



Programme

**Venue: Wyndham Grand Barbados,
 Sam Lord's Castle Resort & Spa
 End of Belair Road, St. Philip, Barbados
 Trident Ballroom B**

<i>Sunday, 25 May 2025 – Day 1</i>	
16:00 – 16:30	Welcome and Introduction
	<p><i>Moderator: Mrs. Sheldine Sehntwali, Training Specialist, Public Service of Barbados</i></p> <p>Dr. Adriana Alberti, Chief, Programme Management and Capacity Development Unit (PMCDU), Division for Public Institutions and Digital Government (DPIDG), UN Department for Economic and Social Affairs (UN DESA)</p> <p>Dr. Dale Alexander, Chief, Caribbean Knowledge Management Centre, Economic Commission for Latin America and the Caribbean (ECLAC)</p> <p>The Honourable David Archer Jr., Deputy Governor, BVI, Chair of Caribbean Centre for Development Administration (CARICAD)</p>

	<p>The Honourable Sandra Husbands, M.P., Minister of Training and Tertiary Education, Government of Barbados</p>
16:30 – 17:00	<p>Overview of the Workshop Objectives and Agenda</p>
	<p>Facilitator: Dr. Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA</p> <ul style="list-style-type: none"> • Presentation of facilitators and participants • Overview of Workshop Learning Objectives and Agenda
17:00 – 17:30	<p>Session I – Why is anticipatory governance and changing mindsets critical to addressing present and future challenges?</p>
	<p>Why is Anticipatory Governance and Changing Mindsets Key to Addressing Current and Future Challenges? (15 minutes)</p> <ul style="list-style-type: none"> • Dr. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA <p>Discussion at tables (10 minutes)</p> <ul style="list-style-type: none"> • What is one challenge in your work that could benefit from anticipatory thinking and planning? • Identify a mindset shift you could make relating to anticipatory thinking and planning. <p>Reporting back in plenary (5 minutes)</p> <p>Learning Objective:</p> <ul style="list-style-type: none"> • Learn about why anticipatory governance and changing mindsets is critical for public sector innovation and transformation in the Caribbean region
17:30 – 18:00	<p>Session II – What is the current state of governance in the Caribbean based on emerging drivers of change? – Horizon scanning</p>
	<p>What are the Drivers of Change affecting Governance in the Caribbean region? (15 minutes)</p> <ul style="list-style-type: none"> • Dr. Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA <p>Dashboard of the drivers of change in the Caribbean region based on the responses from the online survey (10 minutes)</p> <ul style="list-style-type: none"> • Mr. Gregory McGann, DPIDG, UN DESA <p>Interactive Opportunity with UN DESA AI (5 minutes)</p>

	Learning Objective: <ul style="list-style-type: none"> Understand the current state of governance based on emerging drivers of change from the results of the online survey on the Caribbean region
18:30 – 20:00	Welcome Dinner at Wyndham Hotel

Monday, 26 May 2025 – Day 2

9:00 – 10:30	Session II– What is the current state of governance in the Caribbean based on emerging drivers of change? – Horizon Scanning (continued)
	<p>Facilitators: <i>Dr. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA and Dr. Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA</i></p> <p>Introduction to the Session (10 minutes)</p> <p>Foresight Exercise - Horizon scanning: Validating drivers of change that impact governance in the Caribbean region and establishing interlinkages</p> <p>Discussions at Tables (50 mins) Each table designates a chair and rapporteur.</p> <ul style="list-style-type: none"> Discuss and identify additional drivers of change and contentions, e.g., ‘wildcards’ or disruptions that haven’t been identified. Brainstorm how drivers of change are impacting governance in your country. Identify and examine the interlinkages among drivers of change and how they impact governance in the Caribbean region <p>Key Questions:</p> <ul style="list-style-type: none"> Do you agree with the top drivers of change in the context of the Caribbean region (Political, Economic, Social, Technological, Legal, Environmental, Values) that were presented? What drivers of change are missing? How are these drivers of change impacting the current state of governance systems at all levels in your country and the Caribbean region? How are they impacting their capacity to address some of the issues you are contending with?

