

# Governance for the **Sustainable Development Goals** Capacity Development Curriculum

## Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana to Achieve the Sustainable Development Goals

**Day 1 - Setting the Scene - The 2030 Agenda for Sustainable Development: The Need for Public Sector Transformation, Innovation, Digital Government, and New Mindsets**

**22 March 2022**

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# Welcome to Day 1

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# Good Morning and Welcome

**10:00 am**

**Introduction by the Facilitator**

**Soyinka Grogan, Permanent Secretary, Ministry of Public Service,  
Guyana**

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# Objectives

- **Develop an understanding of the key role of public administration in implementing the SDGs and the need for changing mindsets**
  - **Explore the role of innovation in public sector transformation to realize the SDGs**
  - **Discuss Guyana's vision for public sector transformation to achieve the SDGs**
  - **Discuss challenges and opportunities of public sector innovation and transformation in Guyana**
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# Agenda at a glance

**Day 1 – Setting the Scene: The 2030 Agenda for Sustainable Development: The Need for Public Sector Transformation, Innovation, Digital Government, and New Mindsets**

Day 2 – Innovation and Digital Government

Day 3 – Key Mindsets for Innovation, Digital Government and Public Sector Transformation

Day 4 – Key Mindsets for Innovation, Digital Government and Public Sector Transformation (Cont.)

Day 5 – Action Planning for Changing Mindsets to promote Innovation, and Transformation in the Public Sector in Guyana

Day 6 – The Way Forward: Priorities and Actions for Change

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# Welcoming Remarks

## **Ministry of Public Service of Guyana**

**H.E. Ms. Savitri Sonia Parag**, Minister of Public Service, Ministry of Public Service, Guyana

## **UN Resident Coordinator Office in Guyana**

**Ms. Yesim Oruc**, UN Resident Coordinator in Guyana

## **UN DESA**

**Mr. Juwang Zhu**, Director, Division for Public Institutions and Digital Government (DPIDG), United Nations Department of Economic and Social Affairs (UN DESA)

## **CARICAD**

**Mr. Devon Rowe**, Executive Director, Caribbean Centre for Development Administration (CARICAD) and Member of the United Nations Committee of Experts on Public Administration (UN CEPA)

## **CARICOM**

**Ms. Jennifer Britton**, Deputy Programme Manager - Information and Communication Technology for Development, Caribbean Community (CARICOM) Secretariat

