United Nations Department of Economic and Social Affairs
Division for Public Institutions and Digital Government (DPIDG)

**Capacity Development Workshop on The Future of Governance: Changing Mindsets for Innovation and Public Sector Transformation
Key Messages**

*25-27 May 2025
Bridgetown, Barbados*

Day 1 - Sunday, 25 May 2025

Welcome Remarks

DPIDG/UN DESA
- Governments are at a crossroads due to rapid global changes, crises, digital disruptions, and rising public expectations. The world is changing at an unprecedented pace.
- The 2030 Agenda aims to strengthen democracy and build effective, accountable, and inclusive institutions.
- A widening gap exists between aspiration and implementation in governance.

- Public institutions, mostly built in the 20th century, struggle to adapt to 21st-century challenges like climate threats, geopolitical shocks, digital revolutions (especially AI), urban pressures, and shifting demographics.
- Traditional governance models are not equipped for current complexity and speed. The world context is seen as VUCA (Volatile, Uncertain, Complex, Ambiguous) with trade wars, technological disruptions, and unpredictable crises like pandemics. Conflicts are interlinked, causing cascading impacts and making them difficult to identify.
- Despite gains in poverty reduction and economic growth, systems struggle with climate change, inequality, and cross-border crises.
- Many institutions remain siloed, constrained by outdated systems, and resistant to change, lacking the necessary flexibility, foresight, and innovation.
- Modern problems require 21st-century solutions: collaborative, anticipatory, and citizen-focused governance. Digital tools and strategic foresight are crucial.
- Innovation is urgent and non-optional. The focus is on how fast and far we can go to imagine a better future.
- Innovation begins with leadership and a shift in mindset, such as from risk aversion to bold action, hierarchy to collaboration, and reactivity to foresight.
- Mindset shift involves encouraging openness to new ideas, embracing experimentation, and overcoming resistance.
- The workshop aims to brainstorm new ideas and translate them into action to reimagine governance.

ECLAC
- The objective of the Workshop is to strengthen capacities for institutional reform and develop tailored capacity-building plans for digital transformation and innovation in public service delivery in the Caribbean.
- The public sector faces a defining moment where technology, innovation, and changing mindsets are necessities, not aspirations.
- The era of relying on legacy structures and traditional service delivery is over.
- New governance frameworks must prioritize efficiency, accessibility, and responsiveness, driven by a fundamental change in thinking, adaptation, and innovation.
- ECLAC's research emphasizes citizen-centric governance, evidenced by public value creation, with technology serving as an enabler.
- This is crucial for Caribbean Small Island Developing States (SIDS), which are vulnerable to shocks and may lack the policy levers of larger nations.
- Leaders must collectively embrace and accelerate transformation strategically.
- This requires investment in digital literacy, commitment to upskilling, and policies that foster agile governance.
- Leadership should value experimentation, collaboration, and purpose.
- The future of governance is shaped by today's decisions; leaders should be architects of a smarter, more responsive, and citizen-driven public sector.

British Virgin Islands/CARICAD
- The current global landscape, with leadership creating fears and concerns, makes the need for good governance, changing mindsets, and public service innovation even more critical.
- Caribbean economies are vulnerable to impacts from hurricanes, harmful conversations, and crime, underscoring the pressing importance of the public services as the backbone of identity.
- The presence of participants represents hope, aspiration, and a commitment to elevate organizations to higher standards of excellence.

- The mandate upon returning home is to lead individually and collectively, re-examining leadership and working with impact.
- The term "Small Island Developing States" was challenged. While the term "developing" might attract donor funding, it can limit aspiration. Alternative acronyms were suggested shift the mindset and narrative:
  - RIN: Resilient Island Nations
  - VIE: Vibrant Island Economies
  - INGS: Island Nations of Global Significance
- Critical mindset shift is not just about innovation, transformation, or new policies, but about understanding the why behind these efforts. This includes gratitude to past generations and a commitment to future ones, working to build dynamic countries.

Ministry of Training and Tertiary Education of Barbados
- Governments need to be deeply connected to the needs and dreams of citizens. Working in silos results in forgetting that every piece of paper and phone call embodies the dreams and aspirations of citizens' lives.
- This work cannot be treated with indifference, as the quality of life for every citizen is on the line.
- Citizens only have one life, emphasizing a higher calling in service.
- "We can't change how we govern until we change how we think".
- Citizens desire quicker services and more government opportunities, and care can only happen from one person's heart to another. It starts with mindsets.
- Leaders need to be humble enough to admit when something isn't working anymore.
- Perseverance dictates that change is needed, and efforts will continue until a breakthrough is achieved.
- The capacity for endurance, learned from the slave experience, allowed people to escape a system that denied their humanity and has endured through generations. However, this historical endurance mindset of waiting for external change is now hindering change, innovation, and risk-taking in modern Caribbean culture.
  - For example, some vendors in Barbados might prefer to wait in a comfortable corner rather than actively seek sales, indicating a behavioral pattern of passive waiting. This behavior can be observed among civil servants as well.
- Psychocultural behaviors, such as learning not to express when something is upsetting or victimizing oneself, need to be addressed for the Caribbean to progress.
- Transformation and innovation are possible and have been achieved.
- Barbados recently initiated a mission-driven transformation strategy focused on climate resilience, digital inclusion, empowered workforces, and social cohesion.
- Collaboration across ministries is fostered through innovation labs and embedding the quintet of change in working practices. This involves bold innovations alongside deeply held values of equity and service.
- The Caribbean is not behind but is ready for change. Tools and challenges will be shared to build a future-ready Caribbean.
- Participants were asked to consider one mindset they need to let go of personally to learn better, lead better, and fulfill their mission. Participants were encouraged to be bold, curious, and connected to each other and the people they serve. The workshop is envisioned as the spark of a Caribbean governance Renaissance.

Session I – Why is anticipatory governance and changing mindsets critical to addressing present and future challenges?

- Governance and public institutions are fundamental to society, shaping how people live and having a significant impact on the economy and environment through policymaking, decisions, and service delivery.
- Public institutions are essential for achieving the Sustainable Development Goals (SDGs), from poverty reduction and quality education to clean water, sanitation, and climate change. Goal 16 specifically focuses on effective, accountable, and inclusive institutions.
- The pervasive influence of government means immense responsibility and a significant opportunity to drive transformation and make a meaningful impact on society.
- Governance must adapt to a "VUCA" (Volatile, Uncertain, Complex, Ambiguous) world characterized by existential crises (e.g., climate change), geopolitical tensions, unpredictable crises (e.g., pandemics, wars), interlinked problems with cascading effects, and ambiguous challenges that are difficult to define.
- International frameworks like the Pact for the Future and ABAS highlight anticipatory governance and the importance of using foresight to prepare for future challenges, while also emphasizing data, statistics, strategic foresight, and long-term thinking for future generations.
- Strategic foresight should involve various stakeholders, including civil society and the private sector, to collaboratively envision the future and drive impact. Frameworks also emphasize digital literacy, bridging digital divides, and including youth as agents of change.
- The 11 principles of Effective Governance, including the key topics of effectiveness (competence, sound policymaking, collaboration), accountability (integrity, transparency), and inclusiveness (leaving no one behind, non-discrimination, participation, subsidiarity, intergenerational equity) provide guidance. Strategic planning and foresight are identified key strategies for sound policymaking.
- Foresight is a tool for looking beyond today, imagining the future, and understanding trends to enable governments to become more adaptive, agile, efficient, and effective, breaking down silos in the process. It involves exploring different future scenarios based on drivers of change and aspirations.
- Solving future problems requires a shift from yesterday's thinking. This means moving from reactive to proactive approaches, short-term to long-term focus, policy silos to systemic thinking, and top-down control to citizen-responsive engagement and adaptive procedures.

