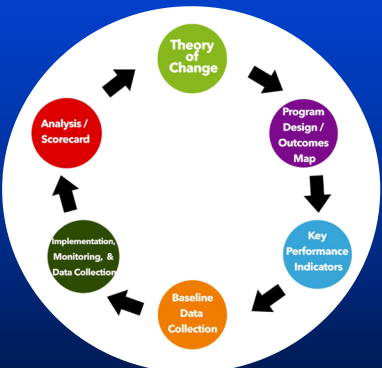


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EMBRACING TRANSFORMATION

and Shifting Mindsets in the Public Service

**Prepared by Devon Rowe
& Trudy Waterman**

In February and March 2024, the Caribbean Centre for Development Administration (CARICAD) collaborated with the United Nations Department of Economic and Social Affairs (UN DESA) to conduct a webinar series titled, *"Innovation, Digital Government, and Changing Mindsets for Public Sector Transformation"*.



**Devon Rowe, Executive Director, CARICAD and
Trudy Waterman, Programme Implementation
Officer, CARICAD.**

The recent webinar series could not have been more timely. As Artificial Intelligence (AI) takes centre stage in discussions about the future of work, employment, efficiency, and effectiveness, it is crucial for Caribbean public services to adapt and evolve.

In 2015, CARICAD introduced a new paradigm for transformation — the Charter for Caribbean Public Services. Endorsed by member states in 2017, this charter provided a roadmap for reimagining public services in the region. But mere awareness of concepts and paradigms is not enough; true transformation is an ongoing journey, not a fixed destination.

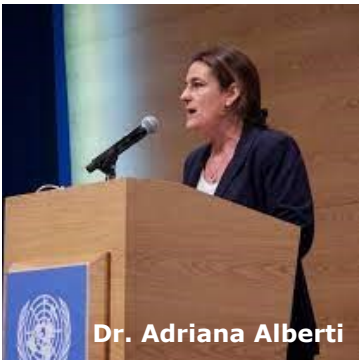
Traditionally, public services have been rule-bound, emphasising strict adherence to procedures. However, to drive meaningful change, we must shift our mindset. The focus should be balanced: not just on rules but equally, on results. This transition is essential for continuous improvement in public service performance.

To achieve sustainable goals — whether organisational objectives or those aligned with the Sustainable Development Goals (SDGs) — we need to address behaviours and organisational cultures. Mindsets play a pivotal role: they drive behaviour, which in turn impacts performance.

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EMBRACING TRANSFORMATION

and Shifting Mindsets in the Public Service



Continued from Page 1

By fostering a growth-oriented mindset, we can unlock innovation, agility, and adaptability.

On February 21st, **Dr. Adriana Alberti**, Chief of the Programme Management and Capacity Development Unit at the Division for Public Institutions and Digital Government (DPIDG), UN DESA, delivered a keynote presentation on “Changing Mindsets for Innovation and Digital Government.” Dr. Alberti emphasised the critical role of mindset shifts in promoting effective institutions that support sustainable development. Her insights covered various mindsets necessary for success, including:

- Agile and Foresight Mindsets for Institutional Effectiveness: Encouraging adaptability and forward-thinking approaches.
- Ethical and Personal Accountability Mindsets for Institutional Responsibility: Fostering a culture of integrity and ownership.
- Responsive and Digital Mindsets for Institutional Inclusiveness: Embracing technology and promoting accessibility.

The presentation highlighted strategies to instigate mindset changes at individual, organisational, and institutional levels.

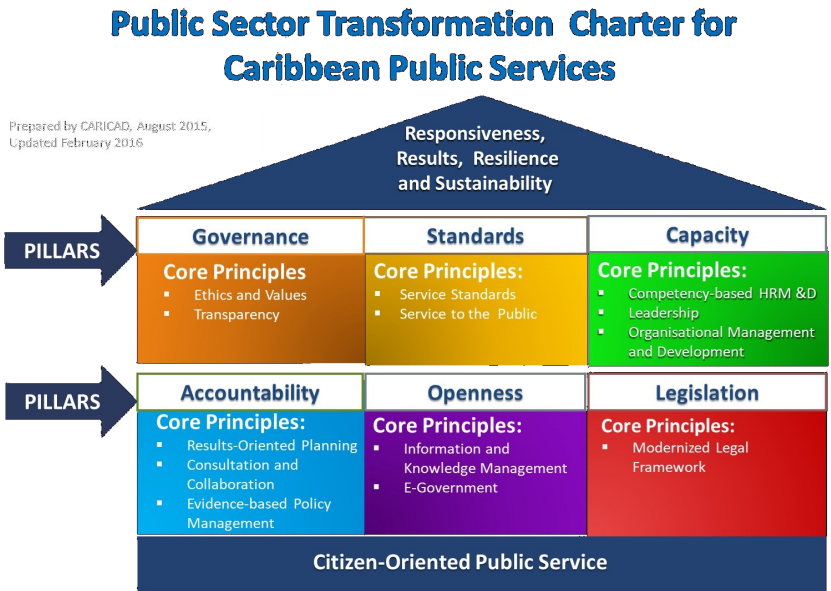
Following Dr. Alberti’s address, **Mr. Devon Rowe**, Executive Director of CARICAD, showcased the organisation’s ongoing efforts to strengthen administrative systems within the public sector. He reminded the audience of the CARICAD Charter for Public Sector Transformation, endorsed by Ministers of the Public Service in 2017.

