Incorporating ICTs into the Regional Development Agenda:
Deploying ICTs to Assist in Achieving the MDGs related to Health

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Regional Management Office (RMO) for the EU SFA 2005 ICT Development Project
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Capacity Building at Individual and Organisational Levels for Successful Implementation.
Presentation Outline

1. Overall Capacity Assessment of the Region
2. Education vs. Training
3. People vs. Processes
4. Leadership vs. Management
5. Change Agents vs. Consultants
6. Fight vs. Flight
7. Conclusions
The Cutting Edge can also be the Bleeding Edge!

Frankly Sir, we’re tired of being on the cutting edge of Technology!
Maybe it’s time to look for a new job online…

Hey, that’s my job they’re trying to fill!

…and I’m Unqualified
1. UNDESA Human Capital Index

- A composite of the adult literacy rate and the combined primary, secondary & tertiary gross enrolment ratio.
- Two thirds weight given to the adult literacy rate and one third to the gross enrolment ratio.
- Adult literacy rate and the gross enrolment ratio drawn primarily from the United Nations Educational, Scientific & Cultural Organization (UNESCO).
- Supplemented with data from the UNDP Human Development Report.
## Countries

<table>
<thead>
<tr>
<th>Countries</th>
<th>UNDESA 2008 E-Government Survey: Human Capital Index</th>
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</thead>
<tbody>
<tr>
<td>Antigua &amp; Barbuda</td>
<td>0.8253</td>
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<tr>
<td>Bahamas</td>
<td>0.8748</td>
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<td>Barbados</td>
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<td>Belize</td>
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<td>St. Vincent &amp; the Grenadines</td>
<td>0.8171</td>
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<tr>
<td>Trinidad &amp; Tobago</td>
<td>0.8720</td>
</tr>
</tbody>
</table>
2. Education vs. Training

- Education → Knowledge → Academic
- Training → Skills → Professional/Tech-voc

Relevant Curriculum & Continuous Learning

Tracks:
- MIS, Computer Science, ICT & Telecomms.
- Change Management, Information Management, Knowledge Management, Business Process Analysis & Reengineering
3. People vs. Processes

“85% of all quality problems are a result of the processes that are in place, not because of the people who operate within the processes.”

--Joseph M. Juran
What Causes A Problem?

**The Process**

- People
- Methods
- Environment
- Machines
- Materials

Customer Expectations/Requirements

Why the Gap?

Output of the Process
**Focus on Process…**

### Variation in the Process

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Dept A</th>
<th>Dept B</th>
<th>Dept C</th>
</tr>
</thead>
</table>

### Diagram

- **Output of the Process**
- **Customer Expectations/Requirements**
- **Why the Gap?**
What is a Business Process?

- A collection of interrelated activities that are handled in a planned approach with a view to achieving a pre-determined result
Process Mapping

- A graphical representation of processes
- Tool for BPA & BPR: moving from “as-is” to “to-be”
- Steps of the process (and related procedures)
- Inputs and outputs for each step
- Triggers, Suppliers and Customers
- Systems used
- Issues in present process
Effective Process Reengineering

- Senior management needs to develop broad strategic vision
- Management must understand and measure performance of existing processes as baseline
- ICT should be allowed to influence process design from start
- ICT infrastructure should be able to support/streamline business process changes/improvements
4. Management vs. Leadership

“There is no Leadership without Change...and no Change without Leadership.”

Professor John Adair
**Leadership**—declaring a future and enrolling people into making that future happen.

The ability to create an environment where individuals willingly apply their unique abilities to a common mission.
Management: coordinating people and materials to accomplish specific milestones/objectives, which will make the declared future happen
5. Change Agents vs. Consultants

1. Develop a need for change
2. Establish an information-exchange relationship
3. Diagnose problems from the potential adopter perspective
4. Motivate the potential adopter to change
5. Influence the potential adopter towards action
6. Stabilize adoption and prevent discontinuance
7. Encourage self-reliance in the adopter, removing/reducing dependency on the change agent
6. Fight vs. Flight
“It’s an ergonomic ankle support, designed to help you be more productive.”
Figure 3. Percent of Labor Force that Has Migrated to OECD Member Countries: Caribbean vs. the Rest of the World, 1965–2000

Source: Docquier and Marfouq (2004).
Figure 6. Top 20 Countries in the World with the Highest Emigration Rates, 1970–2000 (Percent of Educated Labor Force that has Migrated to OECD Member Countries)

Source: Docquier and Marfouq (2005).
Note: Educated labor force is defined as having 12 or more years of completed schooling.
Table 1. Percent of Labor Force That Has Migrated to OECD Member Countries, 1965–2000, (By Level of Schooling)

<table>
<thead>
<tr>
<th>Country</th>
<th>Primary</th>
<th>Secondary</th>
<th>Tertiary</th>
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<td>St. Kitts and Nevis</td>
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<tr>
<td>St. Lucia</td>
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<tr>
<td>St. Vincent and the Grenadines</td>
<td>18</td>
<td>33</td>
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<tr>
<td>Suriname</td>
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<td>74</td>
<td>48</td>
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<tr>
<td>Trinidad and Tobago</td>
<td>8</td>
<td>22</td>
<td>79</td>
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<tr>
<td><strong>Average</strong></td>
<td>15</td>
<td>42</td>
<td>70</td>
</tr>
</tbody>
</table>

Source: Docquier and Marfouq (2005).
More money?...or more than money?

Overview of Professional Stream

- attract, retain and assimilate competent and committed Professionals in Public Service
- increase levels of job satisfaction and motivation
- upward mobility for both technical and managerial streams
Overview of Professional Stream

- provision of **clearly defined** career paths
- cater for **wide range** of career paths
- **consistent** with **other professional streams**
- Entry level and mobility based on qualifications, skills, experience and **performance** with respect to key aspects of ICT agenda: data, information, knowledge, change, projects & technology
Professional/Technical (3 Levels, 7 Steps)

- IS/ICT/IM: Officer/Specialist/Engineer I - III
- DBA/Systems Administrator I - III
- Network Administrator/Engineer I - III
- Systems Analyst/Developer I - III
- Website Administrator/Designer/Developer I – III
- Webmaster/Content Manager I - III
- Research Officer or Analyst I - III
- Communication Officer or Specialist I - III
- Marketing Officer or Specialist I - III
- Quality Assurance Officer or Specialist I – III
- Policy Officer/Specialist I - III
- Security Analyst I - III
- Systems Auditor I - III

- Senior ICT Technician
- Senior DPO

- ICT Technician I - III
- Data Processing/Entry Officer I - III
- Research Assistant I - III
Senior Technical/Managerial (5 Levels/Steps)

- Director or Chief Information Officer (CIO)

- Deputy Director or Deputy CIO

- Assistant Director or Executive Manager

- Senior Manager

- **Manager:**
  IS/ICT/IM/Change/Project/Knowledge/Quality/Marketing/Research

- **Senior ICT Officer/Specialist/Engineer:**
  Policy; Security; Audit; DBA/Systems Administrator; Network Administrator; Systems Analyst/Developer; Website Administrator/Designer/Developer)
In Conclusion...

1. **Emphasis** on **continuous** and **relevant** education **and** training

2. **Strategic** focus on **processes** as well as on people

3. **Develop** leaders as well as managers

4. **Empower** change agents **along with** consultants

5. **Create** institutional framework to encourage professionals to stay and return.
Thank you!