



Programme

Venue: Wyndham Hotel, Bridgetown, Barbados

<i>Sunday, 25 May 2025 – Opening Session</i>	
16:00 – 16:30	Welcome and Introduction
	<p><i>Moderator:</i> <i>Government of Barbados</i></p> <p>United Nations Resident Coordinator (TBC)</p> <p>United Nations Department of Economic and Social Affairs (UN DESA)</p> <ul style="list-style-type: none"> • Adriana Alberti, Chief, Programme Management and Capacity Development Unit (PMCDU), Division for Public Institutions and Digital Government (DPIDG) <p>Caribbean Center for Administrative Development (CARICAD)</p> <ul style="list-style-type: none"> • The Honourable David Archer Jr., Deputy Governor, BVI, Chair of CARICAD <p>Government of Barbados</p>

16:30 – 18:00	Presentation of Workshop Objectives, Methodology, and Materials
	<p>Facilitator: Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA</p> <ul style="list-style-type: none"> • Presentation of facilitators and participants (introductions and learning expected from the session and intentions for transformative activity) • Presentation of Workshop Learning Objectives and Methodology • Review of Readings and Workshop Learning Materials

Monday, 26 May 2025 – Governance Futures in the Caribbean Region

9:00 – 9:30	Horizon Scanning
	<p>Facilitator and Speaker: Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Introduce strategic foresight as an approach to be applied for exploration and learn about the Pact for the Future and the Antigua and Barbuda Agenda for SIDS (ABAS) and its implications for governance in the Caribbean region • Present the results of the online survey on drivers of change in the Caribbean region • Explore key drivers of change that might affect the future of governance in the Caribbean region
9:30 – 10:00	Validation of Drivers of Change
	<p>Discussions at Tables (20 mins)</p> <ul style="list-style-type: none"> • Each of these drivers of change can lead to significant shifts in strategy, operations, culture, and structure within an organization. Recognizing and adapting to these changes is essential for long-term success. • Identify additional drivers of change and contentions, e.g. ‘wildcards’ or disruptions that haven’t been identified <p>Reporting Back in Plenary (10 minutes)</p>

10:00 – 10:30	Key Inter-linkages among Drivers of Change and Priorities as Major Forces of Change
	<p>Discussions at Tables (20 mins)</p> <ul style="list-style-type: none"> Investigate the implications of these drivers Identify interlinkages (3 or 4 major forces of change) as the foundation for scenario development. <p>Reporting Back in Plenary (10 minutes)</p>
10:30 – 11:00	Break
11:00 – 12:30	Exploring Possible Futures of Governance at all Levels in 2040 and Assess their Potential Consequences for the Caribbean Region
	<p>Discussion at Tables (1 hour)</p> <ul style="list-style-type: none"> Explore possible futures of governance at all levels in 2040 to understand how different drivers might interact with each other to produce different futures and assess their potential consequences. <p>Reporting Back (30 minutes)</p> <p><i>Foresight methodology</i></p> <ul style="list-style-type: none"> Scenario Development¹: Broaden understanding of how the future may evolve by identifying risks and opportunities, particularly those that might emerge from interactions between drivers of change identified in horizon scanning. Scenarios are stories/narratives about possible alternative futures: <ul style="list-style-type: none"> Baseline scenario: no change path Radical change: major structural transformation
12:30 – 13:30	Lunch Break

¹ Reference: [UN Strategic Foresight Guide 2023](#)

