SUMMARY REPORT ON

Building Capability for Government Transformation

A Visioning Workshop for Government Leaders

May 9-11, 2011
Port of Spain, Republic of Trinidad & Tobago
SUMMARY REPORT ON VISIONING WORKSHOP FOR GOVERNMENT LEADERS

© 2011 The Research Foundation of State University of New York
# Table of Contents

5  Letter from the Workshop Chair  
6  About the Event  
8  About the Workshop Team  
14  Workshop Agenda  
17  A Capability-Based View of Government Transformation  
21  Presentation Highlights  
26  Recommendations  
28  Highlights from the Participant Groups  
30  Participant List  
32  About the Center for Technology in Government
I am pleased to introduce this report from *Building Capability for Government Transformation: A Visioning Workshop for Government Leaders*. The pages that follow provide a high-level view of a workshop that challenged participants to think about the transformative potential of technology and the policy, management, and technology capabilities necessary to achieve that transformation.

Hosted in Port of Spain in the Republic of Trinidad and Tobago, the workshop spanned three days and brought together participants from throughout the West Indies. The multi-sector, multi-national workshop team from the Center for Technology in Government at the University at Albany, State University of New York, the University of Maryland at College Park, and Microsoft Corporation included experts in technology innovation in government, open government, interoperability, capability assessment, information policy, public value assessment, sustainable technologies, and cloud computing.

The workshop speakers presented visionary perspectives on the role of technology in government transformation and innovative new models for examining the critical questions that face any government innovator, such as *what value does this innovation create for the citizens of my country and does my government have the capability necessary to innovate successfully?*

Workshop presentations and exercises were organized to build on the idea that creating a vision for transformation that is relevant to a particular context is the first step in a sustainable transformation. With a vision to guide action, each government must then ensure they have the policy, management, and technology capabilities necessary to achieve their own unique transformation agenda. Through many large and small group discussions with the expert speakers and each other, workshop attendees explored new ideas and outlined scenarios for leading innovative government transformation efforts within their own countries and in their own government agencies.

A multi-media record of the workshop is available at http://www.ctg.albany.edu/government-vision-workshop/westindies. I encourage you to take advantage of these resources, both as a record of this workshop and as a starting point to begin envisioning your own future government.

Sincerely,

Theresa Pardo
Director, Center for Technology in Government
Building Capability for Government Transformation: A Visioning Workshop for Government Leaders took place in Port of Spain, Republic of Trinidad and Tobago. The workshop was endorsed by the Ministry of Public Administration, Government of Trinidad and Tobago and sponsored by Microsoft Corporation. The workshop provided a forum for government officials to engage with thought leaders from academia, government, and Microsoft about the role of technology in fostering public sector innovation. The workshop was attended by over 50 representatives from Trinidad and Tobago, Jamaica, and Dominica.

The Center for Technology in Government (CTG) at the University at Albany - SUNY delivered the three-day workshop. CTG works with leaders from around the world to build understanding of how information technology, public policy, and management innovations can generate public value for government and its citizens.
“Trinidad and Tobago can boast of being one of the most ‘connected’ countries in the region with a mobile penetration rate in excess of 100% and approximately 40% of households connected to the Internet. However, while we continue to expand levels of connectivity, we must increasingly look towards translating our usage into ICT innovation.”

Rudrawatee Nan Ramgoolam
Minister of Public Administration
Government of Trinidad and Tobago

“The essence of good governance and good planning is the ability to foresee, identify, and embrace critical concepts and ideas that serve as new stimulus to economic, social, and cultural diversification. But of greater importance to efficient planning is the formulation of well-defined strategies that lend to effective policy. [...] The region has a tremendous opportunity to connect into the global information society and significantly prosper from the social and economic benefits of the digital economy. Governments must assiduously pioneer and lay the foundation for such change.”

Ambrose V. George
Minister of Telecommunications and Constituency Services
Government of Dominica

Workshop Objectives

Using a capability-based view, the workshop speakers presented visionary perspectives on emerging technologies and offered workshop participants a framework to turn those visions into an action plan for their governments. Participants engaged with the speakers and each other to achieve several goals:

- to explore the transformative role of technology in fostering public sector innovation,
- to build an understanding of the critical elements—including policies, frameworks, and standards—that support the transformation agenda of a country, and
- to learn about practical strategies to apply these concepts in assessing and building capability for transformation in their own context.
ABOUT THE WORKSHOP TEAM

THERESA PARDO
Director, Center for Technology in Government, Workshop Chair

As Director, Theresa works with government, corporate, and university partners to lead applied research projects on the policy, management, and technology issues surrounding information and information technology use in the public sector. Theresa is on the faculty of the Rockefeller College of Public Administration and Policy and the College of Computing and Information at the University at Albany. She is one of the founding developers of the highly ranked Government Information Strategy and Management curriculum at Rockefeller College and a recipient of the University at Albany’s Excellence in Teaching Award.