The Charter serves as the cornerstone of CARICAD’s work. The Charter rests on six essential pillars: Governance, Standards, Capacity, Accountability, Openness, Legislation. These pillars align seamlessly with the 11 principles of governance developed by the Committee of Experts in Public Administration at the United Nations.

- In our volatile, uncertain, complex, and ambiguous (VUCA) environment, rapid technological advancements demand continuous evolution within the regional public sector. Based on the research at CARICAD, it is believed that to accelerate economic and social

- transformation, key success factors include:
- Visible Commitment: High-level commitment from leaders (Prime Minister, Cabinet, and Ministers).
 - Coordination: Effective collaboration among Permanent Secretaries.
 - Results Focus: A relentless pursuit of outcomes.
 - Accountability for Results Mindset: Ensuring responsibility and impact.

The CARICAD Public Service Charter and the CARICAD Transformation Schema provide invaluable frameworks to guide successful transformation efforts.



The second webinar on February 28 focused on the State of Digital Transformation in CARICAD Member States and presented results from the 2023 CARICAD Regional E-government Survey and findings of the UN e-Government Survey. CARICAD’s survey identified six emerging themes amongst the 12 respondent Member States:

- Provision and Delivery of Online Services
- Data Protection and Privacy
- Respondent’s Perception of Availability and Standards of Information on the Web
- Interoperability
- Strategy & Implementation
- Digital Literacy and Education

The survey suggested that among the main challenges that countries face in advancing the simplification and

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EMBRACING TRANSFORMATION

and Shifting Mindsets in the Public Service

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digitisation of public services are lack of education about technology, digital literacy, inadequate financial and human resources, and the relevant legal and regulatory frameworks. A key finding of the survey is that innovation can happen anywhere – as evidenced by Saint Lucia and Grenada, which have made significant strides in their e-Government arrangements, demonstrating that size and wealth are not obstacles to development. These success cases provide an opportunity for learning valuable lessons for other states.

In the day's final presentation, **Mr. Vincenzo Aquaro**, Chief, Digital Government Branch, Division for Public Institutions and Digital Government, noted that although E-Government development had improved globally between 2020 and 2022, the digital divide persists. To promote greater inclusion, a whole of society approach must be taken, integrating "multilevel, multisectoral and multidisciplinary strategies".

The theme for the third webinar was *Innovation in Public Service Delivery*, with a special focus on the conditions for successful innovation in digital transformation in the age of Artificial Intelligence (AI). In her presentation entitled, *Reinforcing AI and Digital Transformation Competencies in the Public Sector*, **Dr. Marielza Olivera**, Director, Division for Digital Inclusion, Policies and Transformation, Communications and Information Sector, UNESCO, identified several digital transformation challenges, including "digital divides and inequalities" and "lack of transparency, accountability and openness". Dr. Olivera then introduced ROAM-X — UNESCO's approach to digital transformation. The presentation further emphasised the importance of taking a global and multistakeholder approach to the challenges faced, while identifying the competencies required by

civil servants for artificial intelligence and digital transformation. The session ended with a set of recommendations on the way forward.

Dr. Cristina Rodriguez-Acosta, Inter-regional Advisor at the Digital Government Branch of DPIDG/UN DESA, emphasised that while governments worldwide are increasingly adopting digital technologies for operational efficiency, decision-making, and service delivery, many countries still face challenges in fully leveraging these technologies to provide accessible, reliable, and inclusive services. Dr. Rodriguez-Acosta outlined five key principles for innovation in public service delivery: Access, Quality, Inclusion and Responsiveness, People-driven and Personalized Services, and Transparency and Accountability of service delivery.