13:30 – 14:30	Action Planning Methodology: CARICAD Presentation on Public Sector schema and Leadership for Innovation and Public Sector Transformation
	<p>Moderator: Trudy Waterman, Programme Implementation Officer, Caribbean Centre for Development Administration (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 how leadership can promote innovation, foresight, new mindsets, and data and digital governance for public sector transformation. • Learn what type of competencies and skills are 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. <p>Keynote Speakers:</p> <ul style="list-style-type: none"> • Dr. Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) • Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, (CARICAD) • Ms. Maria Thompson-Walters, Head of Transformation Implementation Unit (TIU), Jamaica (15 minutes) <ul style="list-style-type: none"> ○ The structure of the TIU ○ The design, development, selection and implementation of MyHR+, with specific focus on challenges, lessons learnt, and progress to date. ○ Q & A (5 minutes) • Dr. Kelly Clark, Public Service Reform Advisor, Government of Anguilla (15 minutes) <ul style="list-style-type: none"> ○ What is an innovation hub? ○ Challenges and experience of establishing and operating an Innovation Hub ○ Q & A (5 minutes) • Mr. David McCollin, Chief Surveyor, Lands and Surveys Department, Barbados (tbc) (15 minutes) <ul style="list-style-type: none"> ○ Challenges and experience in the transformation of the Lands and Surveys Department, Barbados ○ Q & A (5 minutes)

14:30 – 15:30	Actions to Adopt AI in the Public Sector to advance Digital Government Transformation
	<p>Moderator: <i>Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</i></p> <p>Speaker: <i>Dale Alexander, Chief, Caribbean Knowledge Management Centre, Economic Commission for Latin America and the Caribbean (ECLAC)</i></p> <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
15:30 – 16:00	The Quintet of Change and New Mindsets for Public Sector Transformation
	<p>Speaker: <i>Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, DESA</i></p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Highlight the Quintet of Change and the Principles of effective governance in promoting transformational change • Identify new mindsets and competencies needed for public sector transformation • Learn about the growth mindset • Discuss and agree on key challenges in shifting mindsets and promoting the Quintet of Change in the Public Sector <p>Changing Mindsets for Innovation in Public Service Delivery: the Case of ASAN (10')</p> <ul style="list-style-type: none"> • Speaker: Mr. Mahammadali Khudaverdiyev, Director International Programs, SAPSI, Azerbaijan
16:00 – 17:00	Preferred Future and Action Planning

	<p>Facilitator: Adriana Alberti, Chief, PMCDU, UN DESA</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Discussion at tables on aligning on a preferred future from the participants' perspectives and determining the necessary actions to bring that future to reality • Reporting back in Plenary (10 minutes)
17:15 – 17:30	Reflection
	<p>Facilitator: Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p>Each participant will have 10 minutes to think and write their reflections. Then, participants will have time to share in the plenary session.</p> <ul style="list-style-type: none"> • Summary of key takeaways and reflections by participants on relevance to their organization of key drivers of change presented (new mindsets and transformational leadership, innovation, strategic foresight, as well as data, digital governance, and AI) • How are the key drivers of change relevant to you? • How would the key drivers of change impact your work?
17:30 – 17:35	Wrap-Up of Day 2
	<p>Please write on a sticky note:</p> <ul style="list-style-type: none"> • What did you like the most? • What did you like the least? • What are you still curious about?

Tuesday, 27 May 2025 –Action Planning and Implementation on Changing Mindsets

9:00 – 10:30	Action Planning for Changing Mindsets and Competencies
	<p>Facilitators: Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA and Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</p> <p>Learning Objectives:</p>

- Discuss the Key Elements of an Action Plan for Changing Mindsets and Competencies to promote Transformational change in governance in the Caribbean
- 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

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:**
 - 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.

Reporting back in plenary

	Each Chair will present the findings of their respective tables. Out of all the actions proposed, select 3 – 5 best actions.
10:30 – 11:00	Break
11:00 – 12:30	Overcoming barriers to implementation
	<p>Facilitator: <i>Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD</i></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>Facilitator: Dale Alexander, Chief, Caribbean Knowledge Management Centre, Economic Commission for Latin America and the Caribbean (ECLAC)</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>Facilitator: Trudy Waterman, Programme Implementation Officer, Caribbean Centre for Development Administration (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
	<p>Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</p> <p>Government of Barbados</p>
17:00 – 17:05	Wrap-Up of Day 3
	<p>Please write on a sticky note:</p> <ul style="list-style-type: none"> What did you like the most? What did you like the least? What are you still curious about?