

Programme

Workshop 1: Changing Mindsets for Innovation and Public Sector Transformation Monday, 24 March 2025



Target Audience: Permanent Secretaries of the Government of The Bahamas
Moderator: UN DESA / CARICAD / ECLAC (tbc)

9:30 – 9:35	<p>Invocation The National Anthem Introduction</p> <ul style="list-style-type: none"> • Mr. Howard Thompson, Jr. - Director of Labour • UN DESA / CARICAD / ECLAC (tbc)
9:35 – 10:10	<p>Overview of Workshop</p> <ul style="list-style-type: none"> • UN DESA <p>Welcome Remarks</p> <ul style="list-style-type: none"> • RCO • The Honourable Pia Glover-Rolle, MP • Minister of Labour & the Public Service <p>The Charge</p> <ul style="list-style-type: none"> • The Honourable Philip Edward Davis, KC, MP <p>Prime Minister of the Commonwealth of The Bahamas</p>
10:10 – 10:30	<p>Changing Mindsets for Innovation and Public Sector Transformation</p> <ul style="list-style-type: none"> • Adriana Alberti, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA
10:30 – 10:45	<p>Presentation on the CARICAD Public Sector Transformation Schema</p> <ul style="list-style-type: none"> • Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD
10:45 – 11:00	<p>Presentation on Harnessing the Potential of AI to Create Public Value in the Caribbean</p>

	<ul style="list-style-type: none"> • Dale Alexander, Chief, Knowledge Management, ECLAC
11:00 – 11:25	Discussion and Q&A
11:25 – 11:30	Key Insights and Closing

Workshop 2: Changing Mindsets for Innovation and Public Sector Transformation 25 - 26 March 2025	
<i>Target Audience: Director Generals, Senior Gov. Officials, Heads of Agency/Others</i>	
Day 1 – Tuesday, 25 March 2025 - Setting the Scene	
9:00 – 9:30	Welcome and Introduction
	<p>Moderator: TBC</p> <p>RCO</p> <p>Adriana Alberti, Chief, Programme Management and Capacity Development Unit (PMCDU), Division for Public Institutions and Digital Government (DPIDG), United Nations Department of Economic and Social Affairs (UN DESA), New York</p> <p>The Honourable Pia Glover-Rolle, MP</p> <p>Minister of Labour & the Public Service</p> <p>Introduction of participants at Tables</p>
9:30 – 11:00	The Quintet of Change and Key Mindsets and Competencies Needed for Governance Transformation

Moderator: Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA

Learning Objectives:

- Learn about the “Quintet of Change” and why it is important for transformational change at all levels of government.
- Recognize that all people have mindsets that influence behaviours and attitudes.
- Connect the SDGs with new mindsets.
- Learn about innovation and a growth mindset.
- Learn about why systems thinking, and strategic foresight are essential in a VUCA world and for better policy making.
- Learn and discuss digitalization for Public Sector transformation.
- Learn about digital data governance.
- Discuss and agree on key challenges in shifting mindsets and promoting the Quintet of Change in the Public Sector.

Live polling (5 mins)

- Guiding Question: Which of the areas of change in public administration are the most important to promote transformational change: data, digital, innovation, foresight, or behavioural science?

Prior to the presentation - Activity: What is a Mindset and why is it important? _____ (5 minutes)

Mindsets (behavioural science) (15 mins)

- Speaker: **Adriana Alberti**, Chief, PMCDU, DPIDG, UN DESA
- Read UN DESA [‘Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development’](#)

After the presentation - Activity: What are the top three challenges in shifting mindsets in support of transformational change in public administration? (5 minutes).

Prior to the presentation - Activity: What is a Mindset and why is it important? _____ (5 minutes)

Mindsets (behavioral science) (15 mins)

- Speaker: **Adriana Alberti**, Chief, PMCDU, DPIDG, UN DESA
- Read UN DESA [‘Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development’](#)

After the presentation - Activity: What are the top three challenges in shifting mindsets in support of transformational change in public administration? (5 minutes).

