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**Facilitated Online Capacity Development Training Workshop on**

**INNOVATION, DIGITAL GOVERNMENT AND PUBLIC SERVICE DELIVERY FOR SUSTAINABLE DEVELOPMENT IN THE CARIBBEAN REGION**

*Organized by*

*United Nations Department of Economic and Social Affairs (UN DESA)*

 *Caribbean Centre for Development Administration (CARICAD)*

*Caribbean Community (CARICOM)*

**Session 1:** 23 - 24 February 2021; **Session 2:** 2 - 3 March 2021

**Session 3:** 9 - 10 March 2021; **Session 4:** 16 - 17 March 2021; **Session 5:** 23 - 24 March 2021

10:00 am – 12:15 pm ECT

**Concept Note and Agenda**

**1. Background**

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and the SIDS Unit of the Division for Sustainable Development Goals (DSDG), the Caribbean Centre for Development Administration (CARICAD), and the Caribbean Community (CARICOM) are co-organizing an Online Training Workshop on “Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region”. The Online Training Workshop will be delivered between 23 February and 24 March 2021 in 5 sessions of 2 hours each. The course will be delivered twice to two different country groupings in the Caribbean (i.e., a total of 10 webinars).

This event has as a backdrop the COVID-19 pandemic, which has become an all-consuming international crisis, presenting challenges to humankind not seen since World War II. The crisis has highlighted more than ever the critical role that governments play in ensuring people’s access to public services that are affordable, responsive to their needs, accessible and people oriented.

In responding to the crisis, the Division for Public Institutions and Digital Government (DPIDG) of the UN Department of Economic and Social Affairs (UN DESA) is developing a Curriculum on Governance for the Sustainable Development Goals composed of training of trainers toolkits that are being converted into Facilitated Online Training Courses. This initiative aims at complementing and supporting the UN Secretary-General's initiatives in response to COVID-19 and equipping public servants with the capacities to promote innovation and digital government for effective public service delivery.

**2. Thematic Focus**

The availability of new, digital technologies can help public organizations achieve significant improvement in the delivery of public services as well as to solve “wicked” problems and deliver new services. The benefits are vast and wide-ranging, bringing political, social, intrinsic and economic value to all stakeholders in different ways. The workshop will underscore how transforming new knowledge into value (innovation) and ensuring its assimilation as digital government calls for a multi-dimensional or holistic approach that involves change in local and regional levels of government, organization, processes, institutions and individuals.

There will be emphasis on “how” digital government can realize such new value, by enhancing the digital capabilities of public organizations and people, and by embarking on serious transformation of structures and cultures. New thinking and new institutions, such as design thinking and innovation labs, will be discussed and participants will be invited to consider how these might work in their specific country context.

**3. Objectives**

The Facilitated Online Training Workshop aims to raise awareness and develop capacities to promote innovation and digital government in public service delivery. It will guide participants to relate the Sustainable Development Goals to their own National Development Plans and public service delivery and then to relate these to innovation and digital transformation in their own countries.

The objectives of the Facilitated Online Training Workshop are to:

1. Conduct a brief assessment of participating countries’ Digital Transformation Capability and relate it to their National Development Plans.
2. Learn and apply new concepts, tools and approaches in the areas of innovation and digital government, to support participating countries’ strategies, capabilities and action planning.
3. Explore strategies to strengthen participating countries’ capabilities, as they relate to the 2030 Agenda and the SDGs, for innovative, inclusive and effective public service delivery.

**4. Methodology and Session Themes**

The Facilitated Online Training Workshop will feature presentations by experts, interactive activities, group discussions and innovative practices for peer-to-peer learning. The activities and group discussions will enable participants to transform in-depth learning into practice.

The Facilitated Online Training Workshop will cover five topics as follows:

**Session 1** - **Innovation and Digital Government Transformation to Advance the 2030 Agenda for Sustainable Development: Key Concepts**

Session objectives:

• Examine the role of government and public service and how they relate to the realization of the Agenda 2030.

• Introduce the concepts of Innovation, Digital transformation and Digital government and how they drive change.

• Introduce the Digital Transformation Capability Assessment (DTCA).

**Session 2 - Innovation and Digital Government Transformation Capability Assessment**

Session objectives:

• Explore outcomes of the Digital Transformation Capability Assessment.