Participants were asked (1) what mindset do you need to let go of for the public transformation that you want? and (2) what is one challenge in your work that could benefit from this anticipatory thinking and planning. The responses from participants included the following:
- Shift from being reactive to proactive and foresight driven. Resource limitations might be a challenge.
- Let go of self-limiting beliefs and be open to changes. Structure of limitation (e.g., top-down approach) and governance itself should change. Emphasized succession planning to prepare the next generation for change.
- Let go of the idea that things must be done as they have always been done. Be more open to innovation. A mindset shift should focus on long-term planning for resources and investing in long-term ideologies, rather than just day-to-day problems.

Session II – What is the current state of governance in the Caribbean based on emerging drivers of change? – Horizon scanning

What are the Drivers of Change affecting Governance in the Caribbean region?
- Drivers of change are internal or external pressures that shape change within an organization, industry, or society.
- The top drivers of change across the PESTLE (Political, Economic, Social, Technological, Legislative, Environmental) framework included the following:
    - **Political:** Declining trust in institutions, shifting global power dynamics, limited public participation in governance, and the rise of digitalization and cyber-politics.
    - **Economic:** Technological innovation driving rapid economic change, increasing global and local inequality, climate-related economic pressures, and growing debt and financial shocks.
    - **Social:** Uncertainty about the future of work due to automation and AI, demographic changes, and heightened awareness of health crises and pandemics.
    - **Technological:** AI and machine learning, growing importance of data governance, and increasing cybersecurity threats.
    - **Legislative:** Growing disconnect in pace, digital diplomacy, and lack of labor market laws.
    - **Environmental:** Climate change as an existential regional threat, concerns over energy transition, and depletion of natural resources.

Dashboard of the drivers of change in the Caribbean region based on the responses from the online survey
- The UN DESA AI tool is available for participants to access and explore. The inputs for the tools were the results from the pre-workshop survey on Governance Futures in the Caribbean, in which participants were asked to identify top drivers of change affecting governance. The UN DESA AI tool includes the dashboard, network analysis, and chatbot. The tool is useful for understanding thought processes, forming theories, and exploring avenues for further research.
- The dashboard features he most chosen drivers, filtered by PESTLE domain and ordered by frequency.
- The network analysis visualizes connections between chosen drivers, showing combinations and disconnections. For example, climate change is central and connected to many other drivers, but not to diminished social cohesion, which is noted as an interesting disconnection.
- The AI chatbot is trained on the survey choices, allowing users to ask specific questions. A participant asked the chatbot: What does the Bahamas think of climate change?

Day 2 - Monday, 26 May 2025

Session II – What is the current state of governance in the Caribbean based on emerging drivers of change? – Horizon Scanning

Foresight Exercise – Horizon Scanning: Validating drivers of change that impact governance in the Caribbean region and establishing interlinkages
The horizon scanning exercise involved encouraging participants to validate or expand on the top drivers of change identified by the UN DESA AI tool. Participants were divided into groups and asked to discuss whether any critical drivers of change were missing and which drivers were most relevant to the Caribbean context.
The responses from each group included the following:

Group 1:
- Identified religion, national security, and public sector leadership as missing drivers of change.
- Emphasized the impact of environmental and technological shocks (e.g., hurricanes disrupting banks).
- Political stability was highlighted as a foundational driver for governance.
- Brought attention to resilience and recovery speed, especially for tourism-dependent economies like BVI.

Group 2:
- Highlighted shifting centers of interest, growing polarization, and the rise of educated and female political leaders.
- Noted the importance of the informal sector, demographic diversity, and retention challenges in the labor force.
- Called for enhanced HR integration with tech, participatory governance, and improved transportation systems.

Group 3:
- Agreed with the top drivers but emphasized the burden on public servants and need for political will to enable innovation.
- Added the need for education reform, better infrastructure, and crime reduction as key social drivers.
- Stressed that organizational shifts and lack of expertise were weakening public sector capacity.

Group 4:
- Called for increased focus on youth political engagement, noting differing priorities across countries.
- Emphasized financial crises and the challenge of securing adequate financing to address other drivers.
- Highlighted crime and youth unemployment/ low education as core social concerns impacting stability.

Group 5:
- Suggested incorporating ethics and security (e.g., food, borders, internal crime) more clearly into the PESTLE framework.
- Explored positive and negative roles of AI (e.g., election monitoring, education).
- Warned about vulnerability due to reliance on tourism and public service access inequities.

Group 6:
- Proposed three additional drivers, including migration, vulnerable population inclusion, and crime/national security.
- Urged stronger climate resilience planning, AI regulation, and digital transformation training.
- Highlighted that disillusionment with politics among youth required new strategies for engagement and agility in budgeting.

Group 7:
- Agreed with many drivers but disputed the current relevance of AI due to lagging digital infrastructure in the region.
- Emphasized global influence on local decision-making, especially from more powerful nations.
- Noted the rise of shifting social values, chaos, and weak consensus-building, urging the Caribbean to develop a clearer regional voice and governance agility.

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
The network analysis from the UN DESA AI tool visualizes the interconnections among drivers of change. The network was constructed based on the survey responses of participants, identifying which drivers

cluster together and which ones stand out. The visualization of the data helps identify potential policy blind spots, anticipate risks, and connect seemingly isolated issues.

The cross-cutting interlinkages between the drivers of change included the following:

1. **The Cycle of Mistrust in the Digital Age:** *The rise of digitalization, AI, and cyber politics is a key driver. This is linked to declining trust in institutions, which can be fuelled by misinformation and polarization on media platforms.*
   - Digitalization, AI, and Cyber Politics (Political & Technological)
   - Declining Trust in Institutions (Political) & Social Media (Technological & Social)

2. **The Sustainability Imperative:** *Climate change is seen as a threat that requires a shift towards sustainability. This necessitates advancements in energy transition and efficient resource management, along with legislative frameworks that support these changes. Resource depletion as an environmental factor also drives the economic shift toward sustainability.*
   - Climate Change (Environmental)
   - Green Economies (Economic) & Energy Transition (Technological & Environmental)
   - Resource Depletion (Environmental)

3. **The Inequality and Labor Market Disruption Nexus:** *Respondents highlighted rapid economic change led by disruption as a key driver leading to increased inequality. This impacts the fabric and creates an uncertain future of work, requiring new and regulatory frameworks for labor markets and social protection*
   - Technological Disruption (Economic & Technological)
   - Inequality (Economic & Social)
   - Future of Work (Social & Legislative)

4. **Data Security and Governance in an Unequal World:** *The growing importance of data governance and cybersecurity are highlighted as key drivers. However, the effectiveness of these depends on addressing digital divides and implementing appropriate frameworks for data protection, privacy, and cross-border data flows. A failure to do so can exacerbate inequalities, limit access to services, and create security risks.*
   - Data Governance (Technological & Legislative)
   - Cybersecurity (Technological)
   - Digital Divides (Social)

Session III – How will the futures of governance in the Caribbean look like? – Scenario Development

Foresight Exercise – Scenario development

Based on the interlinkages, participants were asked to 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. This methodology involved examining a baseline scenario (no change path) and radical scenario (major structural transformation).

Participants were split into breakout groups and shared the baseline and radical scenario they envisioned for the Caribbean in 2040. There were nine groups in total, each group assigned an interlinkage, or major forces of change, to concentrate on. The interlinkages include (1) The Cycle of Mistrust in the Digital Age, (2) The Sustainability Imperative, (3) The Inequality and Labor Market Disruption Nexus, and (4) Data Security and Governance in an Unequal World.

Group 1 – The Cycle of Mistrust in the Digital Age
- **Baseline Scenario:**
  - Increased inequality and scams.
  - Slower, reactionary governance due to inefficient decision-making.

- General mistrust in institutions, including fear of digital platforms.
- Greater resistance to risk and innovation.
- **Radical Scenario:**
  - Transparent, data-driven governance with automated services.
  - Improved efficiency, better integration, and increased productivity.
  - Technology rebuilds trust by eliminating human bias and corruption.
  - Governance becomes human-centric and proactive.