**10:05 - 10:20 am  
(20 min)**

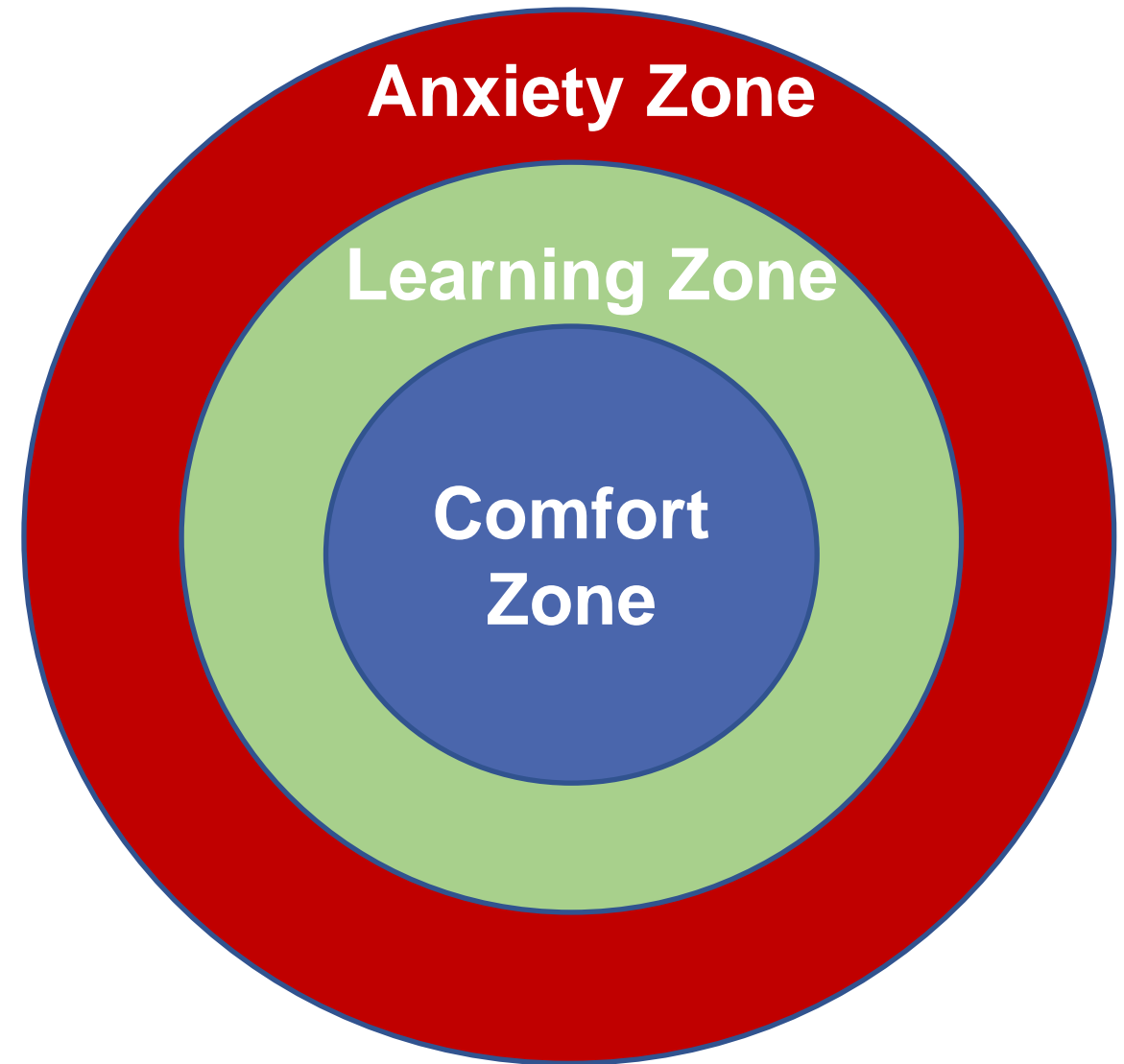
# Day 1 Agenda

10:00 – 10:05	Introduction by the Facilitator
10:05 – 10:20	Welcoming Remarks
10:20 – 10:35	Realizing the 2030 Agenda for Sustainable Development and the Samoa Pathway. Promoting Post Covid 19 Recovery and Resilience
10:35 – 10:50	Ibero-American Charter on Innovation for Public Management
10:50 - 11:05	Guyana's Vision for Public Service Transformation to Achieve the SDGs
11:05 - 11:15	BREAK
11:15 - 11:25	Challenges and Opportunities of Public Sector Innovation and Transformation in Guyana
11:25 – 11:40	Q&A
11:40 – 12:10	Roundtable Discussion on Advancing Political Commitment and Key Enablers for Change in Support of the 2030 Agenda and Samoa Pathway (Discussion in Plenary)
12:10 - 12:50	Break-out Groups: 2030 Agenda, Innovation and Vision for Public Service Transformation in Guyana
12:50 - 13:00	Wrap-up & Reflection

## Our Learning Journey

This workshop is participative – the outcomes are determined by your own contributions.

Be prepared to challenge yourself, learn from each other, and relate new concepts and ideas to your own work and experience.