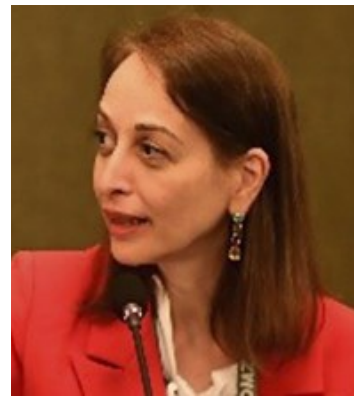
She then provided essential steps for designing a roadmap to foster innovation and digital transformation. **Gregory McGann**, Programme Management Assistant at DPIDG/UN DESA, concluded the presentation by sharing insights into the emerging AI regulatory landscape.

Ms. Prudence James Townsend, Director of Business Development and Communication at the Management Institute for National Development (MIND) in Jamaica, wrapped up the session by introducing the Public Sector Learning Framework (PSLF) utilised by MIND.

The final webinar in the series featured *Country Experiences on Changing Mindsets, Innovation, and Digital Government*. **Mr. Mahammadali Khudaverdiyev**, Director-General for International Affairs in Azerbaijan, underscored the critical role of political will in public sector transformation. He highlighted Azerbaijan's ASAN project, which streamlines public service delivery by consolidating information in a central registry. Currently, ASAN service centres



Mr. Vincenzo Aquaro



Dr. Marielza Olivera



Dr. Cristina Rodriguez-Acosta



Mr. Mahammadali Khudaverdiyev

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EMBRACING TRANSFORMATION

and Shifting Mindsets in the Public Service

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offer 400 services, with citizen satisfaction exceeding 99%. ASAN has significantly contributed to Azerbaijan's progress toward achieving Sustainable Development Goals (SDGs) and has received prestigious awards, including the UN Special Award for Promoting Innovation in Digital Public Service Delivery (2019) and the World Government Summit's "Best Government Service in the World" award (2023).

Dr. Jermaine Jewel Jean-Pierre

presented the Caribbean Digital Transformation Project, implemented by the Government of the Commonwealth of Dominica (GoCD). This project recognises the role of digital technologies in enhancing climate resilience and expanding markets. Its three components aim to overcome key barriers, driving growth, job creation, and improved service delivery in the Eastern Caribbean Digital Economy.

Mr. Dale Alexander, Chief, Caribbean Knowledge Management Centre, United Nations Economic Commission for Latin America and The Caribbean (ECLAC) examined how the potential of AI can be harnessed to create public value in the Caribbean. Mr. Alexander asserted that it is essential for all public servants to possess AI-related competencies to create public value. The competency domains highlighted were Planning and Design, Data Use and Governance, and Digital Management and Execution.

In addition, adaptability, curiosity, trust, experimentation and creativity are required for digital competence in government. Mr. Alexander concluded with

recommendations on the next steps.

Mr. Hebert Paguas, Executive Director of The Agency for E-Government and the Information and Knowledge Society (AGESIC), shared on Uruguay's Digital Transformation. AGESIC's aim is to lead the strategy of Digital Government and its implementation in Uruguay, as well as to drive its Information and Knowledge Society, promoting inclusion and equity in the use of Information and Communication Technologies (ICT).

Despite its small size, Uruguay has strong international participation in the digital arena. It is a member of DIGITAL NATIONS — a group of the 10 countries with the highest digital development in the world, and the Global Forum on Cyber Expertise (GFCE), to name a few. Mr.

Paguas then shared the history and evolution of Uruguay's Digital Policy. He concluded by sharing some of the lessons learned throughout Uruguay's digital transformation process.

The series concluded with **Ms. Anya Thomas** providing a sneak peek into the upcoming 4th International Conference on Small Island Developing States (SIDS4) which will be held on 27 – 30 May 2024 in St. John's Antigua Barbuda, under the theme "Charting the course toward resilient prosperity". More information on the conference can be

viewed at the conference website at un.org/smallislands.

In summary, let's embrace transformation as an ongoing journey. Let's challenge old mindsets, foster new behaviours, and create public services that thrive in an AI-driven world.

Please [click here](#) to view the entire series.



Dr. Jermaine Jewel Jean-Pierre



Mr. Dale Alexander



Mr. Hebert Paguas



Ms. Anya Thomas

**Let's challenge
old mindsets,
foster new
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and create
public
services that
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world**

THEORY OF CHANGE

and Improving Policy and Performance Planning

Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist, CARICAD

Designing and implementing effective public policies that tangibly improve the lives of citizens and clients remains one of the most challenging and important roles and task of governments.

In democratic societies, this is important as this is precisely what the electorate expects their political leaders and public servants to do – deliver public policies and services that improve their lives and those of their families, communities and the country as a whole.

This, however, remains one of the most challenging goals to achieve, as the issues that public policies seek to address are extremely complex, and seemingly intractable – issues such as healthcare, addressing climate change impacts, sustainable economic growth, food security, crime and educational outcomes, to name a few.