Group 2 – The Sustainability Imperative
- **Baseline Scenario:**
  - Caribbean communities face severe impacts from sea-level rise.
  - Public services overwhelmed and responses remain reactive.
  - Climate-related diseases increase and economies dependent on tourism collapse.
  - Climate finance becomes harder to access.
- **Radical Scenario:**
  - "Sustainable Island States" model with embedded climate financing (e.g. $1B USD).
  - 1.5°C target met, economies are resilient, and the Caribbean is powered by renewable energy and AI.
  - Regional cooperation strengthens governance structures.
  - Climate-conscious data use guides policy and the Bridgetown Initiative expanded to address other inequalities.

Group 3 – Inequality and Labor Market Disruption Nexus
- **Baseline Scenario:**
  - Data security concerns: identity theft and misinformation.
  - Workforce feels undervalued; AI adoption leaves many jobless.
  - Digital divide deepens generational and class gaps.
  - Reactive governance; increasing distrust.
- **Radical Scenario:**
  - Agile labor markets adapt via skill reallocation and upskilling.
  - Inclusive governance models develop to address automation fallout.
  - AI boosts productivity and supports human-centric design.
  - Governments embrace participatory decision-making and systematic reform.

Group 4 – Data Security and Governance in an Unequal World
- **Baseline Scenario:**
  - AI scams and digital refugees dominate the governance landscape.
  - Poor cybersecurity infrastructure; reliance on outsourced IT support.
  - Fragmentation across Caribbean governments.
- **Radical Scenario:**
  - CARICOM unites to address data policy and digital governance.
  - National digital divides close; harmonized infrastructure.
  - Governments proactively adopt AI and build citizen-centric services.
  - Local governments empowered with more responsibilities.

Group 5 – Data Security and Governance in an Unequal World
- **Baseline Scenario:**
  - Entrenched interests and outdated legal frameworks.
  - Rampant cybercrime and mistrust lead to foreign divestment.

- o Analog governance dominates and economic stagnation.
- **Radical Scenario:**
  - o Updated legislation reduces cybercrime and boosts investor confidence.
  - o Increased public awareness and data literacy.
  - o Workforce adapts to AI-driven roles; jobs redefined.

Group 6 – Inequality and Labor Market Disruption Nexus
- **Baseline Scenario – "Islander Drift":**
  - o Unprepared local workforce excluded from digital economy.
  - o Brain drain and competition from tech-savvy expats.
  - o AI replaces human jobs and there is resentment toward governments.
- **Radical Scenario – "Island Haven":**
  - o Inclusive and productive digital economy.
  - o Proactive government reforms education and training systems.
  - o Online service delivery increases access for vulnerable groups.
  - o Regional alliances promote digital upskilling and cooperation.

Group 7 – The Sustainability Imperative
- **Baseline Scenario:**
  - o Tourism declines as coastlines erode.
  - o Climate financing remains unreliable despite global commitments.
  - o Food insecurity worsens with rising import costs.
- **Radical Scenario "Archer Revolution":**
  - o Region-wide solar farms, reduced fossil fuel dependence.
  - o Increased food self-sufficiency and AI-assisted resource management.
  - o Caribbean nations assert stronger climate diplomacy.

Group 8 – The Cycle of Mistrust in the Digital Age
- **Baseline Scenario:**
  - o Rise of authoritarian tendencies; reduced civic freedoms.
  - o Polarization driven by distrust in institutions and digital disinformation.
  - o Citizens avoid tech due to fears of surveillance and misinformation.
- **Radical Scenario:**
  - o Agile governance with predictive planning capabilities.
  - o Broader civic participation; legislative reform in social media regulation.
  - o Regional ICT integration streamlines service delivery.

Group 9 – The Cycle of Mistrust in the Digital Age
- **Baseline Scenario:**
  - o Continued public mistrust in government and cybersecurity failures.
  - o Intergenerational divide in tech use and workforce integration.
- **Radical Scenario:**
  - o Regional ICT cooperation streamlines public services.
  - o Education reforms prepare workforce for digital futures.
  - o Citizens increasingly trust and accept ICT and digital public services.

Following scenario development, participants were asked to identify a "preferred" future governance model among the presented scenarios. As part of the exercise, participants refined their vision statements, describing their desired future Caribbean in 2040.
The nine groups presented the following vision statements:

Group 1 (The Bahamas)
- By 2040, governance in the Caribbean will be agile, inclusive, and sustainable. It will be responsible and human-centered, designed to foster innovation and ensure prosperity for future generations. Trust between governments and citizens will be restored through transparent digital systems and participatory governance models. Institutions will embrace technology not only for efficiency but also as a means to engage citizens meaningfully and inclusively. The governance culture will prioritize openness, resilience, and adaptability in order to meet both local and regional needs.

Group 2
- The future Caribbean will be governed by a progressive, agile framework that delivers sustainable, inclusive, and citizen-empowered outcomes. A robust digital ecosystem will enable transparent governance, participatory processes, and trustworthy institutions. Resilience will be embedded in service delivery, ensuring systems respond quickly and effectively to evolving societal needs. In this future, no one is left behind, government is accessible, responsive, and efficient, and public institutions are grounded in equity and inclusion.

Group 3 (Barbados) – Sustainable Island States
- The Caribbean will consist of resilient and inclusive Sustainable Island States that anticipate risk and are powered by technologically enabled systems. Governance will be based on equity, people-centrism, and trust, reinforced by modernized legal frameworks and improved performance metrics. Climate financing will be embedded into national strategies, and data will inform decision-making across ministries. Regional cooperation will be strong, enabling the region to mitigate the impacts of climate change and thrive as a united, sustainable bloc.

Group 4 – Caribbean 4.0
- The region will be a digitally empowered and equitable Caribbean where governance safeguards human rights and fosters inclusive prosperity. Every citizen will have the opportunity to thrive in a transformed, innovation-led economy. Governance systems will be transparent and accountable, designed to be adaptive and future ready. Through technology, the public sector will bridge gaps in access and engagement, ensuring equal opportunities across all levels of society.

Group 5
- Caribbean societies will be confident, resilient, and strong, united by a shared vision of a democracy that evolves with its people. Governance will be flexible, inclusive, and purpose-driven, designed to uplift every citizen and ensure prosperity across all communities. Institutions will embrace participatory values and foster a culture of openness, adaptation, and equity to meet the needs of a changing world.

Group 6
- Governance in 2040 will be defined by trust, accountability, inclusion, equity, democratic participation, sustainability, and resilience. It will be future-ready and citizen-centric, with agility

and ethical transformation at its core. Public institutions will operate under a shared sense of responsibility, with innovation driving continuous improvement. Systems will empower both leaders and citizens to co-create responsive policies and services, while embedding long-term resilience across governance structures.

Group 7 – ICAPS: Innovation, Caribbean, Agile, Participation, Sustainable
- Caribbean governance will be agile, inclusive, and deeply collaborative, driven by the active participation of its citizens. Public services will anticipate rather than react to community needs. A strong emphasis will be placed on regional cooperation, which will replace fragmented governance with unified strategies for development. Governance models will reflect a culture of innovation, supported by shared Caribbean values and collective ambition.

Group 8 – Island Haven
- The Caribbean will become an Island Haven characterized by transparent, inclusive, and accessible governance. Services will be equitably delivered, bridging digital divides and ensuring that all citizens, especially the vulnerable, are empowered. Institutions will prioritize access, responsiveness, and trust, supported by regional collaboration and digital infrastructure that connects and strengthens the region.

Group 9
- Governance in the future Caribbean will be progressive and results-oriented, delivering tangible improvements in people's lives. Institutions will be responsive, adaptable, and built on foundations of trust and accountability. Citizens will see and feel the impact of governance through efficient services, equitable policies, and meaningful engagement. Governance structures will embrace innovation and foresight to navigate complexity and deliver long-term value to the public.

