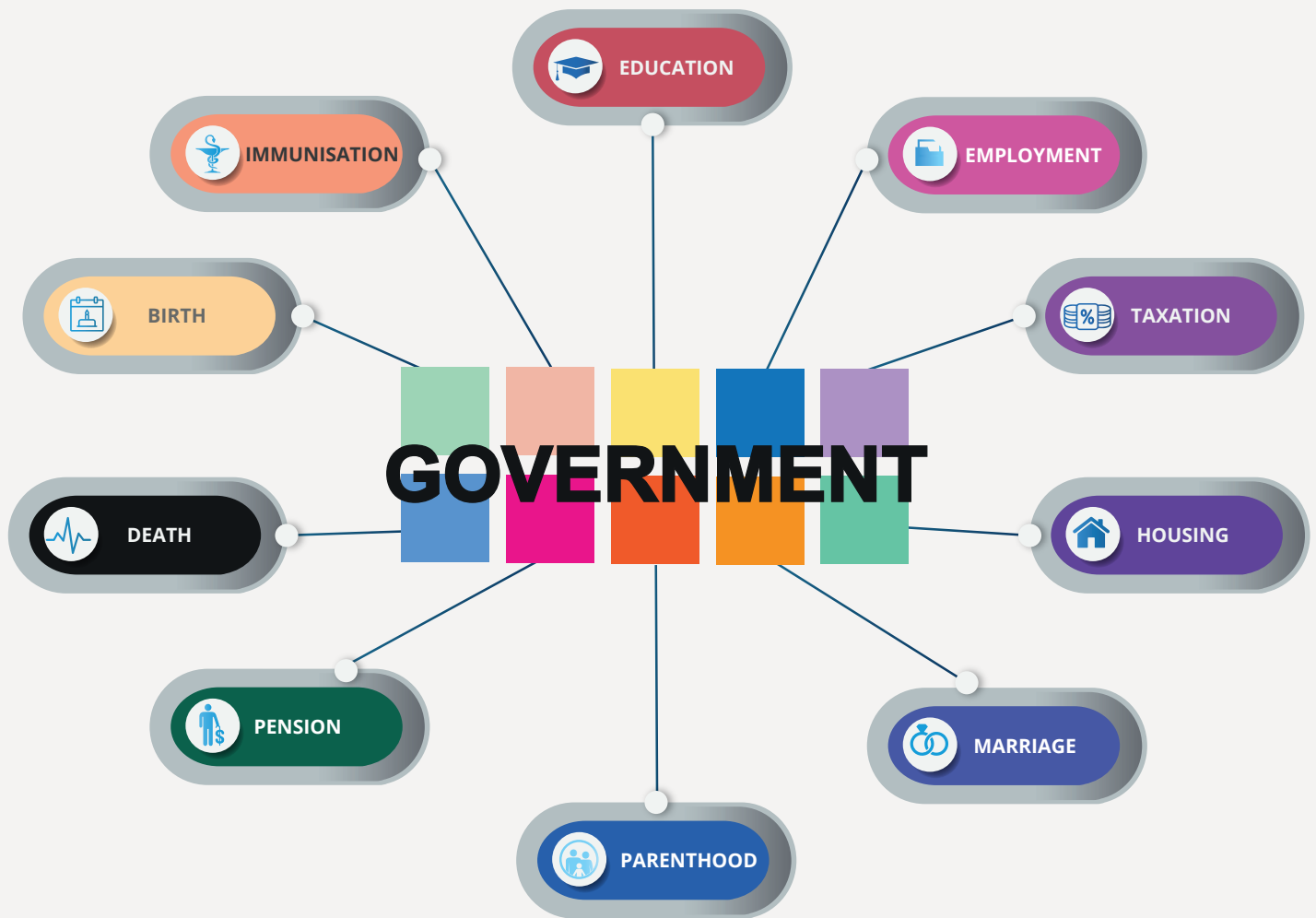
Many governments have been working towards digital transformation for decades through e-government initiatives but there are few compelling examples of real transformation. Many of these initiatives were implemented as independent activities in a ministry without any reference to, or integration with the rest of the government. This “siloe” approach negates the potential benefits of a whole-of-government programme as information is localised in each ministry.

The Caribbean Telecommunication Union (CTU) defines a 21st Century Government as one that is citizen-centric, seamless, resilient, open, interactive and efficient and makes effective use of ICT to deliver services to their citizens, internal and external clients. Such a government is fit for purpose in the 21st century.

The CTO is proposing that an important step on the way to digital transformation is the establishment of 21st Century Governments. Such governments are citizen-centric and make effective use of ICT to be seamless and resilient in order to deliver its services securely efficiently and transparently.

The CTO envisions countries with affordable, secure, universal broadband connectivity and 21st Century Governments. In such countries, the private and public sectors will be beneficiaries of efficient and timely services.

THE GOVERNMENT AND ITS CITIZEN



TRADITIONAL GOVERNMENT

The Government has a unique relationship with citizens in that it is the only institution with which a citizen must interact directly or indirectly at every stage of his existence from birth to death. As a citizen, one must be registered at birth, educated, find employment or register a business, pay taxes, register a marriage, purchase property, license a car, receive a driving permit, receive health treatments, and ultimately, have one's departure from this life registered.

The Government is uniquely and exclusively positioned to know its citizens and therefore has a responsibility to create and maintain systems and processes that efficiently service their needs and enable them to participate effectively in national life and the development of the country.