Theresa’s current portfolio includes the development of a public value assessment framework for open government initiatives funded by the U.S. National Science Foundation (NSF) and a project funded by the Canadian Social Sciences and Humanities Research Council (SSHRC) to develop a framework for smart cities service integration based on case studies from the U.S., Canada, Mexico, and China. Her most recent NSF-funded effort is as the principal investigator for a project to develop a data interoperability framework for the North American Free Trade Agreement (NAFTA) region by working with stakeholder communities involved in the growth of coffee in Mexico that is certified, distributed, and consumed in Canada and the United States.

Theresa is an elected member of the Board for the Digital Government Society and a member of the editorial board for several peer-reviewed journals, including Government Information Quarterly. She serves as a member of national and international advisory boards for organizations such as the National Center for Security and Preparedness, the Data Center for Applied Research in Social Sciences at Centro de Investigacion y Docencia Economicas (CIDE) in Mexico City, the U. S. Government Accountability (GAO) Office Executive Council for Information and Technology Management, and the International Conference on Theory and Practice of Electronic Governance (ICEGOV). She is also a Senior Adviser to the State Information Center, P.R. China and serves as a member of the jury panel for the Annual Sultan Qaboos Award for Excellence in eGovernment in Oman.

Theresa is a contributing author to practitioner publications such as Public CIO and Government Technology. She regularly participates as an instructor in leadership development programs for government executives, including efforts with the United Nations, the Instituto Nacional De Administracao Publica in Portugal, the Turkish Ministry of Finance, and the U.S. Federal Government Office of Personnel Management. Theresa has made invited presentations for several international organizations, including the Organisation for Economic Cooperation and Development (OECD) and the United Nations Department of Economic and Social Affairs (UNDESA).

Theresa has received numerous awards for her written work, including the 2008 Best Paper of the Year award from the Journal of the American Society for Information Science and Technology (JASIST) and the Best Paper Award in the E-Government Track at the 2009 Hawaii International Conference on System Sciences (HICSS).
**LORENZO MADRID**  
**WW Director, Technology Office Strategy, Microsoft Corporation**

Lorenzo has over 30 years of working experience in the ITC industry, many of them throughout the Latin America region. He joined Microsoft in 2003, as the Public Sector Director for Brazil and thereafter moved to the USA to become Microsoft’s Chief Technology Officer for the Latin America Region and in 2007, he was appointed as the World Wide Director for the Government Interoperability Initiative.

During his professional career, Lorenzo was the CIO for Education Secretary - State of Sao Paulo, Brazil, providing ITC services to supply the demand for IT education and Internet access in 6,000 schools with 300,000 teachers and six million students.

Lorenzo also participated as a consultant for the Brazilian Government on the technical architecture of innovative e-government Systems such as the SISCOMEX, (for handling Import and Export on-line documents) and in the On-Line Income Tax System. These systems incorporate the use of multiple IT platforms and support over 55 millions of users.

He has been keynote speaker in several international events, such as COMDEX, The Economist World Forum, the World Wide Forum in Technology for Tax Systems, the West Indies Government Conference, The Philippines Information Officers Forum among others, addressing the impact of technology in society and its importance to leverage economic growth.

He also has been a lecturer at The Lee Kwan Yew School of Public Policies in Singapore, The Dubai School of Government, and The Center for e-Governance Development in Ljubljana and in addition to the Schools of Engineering of Quito in Ecuador, São Paulo – Brazil and Santiago de Chile.

---

**DONNA CANESTRARO**  
**Program Manager, Center for Technology in Government**

Donna provides management and technology support for projects at the Center in her current role as program manager. Her current work focuses on the policy, management and technology issues related to inter- and intra-organizational information integration, enterprise IT governance, and business process analysis.

Donna brings more than 30 years of professional experience in project management, education, and information technology to CTG’s partnership projects. She started at the Center in 1999 and has worked with agency partners on problem definition, process analysis, and business case development. She also participates in defining technology issues, conducting investigations of relevant technologies, managing best practices research, and evaluating organizational, process, and technology solutions for the Center’s projects. She is highly experienced in facilitation, group decision conferences, and all facets of collaborative work.

Donna also has experience in the fields of education and training, marketing, management, and customer service. Prior to joining CTG she was the program manager of the Computer Training Program at the University at Albany’s Nelson A. Rockefeller College of Public Affairs and Policy. She previously worked at UNISYS Corporation as the solution center manager of the Albany district and State regional product manager, and as a customer service manager at General Electric Company.
Josemaría is the Regional Technology Officer for Microsoft Latin America and The Caribbean. In this role, he is responsible to work closely with governments to assist in the development of information technology strategies, allowing countries to increase their level of efficiency, competitiveness, growth, and social development.