Public policy challenges are complex, given the multiplicity and diversity of stakeholders, and the interrelation of several factors which contribute to policy success or failure. A Theory of Change (ToC) serves as a roadmap for organisations or initiatives to understand the steps needed to achieve their desired outcomes. By mapping out the sequence of necessary outcomes and the causal relationships between them, a ToC helps clarify the logic behind the programme's approach and identifies potential areas for intervention or improvement. Essentially, a ToC outlines:

- **Long-Term Goals:** These are the ultimate outcomes the programme aims to achieve.

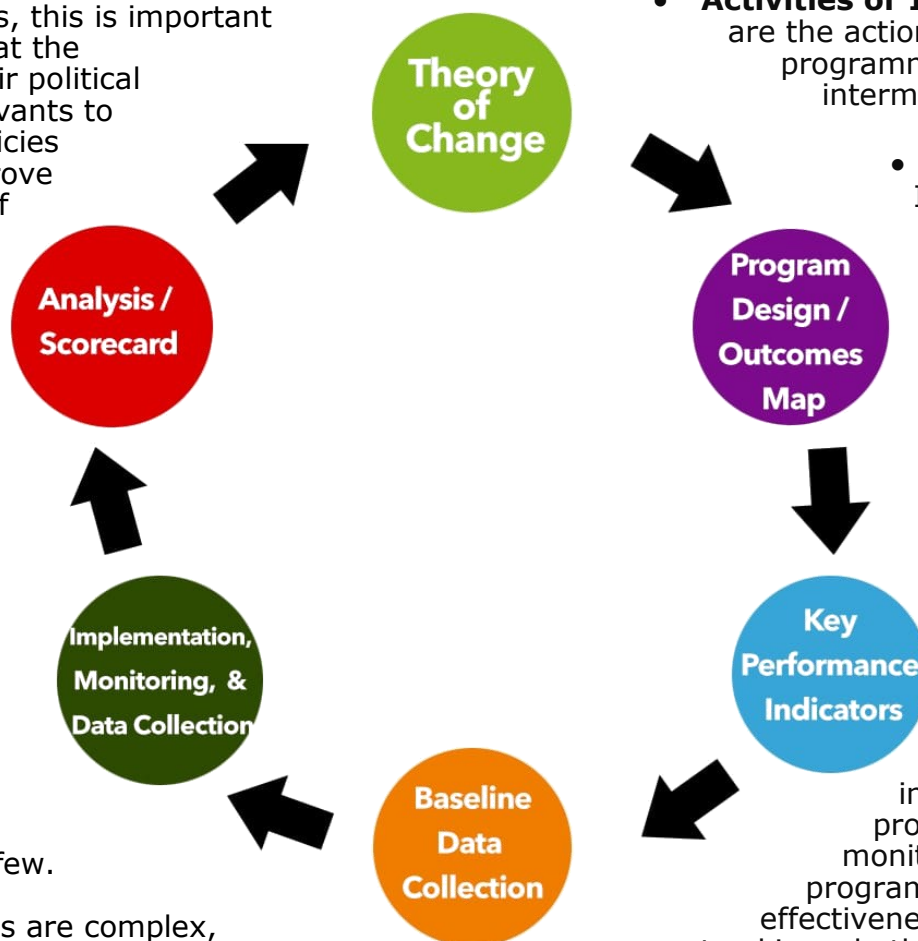
- **Intermediate Outcomes:** These are the necessary conditions or changes that must occur to reach the long-term goals.