	<p>Innovation</p> <ul style="list-style-type: none"> • Speaker: Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA • Read: UN 2.0 Quintet of Change Chapter on Innovation <p>Activity: What are the top three challenges in promoting an innovative mindset in support of transformational change in public administration? (5 minutes).</p>
	<p>Systems thinking and strategic foresight</p> <ul style="list-style-type: none"> • Speaker: Azeema Adam (online) <p>Activity: What are the top three challenges in promoting a foresight mindset in support of transformational change in public administration? (5 minutes).</p>
	<p>Data and Digital governance</p> <ul style="list-style-type: none"> • Speaker: Armando Guio, Director, Global Network of internet and Society Centers, Harvard University (online) <ol style="list-style-type: none"> 1. What institutional and technical capacities are required to enable policymakers to anticipate and respond effectively to challenges in data governance, including the establishment of ethical frameworks for data collection, and oversight of emerging technologies? 2. How can stakeholder collaboration and knowledge-sharing mechanisms (e.g., public-private partnerships, international cooperation) be enhanced to promote anticipatory governance, particularly in the design and management of data trusts and the responsible collection and use of data for emerging technologies? 3. What specific skills, resources, and tools are needed to implement foresight methodologies, scenario planning, and early warning systems that address potential risks and opportunities related to data collection practices and emerging technology applications? <ul style="list-style-type: none"> • Read Chapter 6 'Towards Data-Centric E-Government' of the 2020 UN E-government Survey. <p>Activity: What are the top three challenges in promoting an evidence-based mindset in support of transformational change in public administration? (5 minutes).</p>
	<p>Wrap-up Discussion on the Future of Governance and new Mindsets needed for the 21st Century:</p> <ul style="list-style-type: none"> • Individually, take 2 minutes to highlight the top 3 insights from the presentations and your discussions and write them down on sticky notes. • Then, place your sticky notes on the flip chart. • As a group at your table, group similar insights, prioritize and identify the top 5 key insights you have learned from the presentations and group discussions (10 minutes). <p>Reporting back in plenary (10 minutes).</p>

11:00 – 11:30	Break
11:30 – 13:00	CARICAD Presentation on Public Sector schema and Leadership For Innovation and Public Sector Transformation
	<p>Moderator: Trudy Waterman, CARICAD</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Present the public sector schema for innovation and its implications for public sector transformation • Learn what type of competencies and skills required • Learn about the importance of leadership to enact reforms • Learn about strategies to implement reforms in the context of the Caribbean SIDS and share experiences from the region <ul style="list-style-type: none"> • Speaker: Lois Parkes, CARICAD
13:00 – 14:00	Lunch
14:00 – 15:30	Smart Cities: Adopting AI in the Public Sector to advance Digital Government Transformation
	<p>ECLAC SESSION</p> <p>Moderator: Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <ul style="list-style-type: none"> • Speaker: Dale Alexander, Chief, Caribbean Knowledge Management Centre, ECLAC <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Learn about the potential of Artificial Intelligence (AI) to create public value • Learn about guardrails and issues to be considered in implementing AI in the Public Sector • Learn about the application of AI in Smart Cities • Discuss the role of Public Administration in implementing Smart City strategies and changing mindsets • Conduct an assessment of digital skills <p>Activity: Digital Skills Assessment Tool</p>
Wrap-Up and Reflection of Day 1	
	<p>Please write on a sticky note: *will need large sticky & sharpies?</p> <ul style="list-style-type: none"> • Summary of key takeaways and reflections by participants • What did you like the most? • What did you like the least? • What are you still curious about?