Previously, Josemaría held the position as Chief Security Advisor in Microsoft Latin America. Josemaría is best known as a visionary who has been involved in leading edge technologies for more than twenty-five years, sharing his passion on how technologies used strategically can make a difference in companies, countries, and ultimately, people.

Before joining Microsoft in January 2005, Josemaría was an Associate Partner with Accenture in Boston, Massachusetts. In such role, Josemaría was responsible for the management and execution of high caliber projects in the Financial Services Industry, more specifically in building the strategic architecture of straight thru processing, the ability to run processes without human intervention for financial securities. Other previous professional experiences were held at Lotus Development Corporation and Wang Laboratories.

Josemaría has a Bachelor in Computer Science and a Bachelor in Computer Systems Engineering from Franklin Pierce University in Rindge, New Hampshire. Josemaría holds a patent as one of the inventors of what is known today as RAID 5 from Berkeley University. Josemaría also holds a patent on the optimization of document storage on massive capacity devices.

Flavio M. Calonge
Government Director for Microsoft Latin America and the Caribbean

Flavio is the Government Director for Microsoft Latin America and The Caribbean under the Public Sector segment and he is the strategist behind Latin America and the Caribbean Government vertical. His work includes guiding the business, technical and architectural structure of Microsoft’s offerings in the Government Industry. He has the honor to act as a trusted strategic advisor to national, regional and local government leaders helping them create an ICT environment that supports their individual policy agendas and support their citizens.

Joining Microsoft in 2000, he has held several positions in the Caribbean region until June 2007 were one of his most important achievements was the trust built with partners in the region where Microsoft grew from having 15 partners in 2000 to 30 managed and 120 unmanaged partners in 2006. During this period, he also successfully organized several Annual Partners Conference and also regularly brought partners and customers to Executive Briefings’ days in Fort Lauderdale, FL (Microsoft LATAM HQ) which included official members of several and different Public Sector organizations from the region.

Prior to Microsoft, he was Managing Director and Sales and Marketing Manager of EC International, serving Latin America region in market development for specialized and emerging solutions and opening markets to new technologies and products. In the IT industry since 1986, Flavio has a vast experience in in the Latin America and the Caribbean in strategy, sales and marketing specialized in ICT applied to business needs.
JOHN BERTOT
Professor and Director of the Center for Library and Information Innovation, College of Information Studies at the University of Maryland

John is a Professor and Director of the Center for Library and Information Innovation, College of Information Studies at the University of Maryland. He also serves as Associate Director for Research for the Center for Information Policy and E-Government. John received his Ph.D. from the School of Information Studies at Syracuse University. His research spans information and telecommunications policy, e-government, government agency technology planning and evaluation, and library planning and evaluation.

John is President-elect of the Digital Government Society of North America, and serves as chair of the International Standards Organization’s (ISO) Library Performance Indicator working group and serves as a member of the National Information Standards Organization’s (NISO) Business Information Topic committee. John is past Chair of the American Library Association’s (ALA) Library Research Round Table. Also, John is editor of Government Information Quarterly and Library Quarterly.

Over the years, John has received funding for his research from the National Science Foundation, the Bill & Melinda Gates Foundation, the Government Accountability Office, the American Library Association, and the U.S. Institute of Museum and Library Services.

ARIEL MATÍAS PACECCA
Latin American Director of Public Private Alliances (PPA), Microsoft

Ariel has 20 years of experience working with Government’s all around Latin America and in the US. He is the Latin American Director of Public Private Alliances (PPA) in Microsoft’s WW Public Sector organization. In this position he developed, in the last 4 years, over 50 Public Private partnerships in 18 different countries and targeting almost 6 million citizens.

The goal of the PPA program is to raise visibility with our government customers about how to shape smart, sustainable and inclusive technology solutions for their citizens. Aligned to the company’s ‘Leading with the Future’ vision in FY 11, Shape the Future enables governments to attain ambitious goals by combining Microsoft Products and Services, Citizenship, Government and Education expertise along with broad Public Private Partnership experience.

Ariel holds an Master in Business Administration Degree from Universidad de Belgrano – Argentina, joint program with L’Ecole Nationale des Ponts et Chaussees - Paris, Francia, and a Degree in Information Systems (1991).
“To be competitive in today’s connected world, a nation must learn not only how to produce and sell better, but also how to foster a caring society. By harnessing the potential of ICT in all areas of human life, national and local governments can provide new and better responses to vital and long-standing issues such as poverty alleviation and wealth distribution equity, as well as education, civic empowerment, and social justice.”