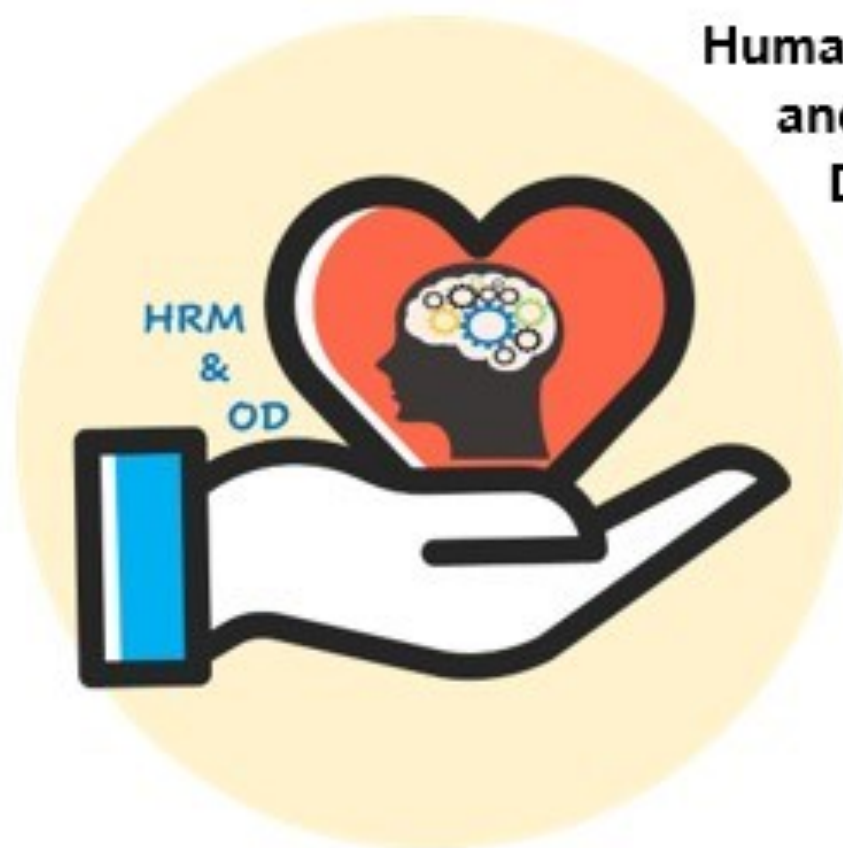
- **Activities or Interventions:** These are the actions taken by the programme to bring about the intermediate outcomes.

- **Causal Relationships:** It explains how the activities or interventions are expected to lead to the intermediate outcomes, which in turn contribute to the achievement of the long-term goals.

By explicitly laying out these elements, a ToC helps stakeholders understand the underlying assumptions and logic guiding the programme's design and implementation. It also provides a basis for monitoring and evaluating the programme's progress and effectiveness, as it allows for tracking whether the anticipated outcomes are being achieved and whether adjustments are needed along the way. A ToC should also take account of the fact that change occurs at the intersection of multiple environments – the individual, social, physical and macro-economic. Therefore interventions are required to effect change synchronously and sustainably across these different environments.

If public policies are not having the desired impact and outcomes, a deeper analysis using the theory of change concept can be very beneficial in identifying corrective measures and more appropriate and/or targeted interventions to increase impact levels.





Human Resource Management and Organisational Development: The Heart and Brain of Sustainable Transformation

**By Rosemund R. Warrington
HR & ODE Specialist, CARICAD**

EXTRACT

Introduction:

In this article, we will discuss something that does not always get the recognition it deserves – the practice of Human Resource Management (HRM) and Organisation Development (OD) in public sector transformation. When we think about transforming the public sector, we often focus on big changes like policy reform or technological advancements. But what many people fail to realise is that HRM and OD are the true heart and brain of these transformations. These crucial practices are necessary for all the other changes to flow smoothly.

So why do HRM and OD often get overlooked in public sector transformation? I think it is because their impact isn't always immediately visible. It is easy to see the results of a new policy or flashy new technology, but HRM and OD interventions may take a little longer to manifest in tangible outcomes. This could be attributed to various factors, including the nature of human behaviour, the complexity of organisational dynamics, especially in the public sector, and the need for sustained efforts and targeted investment in these areas.

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HRM and OD initiatives in the current public sector environment are often hampered by administrative challenges and delays caused by excessive and often complex procedures and regulations. These tend to hinder the effective delivery and execution of HRM and OD activities. In this context, we can all agree that HRM and OD strategies, systems, policies, programmes, and processes often require more time and sustained effort to be worked through, internalised, approved by Policy Makers, accepted by all - including Unions, adopted by employees, and then produce meaningful results. For most, this scenario persists even as we strive for transformation.

But to truly transform the public sector, we must start recognising the importance of HRM and OD. These practices are the backbone of any successful transformation. Without them, all the other changes we make will be superficial at best. With the evolution of HRM and OD from traditional frameworks to strategic and digital systems this calls for underscoring the critical importance of competency building. HRM and OD professionals must be equipped with a broad range of competencies that go beyond administrative tasks to strategic planning and digital fluency. This also calls for an environment that welcomes opportunities for growth and collaboration in HR and OD, as well as a growth mindset that embraces values-learning, resilience, and the consistent pursuit of improvement.

I have been an HR/OD practitioner and expert in the CARICOM region for about twenty-five years. It has been my consistent observation that HRM and OD continue to be undervalued especially in the public sector context. I have therefore decided to provide some explanations and clarifications about the purpose and value of HRM and OD to the public sector in general and to our renewed thrust for public sector transformation in particular.

HRM and OD play crucial roles like the heart and brain do in the human body. Imagine your organisation is a living organism, with HRM as the heart, pumping energy and life into every part, and OD as the brain, thinking about the big picture and figuring out how to make everything work better together.