• Enhance understanding of the key capacities, and strategies needed to promote Innovation and Digital Government Transformation.

**Session 3** - **National Development Plans and Priorities, Innovation and New Approaches for Inclusive Service Delivery**

Session objectives:

• Enhance understanding of e-Government readiness in the Caribbean and learn about key digital initiatives to address the COVID-19 challenges

* Relate National Development Plans and Priorities to Innovation and Digital Government Transformation.

• Explore Public Value and Innovation for Social Inclusion to Leave No One Behind.

• Discover principles, practice and value of Design Thinking and Innovation Labs for digital government transformation.

**Session 4** - **Developing a Road Map and Action Planning for Innovation and Digital Government Transformation to Realize the Sustainable Development Goals**

Session objectives:

• Share how design thinking and innovation labs might be created and actioned at country level.

* Undertake action planning for digital government transformation to realize the Sustainable Development Goals (linked to the dimensions of the Digital Capability Framework)

**Session 5 - Towards Digital Government Transformation: Turning Your Action Plan Ideas into Results** Session objectives:

• Discuss how to turn your Action Plan ideas into concrete change: leveraging digital technologies for public service delivery (focusing on Quality, Responsiveness, Affordability, People-orientation and Inclusiveness)

* Explore the issue of change needed at different levels to promote innovation and digital government transformation.

• Explore ways of achieving change for digital government transformation.

• Link contextual, organizational and personal change.

• Underscore the necessity of making change happen fast.

• Discover how personal change can be promoted in public service.

**5. Format**

The Facilitated Online Workshop will be composed of 5 sessions of 135 minutes each (125/120 minutes in session plus a 10/15-minute break), delivered over a period of 5 weeks - 1 session per week. Participants should commit to participating full-time in all 5 sessions as they are inter-connected and build on each other. For each session and between sessions, participants will undertake a limited number of offline tasks (readings, preparation of presentations) individually and/or in teams.

Each session will present the following key features:

• Pre-workshop preparation

• Brief introduction/icebreaker

• Presentations

• Interactivity – participant presentations, breakout rooms, polls, chat, discussion

• Key messages – to bring out insights and learnings in a different format each day

Two groups will be organized, each with 20 participants from 10 countries from the Caribbean Region (with a total of about 20 countries). The course will be conducted in English, through the online platform WebEx.

* Concrete follow-up actions at the country level

**6. Target Audience**

Public Officials performing middle to senior roles in public institutions such as digital transformation, planning ministries, finance ministries and institutions working with public administration and public sector transformation.

Participants will be from CARICAD and CARICOM members. There will be a total of 40 persons from 20 countries - each country will have 2 representatives.

**7. Expected Results**

The Online Training Workshop will promote critical understanding of the role of innovation and digital transformation in improving public service delivery and attaining key Sustainable Development Goals.

Participants will explore the institutional, organizational, structural, cultural and personal change needed to promote innovation and digital government transformation in support of the Sustainable Development Goals. They will also have the opportunity to devise strategies, roadmaps and action plans to be implemented in their own country upon completion of the course.

Each session and the overall course will be evaluated by the participants.

