



## KEY MESSAGES

### *CARICAD – Public Sector Transformation Schema*

#### Core Leadership Factors for Transformation

- **Committee of Permanent Secretaries (CPS)** plays a *central coordinating role* in driving reform and ensuring alignment across ministries and agencies.
- **Coordination mechanisms** are essential to connect reform efforts, monitor progress, and avoid duplication.
- **Collaboration** among institutions is a critical success factor — transformation depends on horizontal cooperation and shared ownership rather than isolated initiatives.
- **Leadership competencies** must evolve to include foresight, systems thinking, and innovation capabilities. Transformational leadership is needed to move from policy rhetoric to operational impact.

#### Overall Message

The schema underscores the importance of *collective leadership, coordination, and collaboration* as the foundation for effective public sector transformation, with Permanent Secretaries acting as strategic anchors and champions of reform.

***ECLAC Presentation – “Harnessing the Potential of AI to Create Public Value in the Caribbean”***

**Artificial Intelligence and Public Value**

- AI must serve **the public good**, not technology for its own sake. Its purpose is to enhance *efficiency, trust, and quality* in public services.
- **Public value** is defined by *citizens*, not by producers of services. Governments must therefore shift from *outputs to outcomes* and focus on what the public values.

**Smart Government and Innovation**

- The Caribbean is transitioning towards **smart, sustainable government models** — supported by initiatives like U4SSC (United for Smart Sustainable Cities).
- Pilot examples include:
  - **Montego Bay, Jamaica** – technology infrastructure by 2030.
  - **Nassau, The Bahamas** – smart hub development with ITU.
  - **Arima, Trinidad and Tobago** – “Connected Arima” project to enhance digital connectivity.

**Key Challenges**

- Varying levels of *digital government maturity* across Caribbean states.
- Need for *AI literacy and competencies* among public servants — AI adoption requires new technical, ethical, and managerial skills.
- Importance of *supportive leadership* and a *culture of innovation* to overcome short-termism and sustain digital transformation.

**Policy Recommendations**

1. Develop **national AI strategies** that define clear policy frameworks.
2. Build **AI capabilities** through human resource development and training.
3. Integrate **AI systems** in the public sector alongside *changing mindsets* and adaptive institutional culture.

**Overall Message**

Governments must combine *strategic vision, institutional readiness, and human capability development* to harness AI’s potential for creating public value and advancing digital transformation in the Caribbean.

***DESA Presentation: “Changing Mindsets for Innovation and Public Sector Transformation” (UN DESA – DPIDG)***

**Understanding Mindsets**

- A *mindset* is a set of beliefs and attitudes that influence behavior and decision-making.
- Institutional change goes beyond rules; it requires **changing the mindsets, values, and behaviors** of public servants.

### Why Changing Mindsets Matters

- Effective institutions for sustainable development depend on shifting from *routine-based compliance* to *adaptive, innovative, and citizen-centered behaviors*.
- Public servants must navigate uncertainty, legitimize decisions, and balance long-term vision with citizens' immediate needs.

### Mindsets for SDG Implementation

1. **Institutional Effectiveness** – built on sound policymaking, competence, collaboration, and systemic robustness.
2. **Institutional Accountability** – rooted in integrity, transparency, and independent oversight.
3. **Institutional Inclusiveness** – based on participation, non-discrimination, subsidiarity, and intergenerational equity.

### Strategies for Change

- **Individual level:** self-awareness, reflection, and behavioral change.
- **Organizational level:** fostering innovation culture, learning systems, and leadership for transformation.
- **Institutional level:** redesigning incentives, policies, and governance structures that reward innovation and inclusiveness.

### Project Context

- Joint UN initiative by **DPIDG, ECLAC, and CARICAD** (2024–2027) in **The Bahamas, Barbados, and Saint Lucia**.
- Objectives: strengthen capacities to promote **digital transformation and innovation** for inclusive service delivery aligned with the SDGs.

### Overall Message

Changing mindsets is foundational to achieving public sector transformation — it requires parallel investment in *skills, leadership, institutional culture, and governance systems* that align with the principles of effectiveness, accountability, and inclusiveness.