I am deliberately using the brain and the heart not to argue against the importance of the other organs but to immediately bring easier comprehension to the importance of HRM and OD since very few people would struggle to appreciate the importance of the brain and the heart in the human body.

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However, the anatomy of a successful organisation covers more than just its HRM and OD capabilities. Functions such as finance and legislation are also vital organs, each contributing to the body's overall health and functionality. Together, these functions, along with HRM and OD, interconnect to support the organisation in achieving its strategic goals, very much like the interdependent systems within a living organism.

To drive successful transformation in the public sector, HRM and OD must work hand in hand. HRM provides the necessary support and resources to manage the workforce through change. At the same time, OD drives the strategic initiatives and interventions that enable transformation.

HRM and OD are foundational to CARICAD's Charter for Caribbean Public Services, distinctly emphasised within Pillar 5 of the framework. However, their influence and application go beyond this single label, permeating all six pillars: Governance, Accountability, Standards, Openness, Capacity, and Legislation. This integration underscores the pivotal role that HRM and OD play not just in specific areas but also in weaving through everything we do, making sure that we are not just ticking boxes but making a difference in terms of boosting how we work, shaping our culture, and pushing us toward those big wins in public sector transformation....



Like what you read so far? There's more! We warmly invite you to check out the full article and lots more exciting reads on CARICAD's website. It's easy to keep exploring and learning with us. So, why wait? Head over to our website now for the full article at <https://www.caricad.net>

Mrs. Rosemund R. Warrington is the in-house specialist in Strategic Human Resource & Organisation Development & Effectiveness (HR/ODE) at CARICAD. Over the years, CARICAD has provided HR/ODE services both in Public and Private Sector organisations in the Caribbean region in the development of HR Strategies, HR Audits, Skills Assessments, Competency Frameworks, Workload Measurements, Recruitment & Selection Strategies, Workforce Planning, Competency-based Performance Management Systems, Job Evaluations, HRD Plans, Capacity Building, HR Policy Manuals, Job Analysis & Job Description Writing, Succession Planning, Training Systems Review and Re-Design, Organisational Design, Functional Reviews, Capacity Assessments and such.



*The training was conducted by **Ms. Christine Scott**, a Monitoring and Evaluation Specialist who has worked in the Caribbean region for over 30 years and has undertaken or managed over 50 different types of evaluation.*

TERMINAL EVALUATION WORKSHOP

A Resounding Success

By Trudy Waterman, Programme Implementation Officer, CARICAD

In March 2024, CARICAD successfully delivered a Terminal Evaluation virtual training workshop to participants representing 14 projects and eight Overseas Countries and Territories (OCTs).

At the end of the workshop, between 70% and 80% of respondents agreed or strongly agreed with the statement of intent for the workshop's three specific objectives of:

- Increasing knowledge about the basic concepts about evaluations, and the benefits of, and process for managing an evaluation,
- Improving understanding of how to manage the evaluation process, and
- Building confidence in the tools and resources to enable them to do so.

The overall goal of the training was to provide participants with the knowledge and tools that would enable them to competently manage terminal evaluations, and to support them in the preparation of high-quality final evaluation reports.

Over the course of the two-day workshop, participants received training in several areas including:

- Role, function and use of evaluations
- Requirements for an Evaluation Terms of Reference
- Evaluation Planning and Key Activities and Outputs

- Planning and Executing the Terminal Evaluation

Implementing partners were also provided with a Toolkit for Management of Terminal Evaluations which they can use as a reference document when planning and implementing their evaluations.

The training was conducted by Ms. Christine Scott, a Monitoring and Evaluation Specialist who has worked in the Caribbean region for over 30 years and has undertaken or managed over 50 different types of evaluation.

This initiative is part of CARICAD's continued support to the OCTs under the Resilience, Sustainable Energy and Marine Biodiversity (RESEMBID) Programme.

RESEMBID is a 47-project programme funded by the European Union and implemented by Expertise France – the development cooperation agency of the Government of France and supports sustainable human development efforts in 12 Caribbean Overseas Countries and Territories (OCTs) – Aruba, Anguilla, Bonaire, the British Virgin Islands, the Cayman Islands, Curaçao, Montserrat, Saba, Sint Eustatius, Saint Barthélemy, Sint Maarten and the Turks and Caicos Islands.



Trudy Waterman



Dr. Parkes (right) with participants in the workshop for Jamaica's Ministry of Health and Wellness.

CARICAD's

Leadership Development Programme Update

By Dr. Lois Parkes, Leadership Development and Institutional Strengthening Specialist

The year 2024 commenced with CARICAD becoming a member of the Continuing Professional Development (CPD) Certification Service UK. This means that our scheduled Leadership Development Programmes (Leading Change, Mid-Level Leadership Development Programme and Transformational Leadership Development Programme) will be assigned globally accepted CPD unit points over the next two years.

