



Abdelmalek Essaâdi University, ENCG  
Region of Tanger-Tétouan-Al Hoceima  
Kingdom of Morocco, Tangier

Capacity Development Workshop

10 - 12 December 2024



## Programme

Day 1 – Tuesday, 10 December 2024: Setting the Scene	
8:30 – 9:00	Sign-in & Coffee
9:00 – 9:30	<b>Welcome and Introduction</b>  <b>Moderator: Ms. Cristina A. Rodriguez-Acosta</b> , Inter-Regional Advisor, PMCDU, DPIDG, UN DESA, New York  <b>Ms. Adriana Alberti</b> , 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  <b>Mr. Jean Pierre Elong Mbassi</b> , Secretary General of UCLG Africa  <b>Prof. Bouchta El Moumni</b> , President of the University Abdelmalek Essaâdi, Morocco  Introduction of participants at Tables
9:30 – 10:45	<b>Keynote Session: The Future of Governance and Key Drivers of Change</b>  <b>Moderator: Hon. Ms. Nafissa Alami</b> , 1st Deputy-Mayor of the City of Tangier, Morocco  <b>Learning Objectives:</b> <ul style="list-style-type: none"> <li>• Develop an understanding of the key role governance and public institutions play in implementing the Sustainable Development Goals and the Pact for the Future.</li> <li>• Explore key drivers of change that might affect the future of governance at the global level and in Africa.</li> <li>• Highlight the 11 Principles of effective governance and the critical role of subsidiarity in promoting transformational change.</li> </ul>
9:30 – 9:45	<b>Emerging trends and drivers of change in governance (15 mins)</b> <ul style="list-style-type: none"> <li>• Keynote Speaker: <b>Ms. Adriana Alberti</b>, Chief, PMCDU, DPIDG, UN DESA</li> </ul>
9:45 – 10:00	<b>Principles of effective governance for sustainable development and the critical role of subsidiarity in promoting transformational change (15 mins)</b> <ul style="list-style-type: none"> <li>• Keynote Speaker: <b>Ms. Cristina A. Rodriguez-Acosta</b>, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</li> </ul>



10:00 – 10:45	<p><b>Perspectives on Localization: Linkages between local governments and the SDGs</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Younes Benmoumen</b>, Economist, Resident Coordinator Bureau, United Nations, Morocco</li> <li>• <b>Ms. Marielle Sander</b>, Head of Office, UNFPA, Morocco</li> <li>• <b>Ms. Rania Kebaili</b>, Gender Sensitive Local Planning &amp; Budgeting Programme Manager, UN Women, Morocco</li> <li>• <b>Mr. Bachir Mokrane</b>, Local Governance and Local Development Team Leader, UNDP, Morocco</li> </ul>
10:45 – 11:00	<b>Break</b>
11:00 – 13:15	<b>The Quintet of Change and Key Mindsets and Competencies Needed for Governance Transformation</b>
11:00 – 11:05	<p><b>Moderator: Ms. Cristina A. Rodriguez-Acosta</b>, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• Learn about the “Quintet of Change” and why it is important for transformational change at all levels of government.</li> <li>• Recognize that all people have mindsets that influence behaviors and attitudes.</li> <li>• Connect the SDGs with new mindsets.</li> <li>• Learn about innovation and a growth mindset.</li> <li>• Learn about why systems thinking, and strategic foresight are essential in a VUCA world and for better policy making.</li> <li>• Learn and discuss digitalization for Public Sector transformation.</li> <li>• Learn about digital data governance.</li> <li>• Discuss and agree on key challenges in shifting mindsets and promoting the Quintet of Change in the Public Sector</li> </ul> <p>Live polling (5 mins)</p> <ul style="list-style-type: none"> <li>• 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?</li> </ul>
11:05 – 11:30	<p><b>Prior to the presentation - Activity:</b> What is a Mindset and why is it important? (5 minutes)</p> <p><b>Mindsets (behavioral science) (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Speaker: <b>Ms. Adriana Alberti</b>, Chief, PMCDU, DPIDG, UN DESA</li> <li>• Read UN DESA <a href="#">‘Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development’</a></li> </ul> <p><b>After the presentation - Activity:</b> What are the top three challenges in shifting mindsets in support of transformational change in public administration? (5 minutes).</p>