	<p>Reporting Back in Plenary (20 minutes)</p> <p>What are the interconnections and major forces of change across the drivers of change? Network Analysis and Major Forces of Change based on the UN DESA AI tool (10 minutes)</p> <ul style="list-style-type: none"> • Mr. Gregory McGann, DPIDG, UN DESA <p>Learning Objective:</p> <ul style="list-style-type: none"> • Establish the interlinkages of these drivers, and how these can impact existing governance models' effectiveness/ability to address current challenges in your country and the Caribbean region <p>Foresight methodology</p> <ul style="list-style-type: none"> • Horizon Scanning: Identify emerging changes that could have a big impact on a country or a specific sector to make sense of a disruption or new changes in society.
10:30 – 11:00	Break
11:00 – 12:30	Session III – How will the futures of governance in the Caribbean look like? – Scenario Development
	<p>Facilitators: <i>Dr. Adriana Alberti</i>, Chief, PMCDU, DPIDG, UN DESA and <i>Dr. Cristina A. Rodriguez-Acosta</i>, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA</p> <p>Introduction to the Session (10 minutes)</p> <p>Foresight Exercise: Scenario development</p> <p>Discussions at Tables (60 minutes)</p> <p>Each table designates a chair and rapporteur.</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>Key questions</p> <ul style="list-style-type: none"> • What could governance at the regional, national, and local levels look like in 2040 and beyond? • How could key drivers of change—such as technological advancements or shifts in political systems—influence governance structures? • What alternative or innovative governance models (both positive and negative) could emerge to address global challenges, such as climate change, inequality, cybersecurity, and future pandemics? • Write a narrative for each scenario of a future governance model and give it a title (example: Participatory Renaissance, AI-driven Authoritarianism).

	<p>Reporting Back in Plenary and Discussion (20 minutes)</p> <p>Learning Objectives: Broaden your 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 the horizon scanning by:</p> <ol style="list-style-type: none"> 1. Analyzing the implications of the drivers of change on governance and further discuss the interlinkages as the foundation for scenario development. 2. Exploring possible futures of national governance in 2040 and assess their potential consequences (positive and negative). <p>Foresight methodology</p> <ul style="list-style-type: none"> • Scenario Development: 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
13:30 – 14:30	Session IV – What is the desired governance future in the Caribbean region? – Visioning
	<p>Facilitators: <i>Dr. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA and Dr. Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA</i></p> <p>Introduction to the Session (10 minutes)</p> <p>Foresight Exercise: Visioning about a desired governance future</p> <p>Discussion at Tables: (40 minutes)</p> <p>Each table designates a chair and rapporteur.</p> <ul style="list-style-type: none"> • Based on the scenarios and vision statements developed, decide on one governance model that would best fit the situation of the Caribbean and the future vision for the region based on the models provided in the survey. You can also combine elements of the models or imagine an entirely new model. <p>Key Questions:</p> <ul style="list-style-type: none"> • Is there a "preferred" future governance model among the presented scenarios?

	<ul style="list-style-type: none"> • Identify key values and characteristics that define what the desired future should contain. • Refine the vision statement identified during the scenario development. Vision Statement Example: Title: Participatory Renaissance - By 2040, a participatory governance model based on freedoms and human rights that ensures the well-being of all people with inclusiveness, accountability, and effectiveness at the heart, enabling citizens to participate fully in government. <p>Reporting back in plenary (10 minutes)</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Examine different governance models and identify a desired future governance model. 2. Identify the values and elements that will inform this future governance model and their implications for public sector transformation. <p>Foresight methodology:</p> <ul style="list-style-type: none"> • Desired Future: Identify characteristics of the future, considering a range of outcomes rather than one scenario by working with diverse voices to identify the key characteristics of a preferred future.
14:30 – 15:00	<p>Session V – Capacities and Mindsets for the Governance Future</p>
	<p>Capacities for Public Sector Transformational Change</p> <ul style="list-style-type: none"> • Dr. Cristina A. Rodriguez-Acosta, Inter Regional Advisor, PMCDU/DPIDG/ UN DESA <p>Open Discussion in Plenary</p> <p>Key Questions:</p> <ul style="list-style-type: none"> • What are some of the key challenges and opportunities in innovation and data governance in your country? • What kind of collaborative approaches can be taken regionally? <p>Learning Objective:</p> <ul style="list-style-type: none"> • Learn about the Quintet of Change in promoting transformational change

15:00 – 16:30	CARICAD Presentation on Public Sector schema and Leadership for Innovation and Public Sector Transformation
	<p>Moderator: <i>Ms. Trudy Waterman, Programme Implementation Officer, Caribbean Centre for Development Administration (CARICAD)</i></p> <p>Speakers:</p> <ul style="list-style-type: none"> • 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) <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.
16:30 – 16:45	Peer-to-Peer Learning: Changing Mindsets for Innovation in Public Service Delivery: the Case of ASAN, One-stop Shop Public Service Delivery
	<p>Speaker: Mr. Mahammadali Khudaverdiyev, Director International Programs, SAPSI, Azerbaijan</p> <p>Learning Objective:</p> <ul style="list-style-type: none"> • Learn about a UN Public Service Awards winning initiative