**8. Agenda**

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| **Session 1 - Innovation and Digital Government Transformation to Advance the 2030 Agenda for Sustainable Development: Key Concepts** |
| **23 February 2021 for Group A and 24 February 2021 for Group B; 10:00 am – 12:15 pm ECT** |
| **Preparation:** Please read pages 15-27 of “Transforming our world: the 2030 Agenda for Sustainable Development”. Select one SDG that relates to public service delivery and prepare a 1-minute presentation on: How does public service delivery relate to this SDG?<https://sdgs.un.org/2030agenda>Read the Principles of Effective Governance for Sustainable Development available at: <https://unpan.un.org/sdg16/prin_of_governance>Optional: Read “Innovation in Public Service Delivery for the Sustainable Development Goals” (6 pages) |
| **TIME** | **AGENDA** | **SPEAKER** |
| 10:00 AM (ECT) | Introduction by Facilitator | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
|  | **Opening Session** |
| 10:02 AM  | Welcome Remarks by UN DESA/ DPIDG | Ms. Adriana Alberti,Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government  |
| 10:07 AM | Welcome Remarks by UN DESA/DSDG | Ms. Anya Thomas,Economic Affairs Officer, Small Island Developing States Unit, Division for Sustainable Development Goals |
| 10:12 AM | Welcome Remarks by CARICAD | Mr. Devon Rowe,Executive Director,Caribbean Centre for Development Administration |
| 10.17 | Welcome Remarks by CARICOM | Ms. Jennifer Britton,Deputy Programme Manager - Information and Communication Technology for Development, Caribbean Community |
| 10:22 AM | **Brief Introduction by Participants** | Participants |
| 10:30 AM | **Objectives of Session 1:**• Examine the role of government and public service and how they relate to the realization of the Agenda 2030.• Introduce the concepts of Innovation, digital transformation and digital government and how they drive change.• Introduce the Digital Transformation Capability Assessment (DTCA). | Facilitator |
| 10:35 AM | **Innovation and Digital Government for Public Service Delivery***Video and Overview of the Toolkit* | Mr. Jonas Rabinovitch, Senior Advisor on Innovation and Public Service Delivery, DPIDG, UN DESA |
| 10:45 AM | **Public Service Delivery and the 2030 Agenda for Sustainable Development – How do They Relate?** | Mr. Jonas Rabinovitch,Senior Advisor on Innovation and Public Service Delivery, DPIDG, UN DESA |
| 10:55 AM | **Purpose of Government, Connections between SDGs and Public Service Delivery***How does your National Development Plan relate to UN Sustainable Development Goals? Participants have discussions in breakout rooms based on their preparatory work, followed by presentations in plenary.* | Participants3 Breakout Roomsrandom teams (10 min) |
| 11:15 AM | **Break** |
| 11:25 AM  | **Considerations for Public Service Transformation** | Mr. Devon Rowe,Executive Director,Caribbean Centre for Development Administration |
| 11:35 AM | **Innovation and Change in Public Service Delivery***What is innovation? How it relates to creativity and change? Why the speed of innovation and developing a capacity for innovation are crucial?* | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 11:45 AM | **Digital Government and Digital Transformation Capability Assessment (DTCA)***What is digital government? How it brings value, characteristics of policies in leading countries? Introduction to DTCA.*  | Mr. Jonas Rabinovitch, Senior Advisor on Innovation and Public Service Delivery, DPIDG, UN DESA |
| 11:55 PM | **Participative Activity (structured sharing):** *In what ways might Digital Transformation bring value to public service delivery in your country?* | Participants |
| 12:05 PM | **Conclusion** Summary of learning. Preparation for next session. Evaluation. | Facilitator |

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| **Session 2 - Innovation and Digital Government Transformation Capability Assessment** |
| **2 March 2021 for Group A and 3 March 2021 for Group B; 10:00 am – 12:15 pm ECT** |
| **Preparation:** Meet with colleagues from other ministries/departments (if possible) and complete the Digital Government Transformation Capability Assessment (DTCA) at least 4 days before the beginning of the next session and be ready to discuss your assessment of the outcomes.Read Chapter 7 of the 2020 UN E-Government Survey. |
| **TIME** | **AGENDA** | **SPEAKER** |
| 10:00 AM (ECT) | **Change Driven by Innovation and Digital Government Transformation** | Ms. Jennifer Britton,Deputy Programme Manager - Information and Communication Technology for Development, Caribbean Community |
| 10:10 AM | **Objectives of Session 2:*** Explore outcomes of the Digital Transformation Capability Assessment.
* Enhance understanding of the key capacities, and strategies needed to promote Innovation and Digital Government Transformation
 | FacilitatorMr. Dimis Michaelides |
| 10:15 AM | **What are Your Country’s Digital Transformation Capabilities?** *The six dimensions of the DTCA (Leadership, Strategy, Governance, Legal, Technology, Professional and Workforce development) and the survey outcomes in each category.* | Mr. Jonas Rabinovitch, Senior Advisor on Innovation and Public Service Delivery, DPIDG, UN DESA |
| 10:25 AM | **Activity: Sharing of Outcomes in Plenary Session***Participants discuss similarities and differences in their ratings of each of the 6 dimensions of the DTCA*  | Participants |
| 11:00 AM | **Break** |
| 11:10 AM | **Key Capacities for Promoting Innovation & Digital Government Transformation** *Findings from the 2020 UN E-government Survey on “Capacities for Digital Government Transformation.”*  | Ms. Adriana Alberti,Chief, Programme Management and Capacity Development Unit, DPIDG, UN DESA  |
| 11:25 AM | **How to Promote Public Sector Innovation Capability***Principles and strategies to bolster public sector innovation capability - a multi-dimensional or “holistic” approach, systems thinking, a strategic framework, stakeholder analysis, strategy, main principles, action.* | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 11:40 AM | **Participative Activity***: Imagine ONE ACTION that would help create positive mindsets for innovation and digital transformation in your public services.* | Participants |
| 12:05 PM | **Conclusion** Summary of learning. Preparation for next session. Evaluation.  | Facilitator |