<p>11:30 – 11:50</p>	<p><b>Innovation (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Speaker: <b>Ms. Cristina A. Rodriguez-Acosta</b>, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</li> <li>• Read: <a href="#">UN 2.0 Quintet of Change Chapter on Innovation</a></li> </ul> <p><b>Activity:</b> What are the top three challenges in promoting an innovative mindset in support of transformational change in public administration? (5 minutes).</p>
<p>11:50 – 12:10</p>	<p><b>Digital government (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Speaker: <b>Arpine Korekyan</b>, Governance and Public Administration Officer, DPIDG, UN DESA (video presentation)</li> <li>• Read Chapter 1 '<a href="#">A Digital Government Model Framework for Sustainable Development</a>' of the 2024 UN E-government Survey.</li> </ul> <p><b>Activity:</b> What are the top three challenges in promoting a digital mindset in support of transformational change in public administration? (5 minutes).</p>
<p>12:10 – 12:30</p>	<p><b>Systems thinking and strategic foresight (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Speaker: <b>Ms. Veronique Verbruggen</b>, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA (video presentation)</li> </ul> <p><b>Activity:</b> What are the top three challenges in promoting a foresight mindset in support of transformational change in public administration? (5 minutes).</p>
<p>12:30– 12:50</p>	<p><b>Data governance (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Speaker: <b>Mr. Armando Guio</b>, Director, Global Network of internet and Society Centers, Harvard University (online) <ol style="list-style-type: none"> <li>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?</li> <li>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?</li> <li>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?</li> </ol> </li> <li>• Read Chapter 6 '<a href="#">Towards Data-Centric E-Government</a>' of the 2020 UN E-government Survey.</li> </ul> <p><b>Activity:</b> What are the top three challenges in promoting an evidence-based mindset in support of transformational change in public administration? (5 minutes).</p>



12:50– 13:15	<p><b>Wrap-up Discussion on the Future of Governance and new Mindsets needed for the 21<sup>st</sup> Century:</b></p> <ul style="list-style-type: none"> <li>• Individually, take 2 minutes to highlight the top 3 insights from the presentations and your discussions and write them down on sticky notes.</li> <li>• Then, place your sticky notes on the flip chart.</li> <li>• 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).</li> </ul> <p>Reporting back in plenary (10 minutes).</p>
13:15 – 14:30	<b>Lunch</b>
14:30 – 17:30	<b>Challenges and Opportunities for Transformational Change, Mindsets and Capacities needed in Governance at all levels in Africa for the 21<sup>st</sup> Century</b>
	<p><b>Moderator: Ms. Adriana Alberti</b>, Chief, PMCDU, DPIDG, UN DESA</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• Gain insights into the challenges and opportunities in promoting transformational change in Africa, including new mindsets, innovation, digital transformation, data governance and strategic foresight.</li> <li>• Explore the role of transformational leadership and mindsets in promoting change in Africa to achieve Agenda 2030 and Agenda 2063.</li> <li>• Exchange ideas and views on the vision for Africa beyond 2030.</li> <li>• Discuss how to bring that vision into reality at the local levels.</li> </ul>
14:30 – 14:45	<p><b>The future of governance for an Africa fit for the 21<sup>st</sup> century (15 mins)</b></p> <ul style="list-style-type: none"> <li>• Keynote Speaker: <b>Dr. Teferi Hailemichael Hassen</b>, Assistant Professor, Ethiopian Civil Service University; Director, Centre for Sustainable Development, ECSU; President, Ethiopian Society for Public Administration &amp; Management (ESPAM), Ethiopia</li> </ul>
14:45 – 15:00	<p><b>The six transitions and localization of the SDGs in Africa</b></p> <ul style="list-style-type: none"> <li>• Keynote Speaker: <b>Mr. Amson Sibanda</b>, Chief, National Strategies and Capacity Building Branch, Division for Sustainable Development Goals, UN DESA (online)</li> </ul>
15:00 – 15:15	<p><b>Presentation on Exploring Governance Futures and Drivers of Change in Africa- Survey results</b></p> <ul style="list-style-type: none"> <li>• Keynote Speaker: <b>Mr. Gregory McGann</b>, PMCDU, DPIDG, UN DESA (online)</li> </ul>
15:15 – 15:45	<p><b>Horizon scanning:</b> Discussion and reflections from participants on drivers of change and possible impact on local governance</p>