Session V – Capacities and Mindsets for the Governance Future

Capacities for Public Sector Transformational Change
- Public sector transformation involves rethinking governance approaches, policy design, and citizen engagement. It requires institutional cultural change, value shifts, and behavioral transformation, not just new technology.
- The Quintet of Change outlines five key capacities essential for modern governance: innovation, data, digital transformation, foresight, and behavioral science. These areas are critical to building future-ready institutions.
- A culture of innovation within the public sector must be cultivated. This includes promoting experimentation, accepting failure as a learning tool, encouraging prototyping, and co-creating solutions with citizens.
- Data governance refers to the systems and rules that ensure the quality, transparency, and ethical use of data. A major limitation in the public sector is the inability to share data across ministries due to gaps in legal frameworks and technical interoperability.
- An evidence-based mindset is necessary for effective governance. Data should be used not just for reporting but to inform real-time decision-making and policy design.
- Innovation must be human-centered. Designing with the user means understanding the needs of citizens directly and integrating feedback at every stage of the service or policy development process.

- Capacity development efforts must include a focus on leadership that fosters collaboration, dismantles silos, and promotes a learning culture across all levels of public administration.
- Institutions must create environments of psychological safety, where individuals are encouraged to contribute ideas, question existing processes, and learn from both success and failure. Diversity of perspectives and team-based learning should be prioritized.
- Recruitment systems should adopt a skills-based approach. Traditional degrees may not align with current governance needs. What matters is problem-solving ability, adaptability, and systems thinking.
- Innovation is ultimately about mindset and uses outside-the-box thinking. The future of governance depends on the ability to be adaptive, inclusive, transparent, and proactive, embedding these principles into both systems and institutional practices.

CARICAD Session on Public Sector Schema and Leadership for Innovation and Public Sector Transformation

Public Sector Schema and Leadership for Innovation and Public Sector Transformation
- The presentation emphasized the importance of reframing public sector transformation not as a temporary project but as an ongoing strategic commitment rooted in national development visions and values. Building intelligence and resilience in governance systems was presented as essential to effectively respond to complexity and change.
- A research-based schema was introduced to guide transformation efforts, recognizing that most change initiatives fail because they lack strategic alignment, consistent leadership, or coordinated structures. The schema offers a roadmap that begins with a national vision and requires clarity around the core values guiding public service delivery.
- Six foundational pillars were identified as prerequisites for successful public sector transformation: governance, standards, capacity, accountability, openness, and legislation. These pillars must be supported by clearly defined roles and responsibilities, as well as legal mandates or strategic policies that provide institutional legitimacy for innovation efforts.
- The presentation emphasized that transformation must be managed through inclusive and cross-cutting leadership structures. Traditional hierarchical models are not sufficient; instead, transformation units or coordinating bodies—such as cabinet offices or ministries of finance/public administration—must adopt a collaborative approach that brings ministries together and fosters shared accountability.
- Committees of Permanent Secretaries were highlighted as a key actors in sustaining reform momentum, but it was noted that such committees must avoid operating in silos. They must adopt a system-wide perspective and track innovation initiatives across sectors to ensure coherence and impact.
- Leaders were encouraged to think beyond day-to-day management and adopt a forward-looking posture.
- Strategic human resource management, policy alignment, and adaptive change management processes were presented as essential components of the transformation journey.
- The presentation underscored that transformation is not just about adopting new technologies but about shifting mindsets, building collaborative cultures, and embedding innovation as a sustained capability within institutions.
- Success is determined not just by technical interventions but by the capacity to foster trust, agility, and citizen-centered governance.

Public Sector Transformation - The Jamaican Experience
- MyHR+ is an integrated HR and payroll information management system utilized in Jamaica that transitioned the public service from transactional HR practices to strategic workforce planning. The platform enables staff to easily access services like payroll, leave scheduling, and HR requests, contributing to greater efficiency and transparency.
- Strategic HR planning has been made possible through centralized data, which supports better decision-making across ministries and departments.
- Initial implementation required involving HR professionals in the design process to ensure the system aligned with user needs and administrative workflows.
- Training and communication played a critical role, with early efforts focused on basic digital literacy, such as teaching users how to post content online.
- Today, demand for access to MyHR+ exceeds the team's capacity to onboard new users, demonstrating the platform's growing acceptance and utility.
- Strong early executive support was essential, but sustained engagement and responsiveness to user feedback were even more important in the long run.
- User feedback loops led to several refinements, with adjustments made based on real-time insights and pain points expressed by public servants.
- Implementation success was driven by a people-centered approach that emphasized communication, adaptability, and continuous problem-solving.
- Transformation was framed not merely as a technological upgrade but as a cultural shift, highlighting the importance of user engagement and institutional learning.
- The initiative reinforced that digital tools must be matched by iterative governance reforms and organizational change to ensure lasting impact.

The Role of Innovation Labs in Transforming Public Services
- Innovation labs are structured environments created to design and test new approaches to public service delivery, using participatory methods, creative thinking, and evidence-based tools.
- The process of building an innovation lab starts with a clear purpose and value proposition. It is critical to define whether the lab is meant to implement innovation directly or support innovation happening across government.
- A successful lab is built in stages: identifying the need, securing political support, designing the governance structure, selecting the right team, creating space for experimentation, and developing an evaluation framework.
- Finding the right people is key. The team should include individuals with varied skills and mindsets, including designers, policy thinkers, data analysts, and "hurdler" types who can navigate bureaucratic and logistical obstacles.
- The "Ten Faces of Innovation" framework (IDEO) was referenced as a way to build diverse lab teams, each contributing a different role in the innovation process, from the storyteller to the caregiver to the experimenter.
- Innovation labs must build legitimacy. This is often done by demonstrating early wins, documenting impact, and showing responsiveness to real problems. Measuring impact is not always straightforward, especially when benefits are qualitative.
- Stakeholder engagement is vital. This includes working with ministries, citizens, and frontline workers to co-design solutions that are not only innovative but implementable.
- The speaker stressed that design must be careful and reflective, not reactive. Labs must build on what already exists, avoiding duplication, and complementing ongoing reform efforts.
- Innovation requires space, both physically and institutionally. Labs should provide room for experimentation, prototyping, and learning from failure without fear of punishment.

- One of the greatest challenges is managing cultural resistance. Change is hard, and many public institutions are risk averse. Labs must foster a culture of curiosity, humility, and adaptation.
- The distinction between innovation and transformation was made clear. Innovation is about new ways of thinking and doing. Transformation is the broader change that results from successfully institutionalizing innovations.
- International standards like those developed by ISO can provide useful frameworks for assessing innovation capacity, even when the results are not purely quantitative.
- Innovation labs were once viewed by some as a luxury or optional add-on, but their role has evolved into that of an essential function within government. When labs are embedded in service delivery and demonstrate clear value, they are no longer seen as experimental extras but as necessary engines for public sector modernization.

Peer-to-Peer Learning: Changing Mindsets for Innovation in Public Service Delivery: The Case of ASAN, One-stop Shop Public Service Delivery

- ASAN was created by the State Agency for Public Service and Social Innovations under the President of the Republic of Azerbaijan to combat deep-rooted bureaucracy, long wait times, and public mistrust by introducing a transparent, citizen-centered model for service delivery.
- The ASAN model has expanded to include 28 service centers across Azerbaijan. The services are provided through a public-private partnership.
- The one-stop shop approach brings multiple public services together in a welcoming space, modeled like a mall, offering amenities such as childcare, coffee shops, and first aid services.
- The principle of "leaving no one behind" is central to the ASAN model, with bus services provided to reach remote populations and physical accessibility ensured for all segments of society.
- Services are designed for ease of use and transparency, with continuous feedback mechanisms through surveys, complaints and suggestions journal, a call center, email, social media.
- Ministries initially resisted the idea, but staff now work within ASAN centers, showing that reform is possible within existing structures without duplication.
- Youth are meaningfully engaged through a volunteer program that promotes civic responsibility and future leadership development.
- Data is used for real-time decision-making and monitoring, guided by the principle that 'the citizen is always right', ensuring that policies are responsive and inclusive.
- The ASAN model combines efficiency, collaboration, and citizen engagement to rebuild trust in government and shift institutional mindsets toward innovation.
- Sustainability is ensured through government funding, optimized use of existing buildings, and revenue from both public service fees and private sector offerings.
- Staff motivation is driven by a performance-based reward system, which encourages excellence and supports a culture of continuous improvement.
- ASAN has inspired international interest, and its success demonstrates that with political will and citizen-first design, transformative public service delivery is achievable even in resource-constrained environments. There have now been 30 agreements signed for the experience and promotion of the ASAN service model.