Atiba Phillips  
Managing Director, National ICT Company Limited (iGovTT)  
Trinidad and Tobago
Pradeep Raman
General Manager for Microsoft Trinidad and Tobago

Pradeep is the General Manager of Microsoft Trinidad and Tobago and is responsible for all aspects of Microsoft’s operations across Trinidad and Tobago as well as the Eastern Caribbean and Southern Caribbean countries. This subsidiary includes a team of 20 sales and services professionals who are supplemented by additional vendor resources and hundreds of Registered and Certified partners in serving end customers across all industries and government. In this position, Pradeep owns accountability for Microsoft’s overall Financial performance, Image, Government relationships, and Citizenship efforts within these countries. He brings to his position more than 19 years of information technology experience.

Pradeep started with Microsoft in 1998 as a Consultant in the Retail Industry Practice group within US Services. While serving in various consultant roles up to Principal Consultant, he delivered large-scale mission-critical solutions for some of the largest retailers in the country including Publix Supermarkets, The Bombay Company, and Blockbuster Entertainment.

In 2001, he transitioned to manage the Developer & Platform Evangelism Team for the Southeast and owned responsibility for driving adoption of the .NET platform across the enterprise and independent developer communities in the geography. Two years later, Pradeep moved into the Sales Manager role in the Southeast with responsibility for a $60M+ book of business selling products and services to enterprise customers across the geography. He grew these business double-digits each year and was part of the overall team that was named the Top District in 2 of his 3 years in role.

In 2006, Pradeep moved to be the Practice Director within Microsoft’s U.S. Consulting Services Business covering customers across the Southeast (Florida, Alabama, Mississippi, Georgia, North Carolina, and South Carolina). This team of over 60 Microsoft consulting service professionals worked closely with the Microsoft partner community to deliver business solutions based on the Microsoft platform for Enterprise customers across the six Southeastern states.

Prior to joining Microsoft, Pradeep served in various software developer and IT Manager roles at Precision Response Corporation, Blockbuster Entertainment, and International Paper where he began his career.

Pradeep holds a B.S. in Computer Science with a minor in Mathematics from the Armstrong Atlantic University in Savannah, Georgia. He also earned his M.S. in Computer Science with a specialization in Artificial Intelligence and Software Engineering from Auburn University in Alabama.
# Workshop Agenda

**Monday, May 9, 2011**

<table>
<thead>
<tr>
<th>Time</th>
<th>Presentation Topic</th>
<th>Speaker(s)</th>
</tr>
</thead>
</table>
| 9:00-9:10  | Welcoming Remarks                           | Pradeep Raman  
GM, Microsoft Trinidad and Tobago                                                                |
| 9:10-9:20  | Opening Remarks                             | Atiba Phillips  
Managing Director, National ICT Company Limited (iGovTT), Trinidad and Tobago                       |
| 9:20-9:30  | Workshop Address                            | Honorable Ambrose V. George, Minister of Information and Telecommunication, Dominica                  |
| 9:30-9:40  | Keynote Address                             | Honorable R. Nan Gosine-Ramgoolam, Minister of Public Administration, Trinidad and Tobago             |
| 9:40-10:00 | Workshop Introduction                       | Theresa Pardo  
Director, Center for Technology in Government                                                        |
| 10:00-11:00| Technology as a Transformative Agent         | Theresa Pardo                                                                                       |
| 11:00-11:15| Coffee Break                                |                                                                                                      |
| 11:15-12:45| Impact of Citizen Services on Economic Development | Lorenzo Madrid  
WW Director, Technology Office Strategy, Microsoft Corporation                                   |
| 12:45-1:45 | Lunch                                       |                                                                                                      |
| 1:45-2:15  | Plenary Discussion: Building a Vision for Transformation | Theresa Pardo                                                                                       |
| 2:15-3:15  | Achieving Your Vision: A Capability-Based View | Donna Canestraro  
Program Manager, Center for Technology in Government                                                |
| 3:15-3:30  | Break                                       |                                                                                                      |
| 3:30-4:30  | A Candid Conversation on Cloud Computing and its Role in Government | Josemaría Valdepeñas Rubio  
Regional Technology Officer, Microsoft Corporation                                                   |
| 4:30-5:00  | Plenary Discussion: A Capability-Based View  | Donna Canestraro                                                                                     |
“To be competitive in today’s connected world, a nation must learn not only how to produce and sell better, but also how to foster a caring society. By harnessing the potential of ICT in all areas of human life, national and local governments can provide new and better responses to vital and long-standing issues such as poverty alleviation and wealth distribution equity, as well as education, civic empowerment, and social justice.”