In fact our workshop journey will be non-linear and unpredictable with exploration and discovery all along the way



**Fuzzy front end**

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# Realizing the 2030 Agenda for Sustainable Development and the Samoa Pathway. Promoting Post Covid 19 Recovery and Resilience

10:20 – 10:35 am  
(15 min)

Adriana Alberti, Chief, Programme Management and Capacity Development Unit, DPIDG/UN DESA

Anya Thomas, Economic Affairs Officer, SIDS Unit, DSDG/UN DESA

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# Realizing the 2030 Agenda for Sustainable Development and the Samoa Pathway. Promoting Post COVID 19 Recovery and Resilience



**Adriana Alberti**

Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government, UN DESA

**Anya Thomas**

Economics Affairs Officer, SIDS Unit, Division for Sustainable Development Goals, UN DESA

# SUSTAINABLE DEVELOPMENT GOALS

<b>1</b> NO POVERTY 	<b>2</b> ZERO HUNGER 	<b>3</b> GOOD HEALTH AND WELL-BEING 	<b>4</b> QUALITY EDUCATION 	<b>5</b> GENDER EQUALITY 	<b>6</b> CLEAN WATER AND SANITATION 
<b>7</b> AFFORDABLE AND CLEAN ENERGY 	<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<b>10</b> REDUCED INEQUALITIES 	<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 
<b>13</b> CLIMATE ACTION 	<b>14</b> LIFE BELOW WATER 	<b>15</b> LIFE ON LAND 	<b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS 	<b>17</b> PARTNERSHIPS FOR THE GOALS 	<b>SUSTAINABLE DEVELOPMENT GOALS</b> 

## Guiding Principles of the 2030 Agenda

### **People**

End poverty and hunger, in all their forms and dimensions.

### **Planet**

Protect the planet from degradation, including through sustainable consumption and production, sustainably managing natural resources and taking urgent action on climate change.

### **Prosperity**

Ensure that all human beings can enjoy prosperous and fulfilling lives.

### **Peace**

Foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

### **Partnership**

Mobilize the means required to implement this Agenda through a revitalised Global Partnership for Sustainable Development.



- 16.6 **Develop effective, accountable and transparent institutions at all levels**
- 16.7 **Ensure responsive, inclusive, participatory and representative decision-making at all levels**
- 16.8 **Broaden and strengthen the participation of developing countries in the institutions of global governance**
- 16.10 **Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements**



- 17.18 **By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts**





# Transformation and innovation are one of the enabling pillars of the 2030 Agenda

which is titled “Transforming our world: the 2030 Agenda for Sustainable Development”

“we will strengthen the productive capacities of least developed countries in all sectors, including through structural transformation”

“we are setting out a supremely ambitious and transformational vision”



“we are determined to take the bold and transformative steps which are urgently needed to shift the world onto a sustainable and resilient path”

“we have adopted a historic decision on a comprehensive, far-reaching and people-centred set of universal and transformative Goals and targets”

The 2030 Agenda is calling for **replacing piecemeal reforms that have been on-going in many institutions with profound transformation**



# The SAMOA Pathway

- Outcome of the 3<sup>rd</sup> International Conference on SIDS (September 2014). Covers the period 2015-2025, and promotes international assistance to address challenges faced by SIDS.
- Mid Term Review of the SAMOA Pathway held in September 2019 – High Level Political Declaration
- MTR recognized progress made in social inclusion and efforts by SIDS to improve transportation connectivity, achieve gender equality, and promote peaceful, prosperous, inclusive societies and safe communities.
- Strong National Institutions remain a cornerstone of the SAMOA Pathway and Para 27g recognizes the importance of ICTs for development



## KEY PROPOSALS ACROSS THE 12 COMMITMENTS

From the declaration on the commemoration of the seventy-fifth anniversary of the United Nations

All proposed actions are in line with and designed to accelerate the achievement of the Sustainable Development Goals.