Strategies and Actions to Adopt AI in the Public Sector to advance Digital Government Transformation

Actions to Adopt AI in the Public Sector to advance Digital Government Transformation
- The session opened with the foundational principle of "leaving no one behind" in digital transformation, emphasizing that all technological efforts should remain rooted in citizen needs and inclusion.
- Participants shared reasons for pursuing digital transformation, highlighting efficiency, cost savings, improved access to services, reduced bureaucracy, and data-driven governance as major benefits.
- A live audience poll revealed that most participants were not afraid of AI but emphasized the importance of understanding its risks and potential, with reflections on personal experiences such as ease of doing business and fears around misuse.
- The facilitator underscored that AI is a tool, not a solution in itself, and must be used thoughtfully to address real needs and enhance public value.
- International frameworks were reviewed, including the EU AI Act (2024), the UNESCO AI Ethics Recommendations (2021), and the UNESCO Caribbean AI Roadmap, illustrating growing global momentum around ethical AI.
- A Caribbean-specific overview pointed to AI initiatives in hospitality, tourism, and city management, with cities like Montego Bay, Nassau, and Arima identified by the Inter-American Development Bank (IDB) as potential smart cities.
- An example illustrated the power of AI in optimizing public service: sensors could be used to assess lawn growth in rainy vs. dry seasons, enabling AI to direct municipal services only where needed.
- The public sector's role in driving citizen-centered innovation was stressed, along with the importance of political continuity and leadership commitment beyond electoral cycles to sustain long-term digital transformation efforts.

Tabletop exercise: Indicative Public Value Mapping of Artificial Intelligence
Participants completed a tabletop exercise on public value mapping, exploring AI's implications across four dimensions: administrative, economic, democratic, and citizen-centered. Participants were asked to identify benefits, threats/considerations, and risks for one of the four dimensions.
- **Administrative dimension:** benefits such as faster service and reduced error were noted, alongside challenges like infrastructure gaps, limited local AI expertise, and weak IT governance frameworks.
- **Economic dimension:** participants cited benefits like reduced job-seeking costs (as in the Bahamas' online skills portal) and social equity, while recognizing risks in connectivity and data security.
- **Democratic dimension:** focused on transparency, participation, and reducing bias, with caution around AI over-reliance and its effect on critical thinking and democratic authority.
- **Citizen-centered dimension:** participants explored the value of real-time emergency alerts, personalized dashboards, and improved access to services, while acknowledging risks like job loss, misinformation, and inequitable access.
- The exercise emphasized that data quality and digital infrastructure are critical to AI success. "Garbage in, garbage out" was a repeated caution on data integrity.

- Participants discussed cultural and mindset shifts required in public administration to adopt and sustain AI, stressing the need for supportive leadership, ethical awareness, and collaborative governance cultures.

Shifting Mindsets and New Competencies for Public Sector Transformation and the Future of Governance in the Caribbean

Presentation on Changing Mindsets and Competencies Framework
- A mindset is a particular way of thinking shaped by beliefs, attitudes, values, and behaviors. It determines how individuals interpret the world and what they believe is possible or not, directly influencing behavior, decisions, and institutional culture.
- Mindsets can be fixed or fluid. A fixed mindset assumes abilities are static, while a growth mindset embraces learning and adaptability. This distinction influences how people respond to challenges, risk, and innovation.
- Mindsets are acquired over a lifetime, influenced by family, education, personal experiences, and culture. These influences shape not only how we see the world, but how we respond to it, whether with openness or fear, trust or defensiveness.
- Negative mindsets can lead to isolation, risk aversion, and lack of collaboration. For example, believing the world is unsafe may cause people to withdraw, avoid trust, and resist cooperation, ultimately reinforcing silos in governance.
- Cognitive biases play a major role in shaping how people interpret information. Pre-existing beliefs can cause individuals to ignore evidence, dismiss new data, or resist change, all of which can hinder reform efforts.
- Institutional effectiveness depends on sound policymaking, competence, collaboration, and systemic robustness. These dimensions require complementary mindsets rooted in openness, shared values, and forward-thinking approaches.
- A mindset and competency-based framework was presented, emphasizing values such as ethical behavior, digital literacy, inclusiveness, empathy, responsiveness, and inter-generational equity. These competencies align with the future needs of the public sector.
- Collaboration is essential to reduce silos, promote multi-disciplinary approaches, and gain buy-in at all levels of government. Effective collaboration also reduces duplication and allows diverse strengths to be combined for greater impact.
- Personal and institutional accountability were emphasized. The system is not an abstract entity but it is made up of individuals, and each person must take ownership of change. A transparent and open mindset is necessary to build trust and share responsibility.
- Strategies to promote mindset shifts include recognizing innovation through public service awards, adopting innovation charters, integrating behavioral science, hiring specialists, and creating formal networks that encourage peer learning and exchange.
- Changing mindsets is a personal commitment. It begins with awareness, continues with intentional practice, and is sustained by institutional support and shared accountability across all levels of governance.

Session VI – Action Planning for the Desired Governance Future in the Caribbean

The UN DESA AI tool and network structure were adapted to include the transcript of the table reporting on the visioning and used it as a network of choices. This changed the network, overlaying the initial opinions of the group. For example, new connections were made between drivers of change. The

fact that the network was altered based on conversations held demonstrates the value of Workshops, with beliefs and attitudes being more clearly addressed.

Utilizing AI, the nine vision statements from the foresight exercise session on visioning were synthesized in an intelligent way. This resulted in three variants which demonstrated had characteristics of all the nine vision statements. Among the vision statements there are commonalities but also divergences. Majority opinion was reflected across all three vision statements.

Variant 1: The Technologically Advanced & Agile Caribbean
By 2040, the Caribbean will be a globally recognized model of innovative, agile, and sustainable governance. We envision a future-ready region where public administration is not only responsive but proactive, powered by a deep commitment to progress. This vision is rooted in a dynamic framework that embraces change, leverages cutting-edge solutions, and continuously evolves to meet the needs of a rapidly changing world, securing a prosperous and progressive future for all.
The engine of this transformation will be a comprehensive embrace of digital, AI-driven, and data-informed governance. We will construct a multi-level framework built on digital trust, utilizing technology to drive radical efficiency, transparency, and innovation in service delivery. Through secure e-participation platforms and robust data governance, we will create a system where legal and regulatory safeguards ensure that technological advancement always supports broad inclusion and tangible benefits for every citizen, fostering a new era of accessibility and accountability.
Ultimately, this technological leap is in service of our people. A government empowered by technology is one that can better empower its citizens. This agile and digital governance model is designed to be deeply collaborative and citizen-centric, fostering impactful partnerships between the public and its institutions. Rooted in unwavering ethical leadership, this approach will ensure that as we innovate, we build a more resilient, inclusive, and interconnected Caribbean, leaving no one behind in our shared journey forward.

Variant 2: The People-Powered & Inclusive Caribbean
Our vision is for a confident and strong Caribbean, defined by a democracy that evolves in lockstep with its people. We will build a deeply collaborative and participatory system of governance where empowered citizens and dedicated public officers work as intentional partners. The government's primary role will be to foster this partnership, creating a flexible and inclusive environment that safeguards the safety, well-being, and prosperity of all, ensuring our governance structures are fit for the future.
This people-powered democracy will be built on a foundation of unshakeable core values: transparency, accountability, equity, and social solidarity. We commit to a system that is not only responsive but also proactive, fostering progressive engagements that empower minorities and cultivate shared understanding. Through active collaboration and diplomacy, we will build a society where trust is paramount and every voice matters, creating a thriving future where empathy and collective intelligence guide our path.
The ultimate outcome of this citizen-driven approach is a resilient and unified Caribbean. By placing citizens at the heart of governance—powered by innovation and rooted in ethical leadership—we ensure that development is both sustainable and just. This vision fosters a shared responsibility for our collective future, building resilience not just in our institutions, but in every community and for every generation, creating a legacy of strength and unity.