16:45 – 17:00	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 – Day 3

9:00 - 10:30	Strategies and Actions to Adopt AI in the Public Sector to advance Digital Government Transformation
	<p>Speaker: <i>Dr. Dale Alexander</i>, 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"> • 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 a digital skills assessment
10:30 – 11:00	Break
11:00 – 11:30	Shifting Mindsets and New Competencies for Public Sector Transformation and the Future of Governance in the Caribbean
	<p>Speaker: <i>Dr. Adriana Alberti</i>, Chief, PMCDU, DPIDG, UN DESA</p> <p>Presentation on Changing Mindsets and Competencies Framework</p> <p>Learning Objectives:</p> <ul style="list-style-type: none"> • Identify new mindsets and competencies needed for public sector transformation • Learn about changing mindsets for public sector transformation <p>Hands-on activity</p> <ul style="list-style-type: none"> • Identify and discuss three top challenges to changing mindsets

11:30 – 13:00	Session VI – Action Planning for the Desired Governance Future in the Caribbean
	<p>Facilitators: <i>Dr. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA and Dr. Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</i></p> <p>Introduction to the Session (10 minutes)</p> <p>Strategic Foresight Exercise: Action Planning</p> <p>Discussion at tables (60 minutes)</p> <p>Key Question:</p> <ul style="list-style-type: none"> • What needs to happen now to make the vision of the desired governance future a reality? <p>Reporting back in plenary (20 minutes)</p> <p>Learning Objective:</p> <ul style="list-style-type: none"> • Discuss and identify actions/recommendations to achieve the vision for the desired governance future, including capacities in national government <p>Foresight methodology</p> <ul style="list-style-type: none"> • Change Agenda: Identify the key transformations required to achieve the desired governance future, including outcomes to be delivered
13:00 – 14:00	Lunch Break
14:00 – 15:30	Strategies and Actions to Change Mindsets for the Desired Governance Future
	<p>Facilitator: <i>Dr. Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</i></p> <p>Introduction to the Session (10 minutes)</p> <p>At tables (60 minutes)</p> <ul style="list-style-type: none"> • Self-assessment of existing strategies for changing mindsets in the public sector (at individual level- 20 minutes) • Actions to promote change of mindsets at the individual, organizational, and institutional level (as a group, work together on each other’s proposed actions – 40 minutes) <p>Reporting back in plenary (20 minutes)</p>

15:30 – 16:00	Break
16:00 – 17:00	<p>Overcoming Barriers to Implementing the Actions for the Desired Governance Future</p> <p><i>Facilitator: Dr. Dale Alexander, Chief, Caribbean Knowledge Management Centre, Economic Commission for Latin America and the Caribbean (ECLAC)</i></p> <p>Hands-on Activity on Overcoming Barriers at the Institutional, Organizational, and Individual levels to implement the actions for the desired governance future (45 minutes)</p> <ul style="list-style-type: none"> • Participants will brainstorm on barriers to implementation by identifying major challenges to actions/recommendations. • 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>Modality: Each table selects a chair who will lead the discussion and a group rapporteur who will take notes.</p> <p>Reporting back in plenary (15 minutes)</p>
17:00 – 17:30	<p>Commitments and Applying Insights</p> <p><i>Facilitator: Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD</i></p> <p>At tables (5 minutes)</p> <p>Key questions:</p> <ul style="list-style-type: none"> • What is your main takeaway from the workshop? • What is your commitment/s to apply the knowledge gained and follow-up on actions proposed? <p>Sharing commitments in plenary (25 minutes)</p> <p>Feedback Survey</p>

17:30 – 17:40	Next Steps: Establish a Caribbean SIDS Community of Practice/Network on Innovation and Changing Mindsets for Public Sector Transformation
	<i>Speaker: Dr. Cristina A. Rodriguez-Acosta, Inter-Regional Advisor, PMCDU, DPIDG, UN DESA</i>
17:40 – 18:00	Closing Remarks
	<p>Dr. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</p> <p>Dr. Dale Alexander, Chief, Caribbean Knowledge Management Centre, Economic Commission for Latin America and the Caribbean (ECLAC)</p> <p>Mr. Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD)</p> <p>The Most Honourable Mrs. Janet Phillips, F.B., Acting Head of the Public Service, Government of Barbados</p>