	<p>What are the three top drivers of change and how will they affect Local governance in the future?</p> <p>Each Table selects a Chair and a Rapporteur. Each Table will be assigned one political, economic, social, technological, legal, and environmental (PESTLE) driver of change.</p> <ul style="list-style-type: none"> <li>• Each participant writes down on a sticky note the top three drivers of change per dimension and how they will impact Local governance (5 minutes).</li> <li>• At your tables, discuss the three drivers of change that will affect local governance in the future and select the top three for your table and impact on local governance (15 Minutes).</li> <li>• Reporting back: each table reports back on the three top drivers of change and impact on local governance (5 minutes).</li> </ul>
15:45 – 16:00	<b>Break</b>
	<b>Moderator: Ms. Cristina A. Rodriguez-Acosta</b> , Inter-Regional Advisor, PMCDU, DPIDG, UN DESA
16:00 – 16:15	<p><b>The Critical Role of Transformational leadership in Africa</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. John-Mary Kauzya</b>, Professor Extraordinary, Stellenbosch University, South Africa</li> </ul>
16:15 – 16:30	<p><b>Opportunities for Transformational Change in Africa</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. John Nakabago</b>, President of the African Association for Public Administration and Management (AAPAM), Director of Finance and Administration of Uganda Management Institute (UMI), Uganda</li> </ul>
16:30 – 16:45	<b>Q &amp; A</b>
16:45 – 17:30	<p><b>Roundtable Discussion on an Africa Fit for the 21<sup>st</sup> Century:</b> <i>Vision of Future Local Governance, New Mindsets, Knowledge and Competencies</i></p> <p><b>Moderator: Mr. Jean Pierre Elong Mbassi, Secretary General of UCLG Africa</b></p> <ul style="list-style-type: none"> <li>• <b>Hon. Mr. Kolade David Alabi</b>, Vice-Chairman of the Commonwealth Local Government Forum (CLGF), Nigeria</li> <li>• <b>Hon. Dr. Fatna El K'hriel</b>, Mayor of the Commune of Arbaoua, President of Female Elected Officials of Africa (REFELA) Network-Morocco Chapter, Morocco</li> <li>• <b>Ms. Mbang Ondo Hermine Salomé, épouse Nna Ekono</b>, Acting National Coordinator of the Programme National de Formation aux Métiers de la Ville (PNFMV), Cameroon</li> <li>• <b>Hon. Mr. André Meman Narcisse</b>, Mayor of the City of Bin-Houye, Côte d'Ivoire</li> </ul>



	<ul style="list-style-type: none"> <li>● <b>Hon. Mr. Samuel Oe-Amseb</b>, President of the Association of Local Authorities of Namibia (ALAN), Namibia</li> <li>● <b>Hon. Mr. Murshid Hashim Ngeze</b>, President of the Association of Local Authorities of Tanzania (ALAT), Tanzania</li> <li>● <b>Hon. Mr. Baya Ndiaye</b>, Ambassador of the Territorial Coaching for Africa, Senegal</li> <li>● <b>Mr. Ouail Tabiti</b>, Responsible for Climat-Energy, Commune of Chefchaouen</li> </ul> <p>Key questions:</p> <ol style="list-style-type: none"> <li>1. <i>How do you see the future of governance in your country and at the local and regional level?</i></li> <li>2. <i>What is your vision for Africa beyond 2030 and what new mindsets, knowledge and competencies are needed at the local and regional level to bring that vision into reality?</i></li> <li>3. <i>What are some of the opportunities that your local and regional government can leverage to promote the changes needed to achieve the SDGs and the 2063 Agenda?</i></li> </ol>
<b>Wrap-Up and Reflection of Day 1</b>	
17:30 – 17:45	<p>Please write on a sticky note:</p> <ul style="list-style-type: none"> <li>● Summary of key takeaways and reflections by participants</li> <li>● What did you like the most?</li> <li>● What did you like the least?</li> <li>● What are you still curious about?</li> </ul>