Variant 3: The Resilient & Ethical Caribbean
We envision a Caribbean by 2040 that stands as a resilient and inclusive island state, fortified against future challenges and united in its purpose. Our primary goal is to establish a governance system that

excels in foresight and sustainability, with the capacity to anticipate risks and govern through transparent, stable, and effective systems. This proactive stance will ensure the long-term security and prosperity of our region, creating a safe harbor for generations to come.

The foundation of this resilient state will be a progressive and institutional system grounded in unimpeachable ethical principles. We will build a multi-level governance framework that champions accountability, safeguards truth, and operates with complete transparency. This structure will be supported by robust legal and regulatory frameworks that ensure our governance is not only strong but also just, fostering a climate of trust, collaboration, and diplomatic strength on the world stage.

This ethical and resilient framework exists to serve one ultimate purpose: to empower communities and deliver tangible benefits to all citizens. By integrating sustainable practices and enabling our systems with appropriate technology, we foster innovation that strengthens every institution. This approach ensures that our governance is not only prepared for adversity but is also actively building a future where shared responsibility drives collective success and empowers every individual to contribute to our vibrant, thriving, and enduring Caribbean civilization.

Ultimately, Variant 2: The People-Powered & Inclusive Caribbean was selected as the vision for the Caribbean with 18 votes from participants, compared to 16 for Variant 1 and 9 for Variant 3. Participants discussed in groups actions to be taken to contribute to the desired governance future of a People-Powered & Inclusive Caribbean.

Group 1 (Barbados)
Institutional & Regulatory:
- Emphasized mechanisms for consultation at all levels (e.g., "Parish Speaks" and the national "Ideas Forum").
- Proposed a focal point for transformation, like innovation labs.
- Suggested overhauling governance structures to enable broader participation (e.g., the Social Partnership model involving labor unions, public and private sectors).
- Highlighted local government as important, though still underdeveloped.

Organizational Culture & Structures:
- Recommended decentralization to the community level.
- Called for revisiting public service structures, taking cues from community-based sports development initiatives.

Individual Mindsets:
- Noted the need to shift public perception and build trust in government institutions.
- Emphasized the challenge of changing mindsets around authority and responsibility.

Capacities & Competencies:
- Stressed the importance of access to resources, training change champions, and public outreach.
- Recommended functional reviews of government structures.
- Called for CARICOM, OECS, CARICAD, etc., to design a regional policy framework to catalyze this paradigm shift.

Group 2 (Barbados)
Institutional & Regulatory:
- Called for legislative reforms that mandate citizen consultation before implementing new laws.

Organizational Culture & Structures:
- Advocated for People's Assemblies, chosen by the community (not politicians), reporting upwards and possibly overseen by the Ministry of People Empowerment.

Individual Mindsets:

- Recommended early and continuous citizen involvement in visioning exercises and change processes.

Capacities & Competencies:
- Suggested multimedia outreach (including TikTok and youth-friendly tools), community-level training, and communications strategies.

Group 3 (Barbados)

Individual Mindsets (addition):
- Emphasized the need for reward and recognition of good behaviors.
- Recommended reforming performance appraisals and enforcing standards to support mindset shifts.

Group 4 (Saint Lucia)

Institutional & Regulatory:
- Urged securing buy-in from government ministers and identifying policy champions.
- Highlighted the need to define the future state, involve stakeholders, and assess requirements (financial, human, tools).

Organizational Culture & Structures:
- Proposed innovation hubs and collaborative processes with private and civil society.
- Called for HR fit-for-purpose and enabling cultures that embrace innovation and reframe failure positively.

Individual Mindsets:
- Encouraged rewarding innovation and redefining failure as part of growth.

Capacities & Competencies:
- Recommended reskilling and needs assessments.

Regional Approach:
- Advocated for regional networking and benchmarking due to shared challenges across Caribbean nations.

Group 5 (Bahamas)

Institutional & Regulatory:
- Embraced a whole-of-government and whole-of-society approach, including local government.
- Called for legal frameworks and institutional strengthening.

Organizational Culture & Structures:
- Proposed comprehensive onboarding, and decentralized decision-making.

Individual Mindsets:
- Promoted strategic, collaborative, and participatory mindsets, moving from compliance to purpose.
- Emphasized behavior aligned with values and empowerment.

Capacities & Competencies:
- Recommended strategic reskilling, capacity building, and industry-aligned training.

Regional Approach:
- Called for technical support, more upper-level training, and knowledge-sharing labs.
- Suggested targeting Prime Minister/cabinet-level training via existing national institutions (e.g., UB, BTVI, National Training Agency).

Group 6

Institutional & Regulatory:
- Proposed more transparent parliamentary processes and citizen input in committee decisions.

- Recommended performance metrics for holding parliamentarians accountable.
- Called for citizen involvement in legislative drafting.

Organizational Culture & Structures:
- Suggested citizen education on government processes.
- Proposed client-centric service delivery and an inclusive government philosophy.

Individual Mindsets:
- Encouraged the use of influencers and social media to incentivize behavioral change.

Capacities & Competencies:
- Recommended peer-learning, regional forums, and knowledge networks.

Regional Approach:
- Urged the creation of a unified policy/legislative agenda that countries can adapt contextually.

Group 7

Institutional & Regulatory:
- Recommended establishing an enabling legal environment and national forums for public consultation (held biannually in each parish).
- SMART goal: One parent legislation by 2027 via Ministry of Legal Affairs.

Organizational Culture & Structures:
- Proposed more agile, linear government structures that encourage cross-ministry collaboration.
- SMART goal: Digitize five key services by 2030 and increase interoperability.

Individual Mindsets:
- Called for ethical, empowered, and initiative-taking mindsets.
- SMART goal: Annual leadership and competency-based training from 2026.

Capacities & Competencies:
- Highlighted the need for political will, change champions in each ministry, and a data-driven, agile environment.
- SMART goal: Establish champions of change in each ministry by 2026.

Strategies and Actions to Change Mindsets for the Desired Governance Future

Participants conducted a self-assessment of existing strategies for changing mindsets in the public sector and then addressed as a group actions to promote change of mindsets at the individual, organizational, and institutional level.

Group 1
- Focused on nurturing a culture that reinforces desired behaviors across the public service by making those behaviors visible and tangible.
- Proposed implementing an award program to publicly recognize and celebrate alignment with public service values.
- The impact would be measured by the establishment of the award program and the number of programs awarded in the second year.

Group 2
- Prioritized the need to ensure Saint Lucia's public service is staffed by fit-for-purpose employees.
- Emphasized the importance of having robust systems and policies in place to retain skills and support professional growth.

- Solutions included the development of a selection and development policy and implementation of sensitization and training programs to support human resource effectiveness.

Group 3
- Focused on enhancing public service management as a key organizational priority.
- Emphasized the need to align management practices and structures with contemporary governance goals and expectations, although specific measurement tools were not detailed.

Group 4
- Proposed the development of a competency framework to define clear expectations and maintain consistent standards across all levels of the public service.
- Recommended beginning implementation at the organizational level, with the framework eventually led and owned by department heads.
- Estimated that the competency framework could be developed and launched within four to six months.

Group 5
- Also emphasized the need for a competency framework, particularly due to outdated or nonexistent onboarding standards.
- Argued that a standardized framework would enhance transparency and improve the onboarding process.
- Proposed measuring progress through the creation of electronic systems linked to a performance reporting tool.
- Suggested the head of public service would lead the action, implemented at both institutional and individual levels.
- Called for a whole-of-government approach to ensure comprehensive stakeholder engagement and sustainable implementation.