Atiba Phillips
Managing Director, National ICT Company Limited (iGovTT)
Trinidad and Tobago

<table>
<thead>
<tr>
<th>Time</th>
<th>Presentation Topic</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00-9:15</td>
<td>Setting the Stage for Day 2</td>
<td>Theresa Pardo</td>
</tr>
<tr>
<td>9:15-10:15</td>
<td>Citizen Services in a Digital City</td>
<td>Flavio M. Calonge, Government Director for Microsoft Latin America and The Caribbean</td>
</tr>
<tr>
<td>10:15-10:30</td>
<td>Coffee Break</td>
<td></td>
</tr>
<tr>
<td>10:30-11:30</td>
<td>Information Policy</td>
<td>John Bertot, Professor &amp; Director, Center for Library and Information Innovation, College of Information Studies, University of Maryland</td>
</tr>
<tr>
<td>11:30-12:00</td>
<td>Panel Discussion: Policy Implications in Government Transformation</td>
<td>John Bertot, Theresa Pardo</td>
</tr>
<tr>
<td>12:00-1:00</td>
<td>Lunch</td>
<td></td>
</tr>
<tr>
<td>1:00-2:00</td>
<td>Shape the Future: Public Private Partnerships</td>
<td>Ariel Matías Pacecca, Latin American Director of Public Private Alliances (PPA), Microsoft</td>
</tr>
<tr>
<td>2:00-2:15</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>2:15-3:00</td>
<td>Public Value and Innovation Investments</td>
<td>Meghan Cook, Program Manager, Center for Technology in Government</td>
</tr>
<tr>
<td>3:00-4:30</td>
<td>Building an Action Plan for Government Transformation: Small Group Discussions</td>
<td>CTG</td>
</tr>
<tr>
<td>4:30-5:00</td>
<td>Facilitated Closing Discussion</td>
<td>CTG</td>
</tr>
<tr>
<td>7:00</td>
<td>Workshop Dinner - Hilton Trinidad</td>
<td></td>
</tr>
</tbody>
</table>
**Wednesday, May 11, 2011**

<table>
<thead>
<tr>
<th>Time</th>
<th>Presentation Topic</th>
<th>Speaker(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00-10:00</td>
<td>Interoperability and Governance</td>
<td>Theresa Pardo</td>
</tr>
<tr>
<td>10:00-10:30</td>
<td>Final Plenary Discussion: Technology as a Transformative Agent</td>
<td>Theresa Pardo</td>
</tr>
<tr>
<td>10:30-10:45</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>10:45-12:00</td>
<td>Building an Action Plan for Government Transformation: Small Group Discussions</td>
<td>CTG</td>
</tr>
<tr>
<td>12:00-1:00</td>
<td>Lunch (With Additional Work Time for Groups)</td>
<td></td>
</tr>
<tr>
<td>1:00-2:30</td>
<td>Group Presentations</td>
<td>CTG</td>
</tr>
<tr>
<td>2:30-3:00</td>
<td>Final Remarks</td>
<td>CTG and Microsoft</td>
</tr>
<tr>
<td>3:00-3:30</td>
<td>Closing Ceremony</td>
<td>CTG and Microsoft</td>
</tr>
</tbody>
</table>
Government innovation is often based on a mixture of formalized and emergent transformations.

Formalized transformation is usually a policy that drives innovation across agencies, while emergent transformation often occurs when a new technology drives government to create innovative structures and services. Whether policy or technology is the driver, innovation is often government’s greatest need and its most daunting challenge.

As a transformative agent, technology can enable new forms and functions for government: enhanced citizen services, better access to open data, increased participation in governance, and greater democracy. Building a vision for that transformation is a foundational step toward change. With a vision to guide action, governments must then ensure they have the infrastructure and capability necessary to achieve their goals. Critical elements must be in place, including information policies, governance frameworks, interoperability standards, public value projections, and organizational capability assessments.
What does it take to be innovative? First, government leaders must understand the public value proposition for any specific initiative terms of government’s diverse stakeholder groups and be prepared to make choices from among those considered to be most salient. Second, they must understand whether their agencies have or must build the capabilities required to deliver on the expected value and have decision processes that include consideration of capability. These two ideas formed the basis of the Envisioning Workshop and are foundational to any technology-based government transformation effort.

Public Value

Public value is a foundational principle of democratic governments. In its most general sense, public value is linked to individual and societal interests and to the institutional forms and actions of government. Its impacts are broad and represent a range of potential positive outcomes:

- **Economic** – impacts on current or future income, asset values, liabilities, entitlements, or other aspects of wealth or risks to any of the above.
- **Political** – impacts on a person’s or group’s influence on government actions or policy, on their role in political affairs, influence in political parties, or prospects for public office.
- **Social** – impacts on family or community relationships, social mobility, status, and identity.
- **Strategic** – impacts on person’s or group’s economic or political advantage or opportunities, goals, and resources for innovation or planning.
- **Quality of Life** – impacts on individual and household health, security, satisfaction, and general well-being.
- **Ideological** – impacts on beliefs, moral, or ethical commitments, alignment of government actions or policies or social outcomes with beliefs, moral, or ethical positions.
- **Stewardship** – impacts on the public’s view of government officials as faithful stewards or guardians of the value of the government in terms of public trust, integrity, and legitimacy.
A public value assessment requires government leaders to distinguish between the intrinsic value of government as a societal asset and the instrumental value of government actions and policies. This distinction extends the idea of public value beyond traditional financial and other private returns and is broader than estimates of aggregate economic or social benefits to a society.