## Day 2 - Wednesday 11 December 2024: Action Planning and Implementation

8:30 – 9:00	<b>Coffee &amp; Networking</b>
9:00 – 10:00	<b>Roundtable Discussion on real-world experiences on shifting mindsets for innovation, digital transformation, strategic foresight, and data governance</b>
	<p><b>Moderator: Ms. Adriana Alberti</b>, Chief, PMCDU, DPIDG, UN DESA</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• Learn about strategies to shift mindsets from real world experiences.</li> <li>• Learn and discuss Digitalization and Transparency for Public Sector Innovation and Transformation.</li> <li>• Learn about strategies to promote a data governance mindset.</li> </ul>
9:00 – 9:15	<p><b>Shifting mindsets for promoting ASAN Service Centers</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Mahammadali Xudaverdiyev</b>, Director General for International Affairs, State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan, Azerbaijan</li> </ul>
	<p><b>Mr Mohamed Amine Souissi</b>, Acting Director, Ministry of the Interior, in charge of Digital Transformation at local level, Morocco</p>
9:15 – 9:30	<p><b>Importance of Multisectoral and Multifunctional Cooperation for Enhancing Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Goran Pastrovic</b>, Senior Manager for Quality Management and Digitalization, Equilibrium.Int, Serbia</li> </ul>
9:30 – 9:45	<p><b>Innovative Practices for Digital Government at the Local Level (LOSI Presentation)</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Deniz Susar</b>, Governance and Public Administration Officer DGB, DPIDG, UNDESA (online)</li> </ul>
9:45 – 10:00	<p><b>Multi-Stakeholder Collaboration as a Tool for Promoting Data Governance</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Nagham El Houssamy</b>, Associate Director for Research, Middle East and Africa, Access to Knowledge for Development Center (A2K4D), The American University in Cairo, Egypt (online)</li> </ul>
10:00– 10:15	<b>Break</b>
10:15 – 10:30	<b>Q &amp; A</b>
10:30 – 12:30	<b>Action Planning for Changing Mindsets and Competencies</b>