Group 6 (Bahamas)
- Proposed establishing a technical support framework rooted in the 11 principles of effective governance.
- Planned for the SDG Unit in the Office of the Prime Minister to lead implementation at the institutional level.
- Measurement would be conducted through workshop feedback and engagement with the general public.
- The action is intended to commence with the new budget year, with full implementation expected between July 2026 and 2029.
- The framework would guide recruitment practices and be evaluated by a mechanism overseen by the Ministry of Public Service.
- The initiative will involve a whole-of-government approach to stakeholder engagement.

Overcoming Barriers to Implementing the Actions for the Desired Governance Future

A hands-on activity on overcoming barriers at the institutional, organizational, and individual levels to implement the actions for the desired governance future was done by participants as a whole of group session. The questions and answers were as follows:

1. What are some barriers to achieving the desired governance future?

- Political interference
- Resistance to change
- Key capabilities and skills and budget
- Disengaged citizenry
- Funding
- Limited resources
- Legislation
- Trust
- History
- Public servants' mindsets that still don't change
- Outdated policies and processes
- Lack of will
- Siloes
- Lack of implementation
- Outdated infrastructures
- Vested interests
- External influences
- Tired public servants

2. Which challenges are most pressing?
- Political Interference
- Resistance to change
- Limited resources

3. What are some of the consequences of not addressing these challenges first?
- Contradicting priorities
- Protracted delays
- Initiatives can die
- Nothing happens
- Lack of appreciation and understanding of what needs to be achieved
  - I as a leader contributing to protracted delays
  - Do I as a leader encourage or facilitate initiatives to die? – We each have the agency for change.

4. What solutions might have a bigger impact?
- Collaborate with the right people
- Create alignment between values, beliefs, and organizations
- Sensitization with political leaders
- Build professional trust with political leaders
- Start with small wins
- Identify problems, acknowledge them, and be brave in seeking out solutions
- Change mindsets
- Engage with the opposition—they might come to be in government
- Whole-of-society and whole-of-government engagement approach
  - What is my role in the problem?

Commitments and Applying Insights

Participant 1 - Saint Lucia:
Key Takeaway: Public sector transformation is a journey and it starts with a commitment from each of us.
Commitment: Ensure that the relevant training programs or program on changing mindsets for governance are designed and or delivered to help change mindsets and build capacity among public offices in Saint Lucia by April 2027.

Participant 2 - Saint Lucia:
Key Takeaway: It is imperative to be inclusive and collaborative when designing, or when you intend to change any mindset.
Commitment: Implement principals of Workshop over the next three months.

Participant 3 - Saint Lucia:
Key Takeaway: For us to be committed to one movement and to unite as one, to work together to advance the public service in the Caribbean.
Commitment: Be a champion of change in Saint Lucia. Part of public service committee and work on rebranding public service.

Participant 4: Saint Lucia
Key Takeaway: Importance of changing mindsets to achieving organizational goals.
Commitment: Organizing meetings with heads of departments and discuss the importance of changing mindsets and how it can assist us in achieving what we set out to do in the public service.

Participant 5: Saint Lucia
Key Takeaway: The strategies to improve change at an individual level.
Commitment: Promote change at an individual level and drive at least awareness of at least 4 SDGs within my organization by the end of this year.

Participant 6: Saint Lucia
Key Takeaway: Growth mindset is key for innovation and transformation. Anticipatory governance and shared vision is critical to ensure and engender change, innovation, and transformation.
Commitment: Keep on with renewed vigor for the future.

Participant 7: Saint Lucia
Key Takeaway: Different perspective that it is all about mindset to implement change.
Commitment: Explore in more details, the type of mindsets that we actually need to deliver the change that I'm trying to achieve. For example, with our HR transformation program. Over the course of the next 6 weeks, I plan on working with my leadership team to develop their understanding of the mindsets and to aim to pull together a team which comprises the right mix of mindsets. Regarding the 10 faces of innovation, I'm going away to make sure that we've got the right team to ensure that we can start realizing some tangible results going forward.

Participant 8:
Key Takeaway: My main takeaway has been just the power of getting together, sharing knowledge and experience and being able to consider solutions.
Commitment: Build upon relationships I've established here and lead to mutual learning. Reach out by the end of the week and continue conversations.

Participant 9:
Key Takeaway: We are more alike than we are different. If we are to achieve our national or regional vision that we formulated here today, it's going to take us shifting our mindsets, letting go of preconceived notions and removing mental limitations.
Commitment: Speak with director of learning institute and start series on shifting mindsets for the public service.

Participant 10 - Anguilla:
Key Takeaway: Innovation is crucial to small islands like Anguilla.
Commitment: Intentional about driving through recommendations. We are on the right track but need to be intentional about going through recommendations.

Participant 11:
Key Takeaway: Behavioral change will institutional or structural change, which is sort of a post-institutionalist view.
Commitment: I will make the necessary contacts with the necessary departments to do the necessary actions

Participant 12:
Key Takeaway: To achieve our vision requires us to behave differently, which starts with a changed mindset.
Commitment: Since I am transitioning from one Ministry to the other, I have two commitments. For the Ministry I'm leaving, brief the Permanent Secretary and specific team to push for service delivery policy by December 2025. To the Ministry that I'm going to I commit to transfer knowledge to the new heads of divisions team to encourage innovation by July 2025.

Participant 13:
Key Takeaway: Transformation begins with me moving from fixed mindset to a receptive and growth mindset.
Commitment: Initiate discussions with Director for SDGs to be incorporated in workshops by end of June 2025. Reach out to public sector institutions to identify areas for collaboration by end of July 2025.

Participant 14 - Barbados:
Key Takeaway: Hearing the Anguilla and Jamaica experience that innovation can be done in practice.
Commitment: Use the strategies and knowledge to pilot a change project initiative in the organization towards improving client services and client services, outcomes and also client engagement within a year period.

Participant 15 - Barbados:
Key Takeaway: Involvement at all levels is important for change to be successful.
Commitment: Develop plan to sensitive staff on the importance of changing mindsets. Focus on tracking the budget spent on the SDGs in the Ministries in Barbados.

Participant 16:
Key Takeaway: Importance of collaboration and sharing experiences to arriving at new ideas and getting solutions.
Commitment: Focus on the eleven principles of effective governance for collaboration. I will be doing a

lot more assessment of my mindset and in terms of work, I will focus a bit more on developing action plans that put the citizens first.

Participant 17:
Key Takeaway: Move from endurance to resilience for transformation to be achieved.
Commitment: Collaborate with offices to change mindsets.

Participant 18 - Barbados:
Key Takeaway: Mindsets are important and should be addressed in strategic planning.
Commitment: Incorporating mindset in the national strategy and training.

Participant 19:
Key Takeaway: It is possible to transform the public service to be responsive to our citizens within a few years.
Commitment: Share with my team about mindsets.

Participant 20:
Key Takeaway: Change must begin with me.
Commitment: Share with senior members of staff and move department forward.

Participant 21:
Key Takeaway: The urgency governments need to set national agenda for change.
Commitment: Collaborate with internal agencies to create change.

Participant 22:
Key Takeaway: I have a lot to learn and can share with colleagues
Commitment: Explore and becoming familiar with AI. Comes with position from someone who isn't a tech person. Want to find out how it can make our jobs easier.

Participant 23 -Barbados:
Key Takeaway: Political leaders and leaders in ministries and departments have challenges. Change will take time regardless of length of a political term.
Commitment: Mentor, coach, and encourage IT team to assist MDAs and report on SDGs. Every year, ask departments and ministries to report on SDGs.

Participant 24 - Bahamas:
Key Takeaway: The work of AI in making evidence-based decisions.
Commitment: By August 2025, steer the working group and identify a leader from this conference to start the report to be presented to the Minister and Cabinet.

Participant 25 - Bahamas:
Key Takeaway: A change of mindset is necessary to be productive and proactive towards accomplishing goals that aligns with my department.
Commitment: I commit to adopting a collaborative and participatory mindset in my current role at the Department of Labor in the Bahamas, and also to carry what I have learned here concerning artificial intelligence, and reviewing how best the units at the Department can utilize this tool to meet the objectives of the department. Furthermore, I commit to working with the Human Resources Department with the approval of the director to conduct training sessions concerning the importance of changing mindsets and developing strategies, to optimize the efficiency of each unit.