But the government, as a whole hardly knows its citizens because their information is distributed across many isolated ministries and agencies which do not share information. So in order to do one transaction, the citizen may be required to visit several ministries to obtain their information to take to other ministries or departments.

In addition, traditional Government processes are based on systems that are hundreds of years old and optimised for paper and ink technology. They are resource-intensive, costly, inefficient, fraught with many vulnerabilities, and are consequently anachronistic to, and inherently inefficient in the 21st century.

THE CITIZEN AND 21ST CENTURY GOVERNMENT



ESTABLISHING A 21ST CENTURY GOVERNMENT

Central to 21st Century Government is the assignment of a unique digital identifier to each citizen at birth. The information pertaining to each subsequent transaction with the government is captured digitally and associated with the citizen's unique digital identifier. All information relating to the citizen's transactions with the government are available securely across all government departments and ministries with the necessary authorisations.

The establishment of a 21st Century Government will require an enabling eco-system of policies legislation and regulations. It will also require an affordable, reliable, secure, and ubiquitous

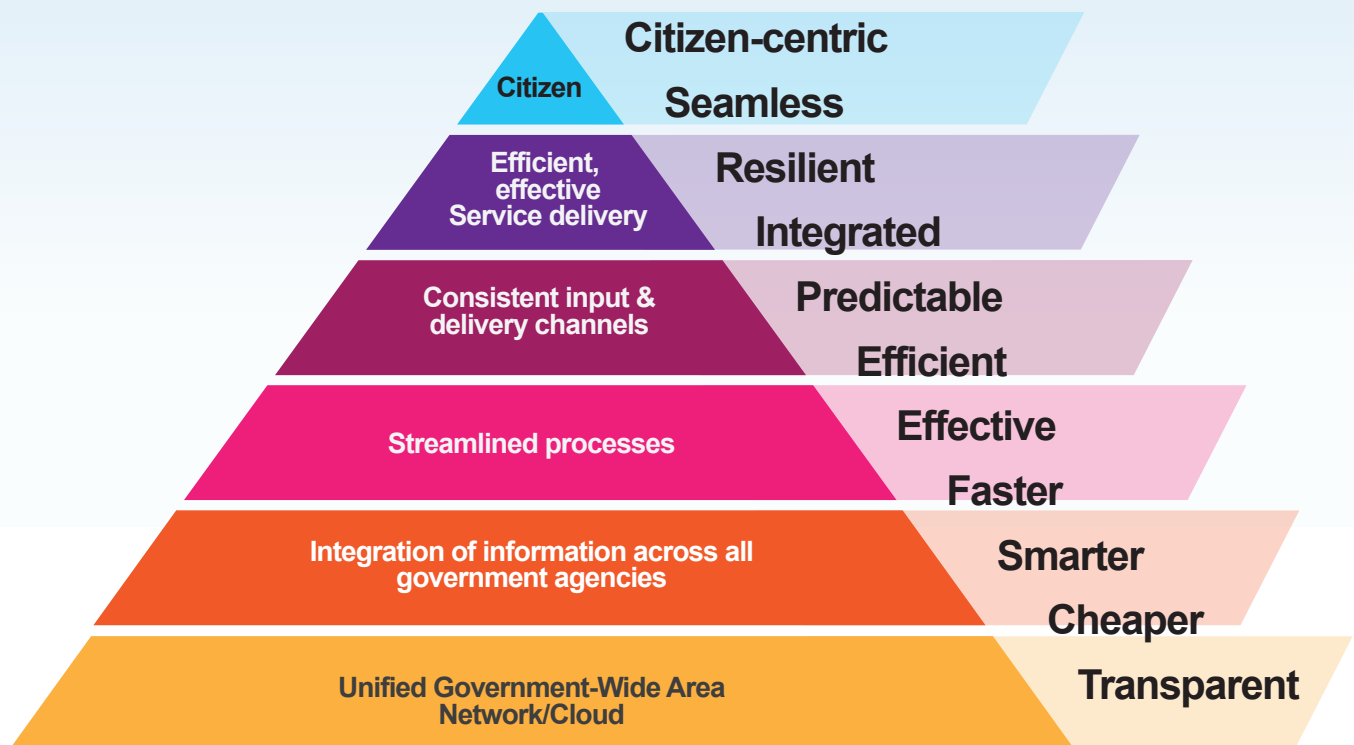
broadband infrastructure for the establishment of software-defined Government wide area network and adopting cloud-based services. The most important aspect of the 21st Century Government is the public servant who will be responsible for delivering services to citizens. A coherent programme for changing mindsets to embrace change will be required. Change management programmes, business process re-engineering, training and upskilling are essential activities for establishing a 21st Century government.

CTO COMMITTED TO MEMBERS' DIGITAL TRANSFORMATION JOURNEY

The journey toward digital transformation is not just about technology. It will require re-imagining government services, re-thinking of government processes, structures and services; changing entrenched 20th century mindsets and developing an ICT-conscience 21st century Government culture. The work will require the involvement of diverse stakeholders in the public and private sectors and civil society. It will also require financial and human resources.

The CTO intends to work with each member to establish a 21st Century Government in their country. Achieving this goal will require a champion at the highest level of government, the political will to undertake the work and commitment to stay the course. The longest journey begins with the first step and the CTO is committed to helping its members not only make the first step but to accelerate the progress on their journey.

21ST CENTURY GOVERNMENT



WE ARE AT YOUR SERVICE



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For more information on the CTO's
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