Our Leading Change Workshop was delivered virtually in January 2024 with 30 participants from Belize, Jamaica, St. Kitts, Barbados, Antigua, and the British Virgin Islands. Participants were equipped with a range of change leadership tools and competencies, and a change action plan to support ongoing change implementation in their respective organisations. In February 2024, the 2024 intake and 21st Cohort of our LDP commenced with the launch of the

Transformational Leadership Development Programme with 18 senior public sector and regional institutional leaders from Barbados, Guyana, Jamaica and Grenada. The programme commenced with each participant completing an Emotional Intelligence test (EQi 2.0) and debriefing with their assigned Executive Coach.

The first Module focused on the theme of Leading Self and included the assessment of each participant's style using the Extended DISC assessment. There are 3 remaining modules – Leading in Context and Complexity, Leading the Policy Process and Leading Transformation. Each participant will receive one-on-one Executive Coaching and also participate in Action Learning, along with the learning sessions and implementation of their leadership stretch projects within their organisations.

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CARICAD's

Leadership Development Programme Update

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The feedback from participants so far has been very positive. One of our participants – Sonia King, Director, Urban Development Commission, Barbados – noted that, “It is refreshing to be a part of such a Transformational Development training programme which not only acknowledges the complexities of work-study life, but also encourages the integration of your current work operations and problems, and promotes solving real life problems in real time.”

Our four-part webinar series in collaboration with the United Nations Department of Economic and Social Affairs (UNDESA) on Innovation, Digital Government and Changing Mindsets for Public Sector Transformation was a huge success. This was delivered between January to February 2024, with over 500 registrants, and impactful global speakers. To replay, visit our YouTube channel – Caribbean Centre for Development Administration.

Between January and March 2024, CARICAD partnered with the Ministry of Health and Wellness, Jamaica to deliver six customised two-day workshops on Performance



Dr. Parkes at the retreat with Chief Internal Auditor, Sherine Simms-Landell, Ministry of Economic Growth and Job Creation, Jamaica.

Management for Team Development and Success.

This was aimed at deepening the competencies of senior leaders in the Ministry in managing the performance and development of their respective teams, and to support with on-going implementation of their performance management and appraisal system. Topics included feedback, difficult conversations, performance monitoring, emotional intelligence and coaching your team.

All six workshops received positive reviews from participants, and a

subsequent one-hour session on Emotional Intelligence was delivered to the medical doctors' association within the Ministry. CARICAD also participated in the panel discussion on Trust and Workplace Productivity as a part of the 2024 Global Leadership Summit Jamaica on March 21, 2024, as well as the strategic planning retreat of the Internal Audit Unit of the Ministry of Economic Growth and Job Creation, Jamaica.

Contact us at info@caricad.net to learn more about how we can support your leadership development needs.

HOW TO MAKE THE MOST Of An Internship

Stories on Pages 12 and 13 written by Keishana Trotman

I started my internship at CARICAD on July 10th, 2023, and it was quite an experience. Despite the few members of staff, their presence, accomplishments, and expectations were enough to make me very reluctant to vocalise my own opinion and ideas because I always thought to myself, "there is nothing I could say that these brilliant minds didn't already consider" and that was the biggest mistake I made because it really hindered my personal development. The best way to make the most out of the internship was for me to assert myself in situations that I deemed uncomfortable such as:

• Being patient with myself

• I found that being patient with myself was the first step into making the most of my internship. Once I told myself that this was a learning experience for me outside of school and that I don't know everything, it allowed me to fully absorb all the knowledge that was being passed down to me from all levels in the organisation. Once you are kind, patient and respectful to yourself and those around you, it will broaden your knowledge and thinking while opening your mind to new possibilities and new perspectives.

• Asking for help and asking questions

• Asking questions pairs with being patient. Do not be afraid to ask questions because we are here to learn and to develop or further develop new skills and asking questions is the only way to do so. Asking questions allowed me to be steered in the best direction and gave clarity on anything that wasn't clear whether it was a task or just a general discussion.

• Being very observant

• Being observant allowed me to learn things that may not seem relevant now but could be very useful in the future, so it's best to pay attention to everything regardless, it can add to our

existing knowledge. We can even find easier ways of accomplishing tasks or learn something new in the process.

• Showing Initiative

• Showing initiative demonstrated my work ethic and my dedication to learning and once my colleagues saw that I was ambitious, they were glad to teach me something new, or an easier way of doing something after noticing how motivated I was to learn.