Center for Technology in Government
University at Albany - SUNY

A public value assessment requires government leaders to distinguish between the intrinsic value of government as a societal asset and the instrumental value of government actions and policies. This distinction extends the idea of public value beyond traditional financial and other private returns and is broader than estimates of aggregate economic or social benefits to a society.

It is not adequate to consider public value as an absolute indicator of government outcomes. To do so misses the variety of interests and possible benefits across many stakeholders. Instead, public value represents a way of thinking about government transformation as a set of complex interactions among the operations of a government agency or program, the legitimacy and support for the government in the environment, and how each of these shape and are shaped by public perceptions.

Capability
Governments are not one institution, but instead consist of multiple organizations with a common goal to serve the public. Bringing together this diverse patchwork of government institutions will yield a diverse set of skills. It also creates an opportunity to take advantage of each stakeholder’s strengths and compensate for weaknesses across them.

- **Multidimensional** – composed of several dimensions that all contribute to overall information sharing capability.
- **Complementary** – high or low overall levels of capability result from different combinations of factors; high levels in some partners can often compensate for lower levels in others.
- **Dynamic** – increases or diminishes due to changes within an initiative or in its external environment.
- **Specific to its setting** – some elements of capability apply to all settings, but capability for any particular project must be assessed relative to its own specific objectives and environment.

Mobilizing resources, uncertainty and knowledge acquisition, aligning routines and practices, and operational control and coordination are four well known challenges to innovation. How these challenges play out in particular IT innovations depends on the capabilities of the team.
driving that innovation, as well as capability within the broader policy and organizational environment of the initiative. CTG’s capability-based view allows for a more specific consideration of the complexity of an IT innovation in context, an examination of the 16 dimensions of capability by each participating agency, and a collective look across those same agencies provides for a more nuanced and detailed understanding of achievable transformation.

For citizens to benefit from government investments in innovation, government agencies and their partners must be able to coordinate their actions effectively. The most important innovation may be greater attention to the complexity of a particular IT initiative and of the context within which that initiative will be carried out. The capability based view of IT innovation developed at CTG provides a framework for guiding more systematic assessments of capability and to plan for building missing and leveraging existing capabilities toward the creation of public value.
Theresa Pardo, Director of the Center for Technology in Government/University at Albany, welcomed participants and esteemed guests and provided an overview of the workshop program. She then challenged the participants to think about Technology as a Transformative Agent for governments and how they could leverage technology to enable innovative approaches to government. Outlining opportunities and challenges to innovation, this presentation emphasized the complex nature of government innovation and the importance of context in planning and executing a transformation initiative.

Lorenzo Madrid, Director, Technology Office Strategy WW Public Sector, Microsoft Corporation shared his expertise on the power of IT in meeting The Challenge of Interoperability in Delivering Citizen Services. His presentation inspired participants to adopt a citizen’s view of e-government, one which seeks to find services regardless of the silos that exist in government. He presented a view of traditional government transactions and then challenged the audience to look beyond technology to connect people, data, and diverse systems in a transformational way. He ended his presentation by outlining the Government Interoperability Maturity Model, comprised of seventeen capabilities with three levels of proficiency, as a resource for participants to use as they begin to work in this way.
Donna Canestraro, Program Manager from the Center for Technology in Government/University at Albany, offered participants an outline for Achieving Your Vision: A Capability-Based View. Her presentation, based on research from Center, introduced a capability assessment tool for information sharing. This resource supports teams working to create collaborative partnerships in their efforts to understand the capability necessary for success and to determine which capabilities each organization will bring to the overall effort. Donna shared examples from both the public health and public safety domains. This presentation provided the foundation for a follow-on exercise during which participants applied the capability assessment model to a case example.

Josemaría Valdepanas Rubio, Chief Technology Officer, Microsoft Latin America and Caribbean, engaged the participants in A Candid Conversation on Cloud Computing and its Role in Government. His presentation focused on the many non-technical issues of government use of public and private cloud computing as part of an overall government transformation agenda. He outlined the benefits and stressed the importance of addressing issues such as data security, reliability, and economics.
“[Microsoft’s vision is] ... enabling public service bodies to transform their interaction with citizens and businesses, optimize their performance and realize their potential through integration, efficient service processes, collaborative working and robust financial management.”