Participant 26 - Bahamas:
Key Takeaway: You need to be an advocate for change.
Commitment: I commit to being an advocate for change, using my platform and links to different ministries and different HR departments to show them the benefits of incorporating AI the benefits of using the different principles learned today in order to establish and make sure we have transformation within the public sector.

Participant 27 - Bahamas:
Key Takeaway: The urgency and the importance of innovation and transformation in the public sector in the Bahamas, and the need for having measurable steps towards those goals.
Commitment: Ensure that my department makes necessary adjustments to ensure that we grow towards achieving these goals for innovation and transformation. I will urge my Minister to push really hard to have a government-supported Standing Committee, whose sole focus is on the task to bring about these necessary and important changes.

Participant 28 - Bahamas:
Key Takeaway: A mindset shift is the foundation of meaningful change in governance. Without it even the most effective policies and tools won't lead to meaningful change.
Commitment: Encourage my colleagues to embrace a new mindset, specifically in the areas of technology on artificial intelligence. Create attainable frameworks and initiatives that can transform our agency and our nation as a whole.

Participant 29 - St. Vincent and the Grenadines:
Key Takeaway: We need to be the change, and the architects of a more resilient and responsive public sector.
Commitment: Within the next 2 quarters of 2025, conduct pair discussion seminars on changing mindset in collaboration with the Caribbean digital transformation project in order to strengthen innovation and interministerial networks.

Participant 30 - Dominica:
Key Takeaway: We need to take advantage of innovations and technology in a way that can benefit the public service
Commitment: Incorporate the SDGs in our performance management mechanism. I commit to meeting with training team to see how we can incorporate the SDGs in the new training plan that we are developing.

Participant 31 - St. Kitts and Nevis:
Key Takeaway: A lot of work to be done in St. Kitts and Nevis. While we have achieved pockets of innovation and transformation, there is not a whole of government approach.
Commitment: Commit to increasing engagement with CARICAD and other agencies and create a strategic plan for our transformation process.

Participant 32:
Key Takeaway: Innovation starts with me being willing to do things differently to transform the public sector for a better and more sustainable tomorrow.
Commitment: Develop and implement some self-based learning on 2030 Agenda to sensitize public officers by March 2026.

Participant 33 - Grenada:
Key Takeaway: Changing mindsets is not just to have adequate technology, it is critical to value public service improvement.
Commitment: I commit to building an action plan guided by my responses to the question presented and complete actions by July 2025 which will really guide the development of our HR management strategy.

Participant 34 - Antigua and Barbuda:
Key Takeaway: Now is time to act to meet needs of us and future generation
Commitment: Be a force of change that incorporates systems thinking across public sector and incorporates all of SDGs. When you think of sustainability and changing goals, you need to think of it as an ecosystem, there needs to be a balance

Next Steps: Establish a Caribbean SIDS Community of Practice/Network on Innovation and Changing Mindsets for Public Sector Transformation

- A voluntary community of practice is being proposed to sustain momentum from the workshop, allowing participants to stay engaged and involve additional relevant colleagues across the region.
  - This community would serve as a platform to share knowledge, experiences, and practical updates on the implementation of governance-related initiatives.
  - The community would include a shared board for posting relevant documents, a calendar of events, and other interactive tools to support continuous engagement.
  - Participants are encouraged to contribute content and help shape the future structure of the network, reinforcing collective ownership and regional leadership.
- A podcast was developed by AI from the workshop and this can be used to conveniently share insights.
- A policy brief on the futures of governance in the Caribbean will be developed, serving as a reference document reflecting the outcomes and forward vision discussed throughout the sessions.
- A proposal was shared to establish a public service award specific to the Caribbean region, taking inspiration from the UN Public Service Awards, to incentivize and recognize outstanding innovation in governance.

Closing Remarks

UN DESA
- Applause was given to the participants for their sustained engagement and contributions throughout the workshop, emphasizing that they are all champions of change shaping a people-empowered Caribbean region.
- Participants were encouraged to freely use the materials and slides from the workshop to present them to colleagues and extend the conversation within their institutions.
- A regional curriculum on governance is being developed alongside a transformative competency framework, aiming to build a critical mass of agile, innovative public servants and gamechangers.
- A bold training goal was announced, with plans to train between 800 and 2,000 individuals, highlighting the need for collaboration with national and regional training institutes to realize this ambition.

- Participants were invited to align around a shared vision for governance in the Caribbean, reinforcing regional ownership and relevance in future transformation efforts.
- A Regional Forum on Innovation in the Caribbean is being planned for December, with the aim of showcasing innovative practices from both within the region and globally, and to give visibility to country experiences; Ministers from across the region will be invited.
- Participants were invited to explore additional capacity development support and were encouraged to reach out to the organizers to continue the momentum after the workshop.

ECLAC
- Emphasis was placed on the importance of tailored capacity-building plans that align with the specific needs and realities of public service institutions in the Caribbean.
- Participants were reminded that they are empowered to drive the change required in their contexts, with agency and responsibility to act now rather than wait for ideal conditions.
- Citizen-centric governance was underscored as essential, where public value creation is prioritized and technology is seen as an enabling tool rather than an end in itself.
- The future of governance demands leadership that embraces experimentation and is willing to try new approaches, even if they involve risk or failure.
- Collaboration was elevated above competition, reinforcing that real transformation will come from collective effort rather than isolated wins.
- The reminder was made that purpose should drive processes, not the other way around. Bureaucratic procedures should not stand in the way of meaningful outcomes.
- A mindset shift was named as a critical enabler of innovation and transformation. Transforming governance begins by changing how public servants think, act, and collaborate.
- Participants were acknowledged as powerful sources of learning, reinforcing the idea that peer exchange and mutual inspiration are vital for regional progress.
- A commitment was made to develop and launch a dedicated course on changing mindsets for public service transformation by 30 September, as part of continued capacity-building efforts.

CARICAD
- Gratitude was expressed to the Prime Minister of Barbados for recognizing the importance of the workshop and for ensuring that it was inclusive of participants from across the Caribbean region.
- Acknowledgment was given to the organizing team, especially those who supported the logistics and design, recognizing the behind-the-scenes effort that made the event possible.
- CARICAD affirmed its ongoing commitment to support Caribbean countries regardless of size, stating that it is ready to work with any number of participants to advance public sector transformation.
- Leadership was emphasized as a central and indispensable pillar for change, with a call for leaders to foster a culture of innovation and collaboration.
- The idea that progress will only happen if the region rises together was highlighted, underscoring the importance of collective effort and unity.
- Confidence was expressed in the region's ability to move forward with the work that had been initiated, signaling that the workshop marked the start of a longer-term journey.
- The word "movement" was intentionally invoked to reinforce that this effort was not a one-off event but part of a sustained push for governance transformation across the Caribbean.

Ministry of Public Service, Barbados
- The workshop began with the recognition that governance in the Caribbean must be reimagined, and that changing mindsets is a vital necessity for progress.

- Over the course of the sessions, participants scanned the horizon for emerging trends, imagined future scenarios, and translated those visions into actionable steps.
- The process prompted deep questions: which systems no longer serve their purpose, and what new capacities are required to meet future demands?
- A new definition for SIDS was proposed: Strong, Innovative, and Dynamic Societies.
- Mindsets were explored as a foundation for movement toward action, emphasizing that transformation will not come from the top down but from collective grassroots commitment.
- The Caribbean was positioned not as falling behind, but as standing at the edge of a renaissance, ready to lead through bold innovation and collaboration.
- It was noted with amazement how much was accomplished in just two and a half days, demonstrating the power of focused, purpose-driven engagement.
- Appreciation was extended to the facilitation team for their role in guiding the process and enabling participant contributions.
- A call to action was issued: take commitments seriously, lean on the peer network for support, and lead by example, starting today, not tomorrow.
- The conclusion emphasized that while the workshop may be ending, the movement for governance transformation in the Caribbean is only just beginning.