<p>10:30 – 11:30</p>	<p><b>Facilitators:</b> Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA and Ms. Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• Discuss the Key Elements of an Action Plan for Changing Mindsets and Competencies to promote Transformational change in governance in Africa at the local level (one topic per table):</li> <li>• Actions to Promote mindsets and competencies to support innovation. <ul style="list-style-type: none"> <li>○ What are the key values, beliefs, attitudes, and behaviours that should guide experimental/innovation mindset?</li> <li>○ What opportunities exist?</li> <li>○ What type of actions are needed? Be specific.</li> <li>○ What are some possible outcomes related to promoting an innovation mindset?</li> </ul> </li> <li>• Actions to Promote mindsets and competencies for digital government transformation. <ul style="list-style-type: none"> <li>○ What are the key values, beliefs, attitudes, and behaviours that should guide a digital mindset?</li> <li>○ What opportunities exist?</li> <li>○ What type of actions are needed? Be specific.</li> <li>○ What are some possible outcomes related to promoting a digital mindset?</li> </ul> </li> <li>• Actions to Promote mindsets and competencies for strategic foresight. <ul style="list-style-type: none"> <li>○ What are the key values, beliefs, attitudes, and behaviours that should guide a strategic foresight mindset?</li> <li>○ What opportunities exist?</li> <li>○ What type of actions are needed? Be specific.</li> <li>○ What are some possible outcomes related to promoting a strategic foresight mindset?</li> </ul> </li> <li>• Actions to Promote evidence-based mindset and competencies <ul style="list-style-type: none"> <li>○ What are the key values, beliefs, attitudes, and behaviours that should guide an evidence-based mindset?</li> <li>○ What opportunities exist?</li> <li>○ What type of actions are needed? Be specific.</li> <li>○ What are some possible outcomes related to promoting an evidence-based mindset?</li> </ul> </li> </ul> <p><b>Modality:</b> Each table selects a chair who will lead the discussion and a group rapporteur who will take notes</p> <ol style="list-style-type: none"> <li>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.</li> <li>2. After 10 minutes, ask everyone to read out their sticky notes to the table.</li> </ol>
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	<p>3. <b>Cluster Ideas:</b></p> <ul style="list-style-type: none"> <li>a. Ask the group to cluster the sticky notes into similar ideas.</li> <li>b. Provide a 3-to-5-word title for each cluster grouping.</li> <li>c. The rapporteur will arrange the sticky notes on the flip chart.</li> </ul> <p>4. The chair prepares to present in plenary the findings of the group.</p>
11:30 – 12:30	<p><b>Reporting back in plenary</b></p> <p>Each Chair will present the findings of their respective tables. Out of all the actions proposed, select 3 – 5 best actions.</p>
12:30 – 14:30	<b>Lunch</b>
14:30 – 16:30	<b>Overcoming barriers to implementation</b>
14:30 – 15:00	<p><b>Facilitator: Ms. Cristina A. Rodriguez-Acosta</b>, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• Participants will brainstorm on barriers to implementation by identifying major challenges to actions proposed.</li> <li>• Participants will prioritize challenges by discussing at each table: <ul style="list-style-type: none"> <li>1. Which challenge or problem is most pressing?</li> <li>2. What are the consequences of not addressing this challenge first?</li> <li>3. What solution might have a bigger impact?</li> </ul> </li> </ul> <p><b>Modality:</b> Each table selects a chair who will lead the discussion and a group rapporteur who will take notes.</p>
15:00 – 15:15	<b>Break</b>
15:15 – 16:00	<p><b>Group discussions (at tables) on strategies to overcome barriers</b></p> <p>Participants at each table will address questions:</p> <ol style="list-style-type: none"> <li>1. What are some key enablers that might support the implementation of the selected action/challenge?</li> <li>2. How do we advance the necessary political commitment to accelerate implementation?</li> <li>3. What kind of SMART* solutions/goals are needed to address the identified enablers?</li> </ol> <p>*SMART: Specific, Measurable, Achievable, Relevant, Time-bound</p> <p><b>Modality:</b> Each table selects a chair who will lead the discussion and a group rapporteur who will take notes.</p>
16:00 – 16:30	<b>Summaries from each group (30 mins)</b>



## Wrap-Up of Day 2

16:30 – 17:00	<p>Please write on a sticky note:</p> <ul style="list-style-type: none"> <li>• Summary of key takeaways and reflections by participants</li> <li>• What did you like the most?</li> <li>• What did you like the least?</li> <li>• What are you still curious about?</li> </ul>
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## Day 3 - Thursday 12 December: Closing

8:30 – 9:00	<b>Coffee &amp; Networking</b>
9:00 – 10:15	<b>Priorities and Strategies for Implementation</b>
	<p><b>Moderator: Dr. John Mary Kauzya</b>, Professor Extraordinary, Stellenbosch University, South Africa</p> <p><b>Learning Objectives:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
10:15 – 10:30	<b>Break</b>
10:30 – 12:00	<b>Applying Insights</b>
	<p><b>Facilitators: Adriana Alberti and Cristina Rodriguez-Acosta</b></p> <p><b>Group discussions (at tables) on how insights from workshop can be applied to participants' context</b></p>
10:30 – 11:30	
11:30 – 12:00	<b>Summaries from each group</b>
<b>Closing Remarks and Next Steps</b>	
12:00 – 12:30	<ul style="list-style-type: none"> <li>• <b>Ms. Adriana Alberti</b>, Chief, PMCDU, DPIDG, UN DESA</li> <li>• <b>Dr. Najat Zarrouk</b>, Director, DKM-ALGA, UCLG Africa, President, IASIA, UN-CEPA member, Morocco</li> </ul>

