MINISTERIAL STATEMENT
To the House of Assembly
by
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Minister of The Cabinet Office

Participation in the Governance Innovation Forum: People-Powered and Inclusive Public Administration for a Resilient and Future-Ready Caribbean

Friday 20th November 2026

Mr. Speaker, I rise today to update this Honourable House on my participation in the "Governance Innovation Forum: People-Powered and Inclusive Public Administration for a Resilient and Future-Ready Caribbean", held in Santo Domingo, Dominican Republic, from 29 September to 1 October 2026.

The Forum was organised by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG); the Economic Commission for Latin America and the Caribbean (ECLAC), Caribbean Office; the Latin

American Center for Development Administration (CLAD); and the Caribbean Centre for Development Administration (CARICAD).

The Forum brought together Ministers, senior public officials and governance experts from across the Caribbean and internationally to consider how governments can become more responsive, innovative and inclusive. Discussions focused on digital transformation, artificial intelligence, data governance, strategic foresight, leadership, citizen engagement and improving the delivery of public services.

I was pleased to represent Bermuda and participate in two Ministerial Roundtable on “What is the Desired Vision of Governance in the Caribbean and How Can It Be Achieved?” and the second was "Advancing Innovations for People-Powered and Inclusive Governance in the Caribbean.” Bermuda's contribution focused on a future of government that is trusted, responsive and inclusive, where services are built around people's needs and technology is used to improve, rather than complicate, the relationship between citizens and Government.

Mr Speaker, one of the most valuable aspects of the Forum was the opportunity to learn directly from other governments about the challenges they face and the practical approaches they are taking to modernise public administration.

The discussions reinforced an important message: government transformation is not simply about introducing new technology. It is about delivering better government.

Across the participating countries there was a common emphasis on putting people at the centre of public services, improving coordination across government, developing the skills of public officers, using data more effectively and adopting technology responsibly. There was also considerable focus on ensuring that digital transformation remains inclusive and that traditional and assisted services remain available for those who need them.

Mr Speaker, the Forum also demonstrated the value of regional cooperation. Caribbean and other small islands state governments face many similar challenges. We therefore do not need to develop every solution independently. There are opportunities to share experiences, learn from what has worked elsewhere, avoid repeating mistakes and adapt successful approaches to our own circumstances.

This was particularly relevant for Bermuda because much of what was being discussed internationally is consistent with the direction in which the Bermuda Government is already moving.

Mr Speaker, Bermuda is not starting from the beginning.

Our Public Service Strategic Plan 2024–2027 establishes the vision of “A future-forward Government for the people of Bermuda”, with strategic goals that include being customer-centric, putting people first, effecting digital transformation and delivering excellence.

We are translating those principles into practical initiatives.

Mr Speaker, the Government's Digital Transformation Programme is working towards a more connected public-service experience, including a one-stop approach to government transactions, unified payment capability, AI-enabled service improvements and preparing the Public Service workforce for the digital future. The intention is to make Government services simpler and more accessible while improving efficiency, transparency and responsiveness.

We have already introduced digital forms and paperless processes, established the Policy Hub on GovConnect, developed forum.gov.bm to support digital public consultation, and digitised the Cabinet Memorandum workflow. Bermuda has also advanced digital public transportation services through the Shorelink application.

Mr Speaker, the Government is advancing the Throne Speech commitment to give the public greater access to information. Departmental content managers are being trained to publish and update

information directly on the Government Portal, gov.bm. This work is led by the Department of Information and Digital Technologies, in partnership with the PATI/PIPA Unit. By publishing more information proactively, the Government aims to make information easier to find and, over time, to reduce the need for Public Access to Information requests.

All editing access is carefully controlled. Staff can only update their own department's information, content is approved before it is published, and checks are in place to protect personal information. Each department is responsible for the accuracy of its own content, while the Department of Information and Digital Technologies retains overall responsibility for the website and its controls.

Mr Speaker, transformation also requires investment in people. The Public Service has therefore invested in digital-era leadership training covering areas such as user-focused design, agile approaches, data opportunities and risks, and overcoming organisational barriers to digital government.

This is consistent with the lesson coming from the Forum: technology alone does not transform government. People, leadership, processes and technology must move together.

Mr Speaker, Bermuda's approach should not be to copy another country simply because an initiative has succeeded elsewhere. Our responsibility is to understand what works, determine whether it is appropriate for Bermuda and adapt it to our circumstances.

Our size can be an advantage. Bermuda can bring decision-makers together relatively quickly, pilot solutions on a manageable scale, learn from the results and expand those initiatives that demonstrate real value.

Equally, Bermuda has experiences that can be shared with our regional partners. Cooperation should therefore work both ways: we learn from others, while also sharing Bermuda's experience and successes.

Mr Speaker, the Government will continue to simplify services, reduce unnecessary duplication, expand access to online services, strengthen digital capability and improve the way residents and businesses interact with Government. The objective is not digitalisation for its own sake. It is to make Government easier to access, easier to navigate and more responsive to the people we serve.

The Forum provided an important opportunity to reflect on Bermuda's progress and to consider where we can learn from our regional and international partners.

Mr Speaker, our measure of success will not be the number of new systems we introduce. It will be whether the people of Bermuda experience a Government that is easier to use, more responsive, more transparent and more trusted.

That is the direction in which we are moving, and the lessons and relationships developed through this Forum will help us continue that work. Thank you, **Mr. Speaker.**