Day 2 – Wednesday, 26 March 2025: Action Planning and Implementation

9:00 – 10:30

Action Planning for Changing Mindsets and Competencies

Facilitators:

Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA

Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA

Trudy Waterman, CARICAD

ECLAC

Learning Objectives:

- Discuss the Key Elements of an Action Plan for Changing Mindsets and Competencies to promote Transformational change in governance in The Bahamas
- Actions to Promote mindsets and competencies to support innovation.
 - What are the key values, beliefs, attitudes, and behaviours that should guide experimental/innovation mindset?
 - What opportunities exist?
 - What type of actions are needed? Be specific.
 - What are some possible outcomes related to promoting an innovation mindset?
- Actions to Promote mindsets and competencies for digital government transformation.
 - What are the key values, beliefs, attitudes, and behaviours that should guide a digital mindset?
 - What opportunities exist?
 - What type of actions are needed? Be specific.
 - What are some possible outcomes related to promoting a digital mindset?
- Actions to Promote mindsets and competencies for strategic foresight.
 - What are the key values, beliefs, attitudes, and behaviours that should guide a strategic foresight mindset?
 - What opportunities exist?
 - What type of actions are needed? Be specific.
 - What are some possible outcomes related to promoting a strategic foresight mindset?
- Actions to Promote evidence-based mindset and competencies
 - What are the key values, beliefs, attitudes, and behaviours that should guide an evidence-based mindset?
 - What opportunities exist?
 - What type of actions are needed? Be specific.
 - What are some possible outcomes related to promoting an evidence-based mindset?

Modality: Each table selects a chair who will lead the discussion and a group rapporteur who will take notes

	<ol style="list-style-type: none"> 1. Each person at the table is asked to reflect individually on the questions and list 5 to 7 elements to address the questions and write it down on sticky notes. 2. After 10 minutes, ask everyone to read out their sticky notes to the table. 3. Cluster Ideas: <ol style="list-style-type: none"> a. Ask the group to cluster the sticky notes into similar ideas. b. Provide a 3-to-5-word title for each cluster grouping. c. The rapporteur will arrange the sticky notes on the flip chart. 4. The chair prepares to present in plenary the findings of the group. <p>Reporting back in plenary</p> <p>Each Chair will present the findings of their respective tables. Out of all the actions proposed, select 3 – 5 best actions.</p>
10:30 – 11:00	Break
11:00 – 12:30	Overcoming barriers to implementation
	<p>Facilitator: Trudy Waterman, CARICAD Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Participants will brainstorm on barriers to implementation by identifying major challenges to actions proposed. • Participants will prioritize challenges by discussing at each table: <ol style="list-style-type: none"> 1. Which challenge or problem is most pressing? 2. What are the consequences of not addressing this challenge first? 3. What solution might have a bigger impact? <p>(30 minutes)</p> <ul style="list-style-type: none"> • Participants at each table will address questions: <ol style="list-style-type: none"> 1. What are some key enablers that might support the implementation of the selected action/challenge? 2. How do we advance the necessary political commitment to accelerate implementation? 3. What kind of SMART* solutions/goals are needed to address the identified enablers? <p>*SMART: Specific, Measurable, Achievable, Relevant, Time-bound (30 minutes)</p> <p>Modality: Each table selects a chair who will lead the discussion and a group rapporteur who will take notes.</p> <p>Summaries from each group (30 minutes)</p>
12:30 – 13:30	Lunch
13:30 – 15:00	Priorities and Strategies for Implementation

	<p>Moderator:</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Discuss key strategies and actions that can be taken to shift mindsets and promote change based on the strategies discussed and using the template provided.
15:00 – 15:15	Break
15:15 – 16:30	Applying Insights
	<p>Facilitators: Adriana Alberti, UNDESA Cristina Rodriguez-Acosta, UNDESA Trudy Waterman, CARICAD</p> <p>Group discussions (at tables) on how insights from workshop can be applied to participants' context</p> <p>Summaries from each group</p>
16:30 – 17:00	Closing Remarks and Next Steps
	<ul style="list-style-type: none"> • Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA • Government of The Bahamas
Wrap-Up of Day 2	
	<p>Please write on a sticky note:</p> <ul style="list-style-type: none"> • Summary of key takeaways and reflections by participants • What did you like the most? • What did you like the least? • What are you still curious about?