Flavio Calonge
Microsoft Government Lead, Latin America and Caribbean

Flavio Calonge, Microsoft Government Lead, Latin America and Caribbean, presented Microsoft’s Citizen Services Platform (CSP) in his presentation on Citizen Services in a Digital City. He outlined Microsoft’s vision as “enabling public service bodies to transform their interaction with citizens and businesses, optimize their performance and realize their potential through integration, efficient service processes, collaborative working and robust financial management.” He then provided a framework of how local governments can work within a global world. After presenting the top ten challenges governments face and strategies to mitigate these challenges through a CSP, he ended his presentation with several case studies from state, local, and federal governments.
John Carlo Bertot, Professor from the College of Information Studies, University of Maryland College Park Maryland offered his perspective on Information Policy: Foundations & Design. Information policies, he outlined, can be formal or informal and cover a wide range of topics. A review of the evolution of information policies in the United States was used as a backdrop for a review of the dynamic process of adapting information polices to the ever changing technology landscape. Dr. Bertot provided the principles and intent behind current information policies and facilitated a conversation among the participants on information policy challenges facing their efforts to engage in transformative use of technology.
Ariel Pacecca, Director Public Private Alliances, Latin America and Caribbean, Microsoft gave practical insight into how government practitioners can Shape the Future in his presentation of the same name. His presentation started out with a stirring quote from Peter Drucker: “In today’s economy, the most important resource is no longer labour, capital or land; it is knowledge.” He challenged the audience to grapple with the fact that while access to the Internet has become a societal expectation in many countries, universal access is not the norm, especially in developing countries. His presentation focused on six critical success factors that can help governments achieve their goals, followed by examples from countries participating in Microsoft’s Shape the Future program.

Meghan Cook, Program Manager from the Center for Technology in Government/University at Albany, presented on Public Value and Innovation Investments. She focused on the importance of looking at government investments from a public value perspective, which emphasizes both the financial and non-financial returns from those investments. A public value assessment requires government leaders to distinguish between the intrinsic value of government as a societal asset and the instrumental value of government actions and policies. The presentation described the Center’s Public Value Assessment Tool, developed to help governments make decisions about how to maximize the portfolio value of their open government investments.
Understand the public value of everything you do.

Understanding the impact of an initiative by articulating the public value can complement a traditional return on investment analysis. It creates a fuller picture of costs and expenses against projected impacts and results. It provides a foundation for arguing for an initiative and as well as for assessing whether that initiative has actually delivered the benefits expected.

Invest in a wide range of capabilities.

Research shows that IT failures occur in large part due to the policy and managerial aspects of technology-based innovations. Focus on creating capability to be successful in developing policy frameworks and organizational capability; focus particularly on building capabilities needed to collaborate effectively and to govern multi-partner initiatives.
Seek out areas of joint interest among government, civil society, and private sector organizations and build new collaborative initiatives to increase overall value.

Collaboration is an ideal mechanism for maximizing available resources and capabilities to achieve a shared objective. Successful collaborative initiatives are those that invest in full understanding of the interests of each partner and the capabilities they each bring to the effort and then working together to target each partner’s unique strength toward achievement of the shared goal. Public private partnerships offer the opportunity to create value in new, potentially more cost effective, ways.

Create enterprise-wide governance capability.

Consider a broader view of the “enterprise” recognizing that new governance is needed when organizations work across traditional boundaries. To collaborate successfully organizations must create clarity among all partners about how decisions will be made and unmade, who is involved in those decisions, what processes will be used, and how progress will be measured.

Engage the citizen first.

Look for opportunities to engage citizens in a dialogue about what matters to them. Whether it is a one-stop shop delivery of services or engagement with their elected officials; find out what matters more, to whom, and why. Before committing to a particular strategy for using technology in the interests of citizens; first, identify, unpack, and examine those interests and use that new knowledge to make choices.

Transform the government’s view of citizen’s engagement by adopting a “Citizen Service Platform Design.”

Consider the citizen as the central actor in any government service delivery process. When examining the underlying business processes for any service for ways to improve the efficiency of the process and the value created look through the eyes of the citizen and seek out ways to get the citizen online and out of line.
HIGHLIGHTS FROM THE PARTICIPANT GROUPS

Building a Case for Transformation: Highlights from the Participant Groups

A capstone of the workshop was a small group activity that asked participants to build their own business case for enabling government transformation. The participants formed four groups to tackle the issue of how to secure support for a government transformation initiative.

As the participants introduced themselves to the group, they also provided a single word to characterize government transformation to create a collective definition. The final list included characteristics such as complex, risky, long-term, and chaotic, but also hopeful and necessary. Over the course of the workshop, the participants had facilitated discussions with the speakers and one another, which all provided input to the workshop capstone activity.