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| **Session 3 - National Development Plans and Priorities, Innovation and New Approaches for Inclusive Service Delivery** |
| **9 March 2021 for Group A and 10 March 2021 for Group B; 10:00 am – 12:15 pm ECT** |
| **Preparation:** As a country team meet up and create TWO PowerPoint slides on: A list of key priorities (up to 4) of your National Development Plan and how innovation and digital transformation can help you achieve each priority. Prepare a 2-minute presentation. |
| **TIME** | **AGENDA** | **SPEAKER** |
| 10:00 AM(ECT) | **Presentation on E-Government Survey in the Caribbean and Addressing the COVID-19 Challenges through Digital Initiatives** | Mr. Vincenzo Aquaro,Chief, Digital Government Branch, DPIDG, UN DESA |
| 10:10 AM | **Objectives of Session 3:**• Enhance understanding of e-Government readiness in the Caribbean and learn about key digital initiatives to address the COVID-19 challenges * Relate National Development Plans and Priorities to Innovation and Digital Government Transformation.

• Explore Public Value and Innovation for Social Inclusion to Leave No One Behind.• Discover principles, practice and value of Design Thinking and Innovation Labs for digital government transformation. | FacilitatorMr. Dimis Michaelides |
| 10:15 AM | **National Development Plan and Priorities, Innovation and Digital Transformation** *Country team presentations based on participants’ preparatory work and brief discussion in plenary session.*  | Participants |
| 10:40 AM | **Public Value and Innovation for Social Inclusion to Leave No One Behind** *What is social innovation, why public innovation can deliver significant social value, what is a “wicked” problem, why new thinking and new institutional approaches are required to promote inclusive service delivery.* | Ms. Mi Kyoung Park, Governance and Public Administration Officer, United Nations Project Office on Governance (UNPOG), DPIDG, UN DESA |
| 10:50 AM | **Design Thinking for Digital Government Transformation** *Principles of design thinking, solving problems in sequential stages, creative and critical thinking, creating rapid prototypes*. | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 11:00 AM | **Break** |
| 11:15 AM | **Innovation Labs** *Investigating and defining a problem/challenge, generating creative and collaborative solutions, evaluating ideas and selecting the best, moving from ideas/solutions to action, the institutional environment to promote new thinking, Innovation Labs in action.* | Ms. Theresa Pardo,Director, Center for Technology in Government, University of Albany |
| 11:30 AM | **Presentation on Artificial Intelligence LAB** | Mr. Juan Gustavo Corvalan,Director, Laboratory in Innovation and Artificial Intelligence of the Faculty of Law, University of Buenos Aires, Argentina |
| 11:40 AM | **Participative Activity** *(brainstorming on whiteboard): In what ways might Design Thinking and Innovation Labs add value to our public services? List ideas/solutions.* | Participants |
| 12:05 PM | **Conclusion** Summary of learning. Preparation for next session. Evaluation.  | Facilitator  |