• Listening

Being an active listener allowed me to be better educated, because once you listen, you hear and understand things a lot clearer. Listening allowed me to hear the guidance that was given to me from my colleagues. I also learned to appreciate when I might've been inaccurate in my interpretations, so I could rectify the error and continue on the road to being the best professional I could be.

Internships are very important to the development of interns, and it allows them to get real-world experience, however, they must be mindful of the fact that what they were taught in school may differ from how the organisation chooses to operate and that's why it's very crucial to be opened-minded. Also, internships should be managed properly so that the interns could get the maximum outcome from the internship. The reason I've developed this much under such a short period of time was due to me working with the most transformative, talented and inventive people I know and because I asked questions and engaged with them it, while ensuring that I was actively listening, which allowed them to steer me in a positive direction.

So, I'd just like to thank the amazing team at CARICAD for making me comfortable and for being so welcoming and teaching me so many valuable lessons which allowed me to be the person I am today.

MY CARICAD *Experience*

I was an intern at CARICAD from July 15th – August 18th, 2023. I had recently completed my diploma in Office Administration at the Samuel Jackman Prescod Institute of Technology.

In the beginning of my internship, I was very nervous, I did not want to disappoint anyone or even myself, however, my time at CARICAD was a wonderful experience and the things I've learned during this time provided me with the knowledge that I will carry with me in the world of work; it makes me very confident in my career journey.

The CARICAD Secretariat is a small team, so it was quite easy to build a rapport with people from all levels. They have taught me that no matter where you come from, you can aspire to greatness if you are determined to put in the work. They helped me to overcome my phone anxiety, and I also learned filing. I gained confidence in presenting, and I learned how to record mail – both incoming and outgoing – and the opportunity allowed me to further develop my skills from my tertiary level of education, particularly in the use of Microsoft 365.

I observed how they interact with each other even if they disagree on a particular topic, they always respect each other and treat everyone with kindness, for example how they always included me in any of their discussions. For that I am truly grateful.

This culture of respect and inclusiveness made me feel that although I was an intern, I was a part of the team. This resulted in me being more committed to improving myself professionally.

This culture of respect and inclusiveness made me feel that although I was an intern, I was a part of the team. This resulted in me being more committed to improving myself professionally.
— Keishana Trotman

I was never subjected to ridicule even if I didn't understand something, they didn't belittle or even discourage me. Being in CARICAD, I have noticed they are always brainstorming or "thinking of the new best thing" so it's safe to say that they have influenced me into becoming more vocal about my ideas and they've also given me the freedom to generate, explore and execute them. I was always encouraged to continue to be innovative.

So, I can proudly say my internship at CARICAD is one of the best personal and professional development experiences that I've ever had. Thank you CARICAD.

CARICAD TO LAUNCH

Digital Explainer Series

CARICAD is thrilled to announce the launch of a new initiative: a Digital Explainer Series. The Explainer Series depicts models and frameworks that can be used by public sector organisations, in CARICAD member states, in their modernisation efforts.

The public sector transformation digital explainers in this Series are designed to provide a visual representation of various models and frameworks, created internally by CARICAD, that can be used by public sector organisations as a conceptual framework to support modernisation and transformation efforts. The Explainers incorporate graphics, charts, matrices, and diagrams, which can help in visualising abstract concepts and processes, leading to a better understanding of transformation strategies.

Each explainer focuses on a specific concept or approach including, but not limited to, transformation strategies such as:

- Charter for Caribbean Public Services
- Public Sector Transformation Roadmap
- 21st Century Public Sector
- 6 A's of a High-resilience Public Sector
- Strategic Imperatives for Transformation
- Implementation Schema
- Reframing HR
- Succession Planning
- Leadership and Management in Crisis
- Competency Framework for Senior Managers
- Enabling Environment Assessment
- Triple Loop Model

Some of CARICAD's models may be perceived by some as complex, and therefore the Explainer Series serves as a mechanism to demystify them. By breaking down the complex ideas into easy-to-understand visuals, or *bite-size insights* as we refer to them, these Explainers provide a powerful tool for public sector leaders and staff to grasp key concepts and strategies for transformation. Look out for more information on our Explainer Series during the month of May.



THE TEAM

The *CARICAD Horizon* is a regular publication of the Caribbean Centre for Development Administration (CARICAD). The *Horizon* has superseded the "Chronicle". The Editor-in-Chief is CARICAD's Executive Director, Devon Rowe. The Production Team comprises: Franklyn Michael, Rosemund Warrington, Dr. Lois Parkes, Trudy Waterman, Angela Eversley and Petra Emmanuel.

PREVIOUS EDITIONS CAN BE VIEWED AT:

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[Special Hurricane Edition July 2022](#)
[March 2022](#)
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