On the final day, participants took part in a role playing assignment. Each of the four groups was charged with the responsibility for making a 10 minute presentation to the Prime Minister’s Cabinet—represented by some of the workshop’s facilitators and speakers. Described as the Technology as a Transformative Agent Working Groups, the participants were asked to make a request for support from the “Cabinet” for their transformation initiative. Each group made a formal presentation and responded to questions from the “Cabinet.”
The Assignment

The Technology as a Transformative Agent Working Group has been scheduled for a 10 minute presentation at the upcoming Cabinet Meeting on Wednesday, May 11, 2011. Please address the following five points of interest in your 10 minute presentation to the Prime Minister’s Cabinet:

1. The government transformation you seek to achieve.
2. The value you anticipate being created as a result of this transformation.
3. Who must be involved and in what way.
4. The capabilities necessary to be successful in realizing this goal.
5. Finally—and most importantly—the nature and extent of the support you seek from the Cabinet, and a rationale for that support.
The workshop was attended by over 50 representatives from the governments of Trinidad and Tobago, Jamaica, and Dominica.

The participants at the workshop came primarily from the government of Trinidad and Tobago. The Senator Honorable Rudrawatee Nan Ramgoolam, Minister of Public Administration, Government of Trinidad and Tobago and the Honorable Ambrose V. George, Minister of Telecommunications and Constituency Relations, Government of Dominica opened the workshop with formal remarks. Minister George was also able to participate in the full three days of the workshop. Two participants were faculty members from the University of the West Indies, one from Trinidad and Tobago and another from Jamaica. The participants included a number of permanent and deputy permanent secretaries. Two private sector firms were also represented.
Participating Organizations

Government Ministries & Agencies

- Ministry of Information and Telecommunication
  Government of Dominica
- Ministry of Arts & Multiculturalism
  Government of Trinidad and Tobago
- Ministry of the Attorney General
  Government of Trinidad and Tobago
- Ministry of Community Development
  Government of Trinidad and Tobago
- Ministry of Education
  Government of Trinidad and Tobago
- Ministry of Energy and Energy Industries
  Government of Trinidad and Tobago
- Ministry of Finance
  Government of Trinidad and Tobago
- Ministry of Food Production
  Government of Trinidad and Tobago
- Ministry of Health
  Government of Trinidad and Tobago
- Ministry of Labour & Small and Micro Enterprise Development
  Government of Trinidad and Tobago
- Ministry of Legal Affairs
  Government of Trinidad and Tobago
- Ministry of National Security
  Government of Trinidad and Tobago
- Ministry of Planning, Economic and Social Restructuring & Gender Affairs
  Government of Trinidad and Tobago
- Ministry of Planning and Development
  Government of Trinidad and Tobago
- Ministry of Public Administration
  Government of Trinidad and Tobago
- National ICT Company Limited (iGovTT)
  Trinidad and Tobago
- National Entrepreneurship Development Company Limited (NEDCO)
  Trinidad and Tobago

Private Sector Companies

- Business Development Company Limited
  Trinidad and Tobago
- Evolving TecKnologies and Enterprise Development Company Ltd
  Trinidad and Tobago

Academic Institutions

- The University of the West Indies
  Mona, Jamaica & St. Augustine, Trinidad and Tobago
The Center for Technology in Government (CTG) is an applied research center devoted to improving government and public services through policy, management, and technology innovation. It is part of the University at Albany, State University of New York.

Through its program of partnership, research, and innovation, the Center provides government organizations and individuals with an array of tools and resources designed to support the development of a digital government.

Mission

The mission of CTG is to foster public sector innovation, enhance capability, generate public value, and support good governance.

Highlights

Since its creation in 1993, the Center has:

- conducted almost 50 partnership projects, which produced outcomes that have helped state, local, and federal government agencies improve services and operations;
- collaborated with nearly 100 government agencies, 42 private companies, and 14 academic institutions and research organizations;
- issued over 100 guides, reports, and online resources designed to support the work of government professionals, and over 300 scholarly articles that have contributed to the field of research on IT innovation in government organizations;
- developed and evaluated 12 prototype systems that answered critical policy, management, organizational, and technology questions;
- obtained 39 research grants and fee-for-service contracts for over $10 million;
- been honored with over 20 state and national awards such as the Ford Foundation’s Innovations in American Government Award;
- given over 250 trainings, workshops, and conference presentations; and
- provided data and support to more than 20 doctoral dissertations and masters projects.

www.ctg.albany.edu
Summary Report on Building Capability for Government Transformation
Summary Report on Building Capability for Government Transformation

Center for Technology in Government

Microsoft®

Ministry of Public Administration