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| **Session 4 - Developing a Road Map and Action Planning for Innovation and Digital Government Transformation to Realize the Sustainable Development Goals** |
| **16 March 2021 for Group A and 17 March 2021 for Group B; 10:00 am – 12:15 pm ECT** |
| **Preparation:** Reflect individually on how to use Design Thinking and Innovation Labs in your country and meet up online with your designated team to: Design a Regional Innovation Lab to serve CARICOM and CARICAD countries and prepare a brief (up to 5 minutes) outline presentation based on the suggested content. Please use 2-3 PowerPoint slides. |
| **TIME** | **AGENDA** | **SPEAKER** |
| 10:00 AM(ECT) | **How to Promote Open Government Data and Key Elements of an Action Plan**  | Ms. Alejandra Naser,Officer in Charge of Public Management and Open Government, Economic Commission for Latin America and the Caribbean (ECLAC) |
| 10:10 AM | **Objectives of Session 4:*** Share how design thinking and innovation labs might be created and actioned at country level.
* Undertake action planning for digital government transformation to realize the Sustainable Development Goals (linked to the dimensions of the Digital Capability Framework)
 | FacilitatorMr. Dimis Michaelides |
| 10:15 AM | **Design Thinking and Innovation Labs**Participant team presentations. Discussion of similarities and differences in the use of Design Thinking and Innovation Labs by government and public services. | Participants |
| 11:00 AM | Break |
| 11:10 AM | **Action Planning for Digital Government Transformation to Realize the Sustainable Development Goals** (linked to the dimensions Digital Capability Framework) | Mr. Jonas Rabinovitch, Senior Advisor on Innovation and Public Service Delivery, DPIDG, UN DESA |
| 11:30 AM | **From Thinking to Action: Risk-Taking and Innovation***Trade-offs between value and feasibility, how to conclude the design thinking process, securing buy-in and mobilizing people to commit to implementation, importance of making mistakes and taking risks.* | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 11:45 AM | **Activity:** *Participants debate: Organizations should encourage their people to make mistakes and take risks.*  | Participants |
| 12:05 PM | **Conclusion** Summary of learning. Preparation for next session. Evaluation.  | Facilitator |

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| **Session 5 - Towards Digital Government Transformation:** **Turning Your Action Plan Ideas into Results** |
| **23 March 2021 for Group A and 24 March 2021 for Group B; 10:00 am – 12:15 pm ECT** |
| **Preparation:** Innovation and Digital Transformation call for significant changes in the ways most public services operate. Please reflect individually and take personal notes on the following questions:* What are the obstacles for promoting innovation and digital government transformation in your country? Please focus on the key dimensions of the Digital Capability Framework and the challenges that you will need to overcome to implement the Action Plan ideas you discussed earlier.
* In what ways might you and your institution overcome these obstacles to implement your Action Plan for digital government transformation?
* What concrete actions can be taken at the organizational and institutional levels to implement your Action Plan Ideas?
* In what ways might you change your own behavior and actions to achieve the change you would like to see towards digital government transformation in your country to realize the Sustainable Development Goals?
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| **TIME** | **AGENDA** | **SPEAKER** |
| 10:00 AM(ECT) | **Realizing the Samoa Pathway and the 2030 Agenda** | Ms. Anya Thomas,Economic Affairs Officer, Small Island Developing States Unit, Division for Sustainable Development Goals |
| 10:10 AM | **Objectives of Session 5:**Discuss how to turn your Action Plan ideas into concrete change:* leveraging digital technologies for public service delivery (focusing on Quality, Responsiveness, Affordability, People-orientation and Inclusiveness)
* Explore the issue of change needed at different levels to promote innovation and digital government transformation.
* Explore ways of achieving change for digital government transformation.
* Link contextual, organizational and personal change.
* Underscore the necessity of making change happen fast.
* Discover how personal change can be promoted in public service.
 | Facilitator |
| 10:15 AM | **Innovation and Faster Change***Three levels of change – contextual change, organizational change and personal change, and how these interact with each other. Why speed of change and digital transformation are crucial.*  | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 10:35 AM | **Poll on Obstacles to Change in Public Administration in Your Countries***Classical (P. Kotter) and contemporary (AGILE, SCRUM, KANBAN) thinking on implementing change in organizations and the importance of creating strong narratives (story-telling based on reason and emotional connection).* | Participants |
| 11:00 AM | **Break** |
| 11:15 AM | **Features of Successful Digital Government Transformation** | Mr. Vincenzo Aquaro, Chief, Digital Government Branch,DPIDG, UN DESA |
| 11:25 AM | **Tips for Personal Change***Tips to manage organizational change and personal change in creative ways.* | Mr. Dimis Michaelides,Managing Director of Performa Consulting |
| 11:35 AM | **Activity***Based on your insights from this workshop, what actions could your organization take over the next year and beyond?* | Participants4-5 Breakout rooms assigned at random |
| 11:50 AM | **Debrief in Plenary Session***Open forum for participants to ask questions or make any comment they wish to make* | Participants |
| 12:10 PM | **Brief Closing Remarks** *Course evaluation* | UNDESA, CARICAD and CARICOM |

**9. Focal Points**

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