### 1. Leave no one behind

- Renewed social contract anchored in human rights
- New era for universal social protection, including health care and basic income security, reaching the 4 billion unprotected
- Reinforce adequate housing, education and lifelong learning and decent work
- Digital inclusivity
- World Social Summit in 2025
- Identify complementary measures to GDP

### 2. Protect our planet

- Leaders meeting ahead of the global stocktaking in 2023
- Commit to the 1.5-degree Celsius goal and net zero emissions by 2050 or sooner
- Declarations of climate emergency and right to a healthy environment
- Package of support to developing countries
- Measures for adaptation and resilience
- No new coal after 2021 and phasing out fossil fuel subsidies
- Account for the environment in economic models, carbon pricing mechanisms and credible commitments by financial actors
- Post-2020 biodiversity framework
- Transforming food systems for sustainability, nutrition and fairness
- Action by the General Assembly on territorial threats of climate change and to prevent, protect and resolve situations of environmental displacement

### 3. Promote peace and prevent conflicts

- New agenda for peace to:
  - Reduce strategic risks (nuclear weapons, cyberwarfare, autonomous weapons)
  - Strengthen international foresight
  - Reshape responses to all forms of violence
  - Invest in prevention and peacebuilding, including Peacebuilding Fund and Peacebuilding Commission
  - Support regional prevention
  - Put women and girls at the centre of security policy
- Peaceful, secure and sustainable use of outer space, including through a multi-stakeholder dialogue on outer space

### 4. Abide by international law and ensure justice

- Human rights as a problem-solving measure, including by comprehensive anti-discrimination laws and promoting participation
- Application of human rights online and to frontier issues and new technologies
- Universal access to the Internet as a human right
- Human rights mechanisms on a more sustainable financial footing
- Legal identity for all, end to statelessness and protection of internally displaced persons, refugees and migrants
- New vision for the rule of law
- Global road map for the development and effective implementation of

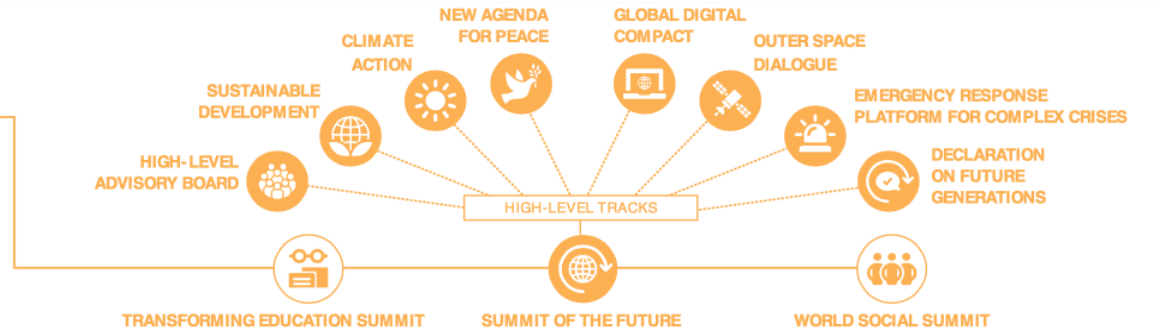
### 5. Place women and girls at the centre

- Repeal of gender-discriminatory laws
- Promote gender parity, including through quotas and special measures
- Facilitate women's economic inclusion, including investment in the care economy and support for women entrepreneurs
- Include voices of younger women
- Eradication of violence against women and girls, including through an emergency response plan

### 6. Build trust

- Global code of conduct that promotes integrity in public information
- Improve people's experiences with public institutions and basic services
- Inclusive national listening and "envisioning the future" exercises
- Action to tackle corruption in line with the United Nations Convention against Corruption
- Reformed international tax system
- Joint structure on financial integrity and tackling illicit financial flows

## PROPOSED KEY MOMENTS



### 7. Improve digital cooperation

- Global Digital Compact to:
  - Connect all people to the Internet, including all schools
  - Avoid Internet fragmentation
  - Protect data
  - Apply human rights online
  - Introduce accountability criteria for discrimination and misleading content
  - Promote regulation of artificial intelligence
  - Digital commons as a global public good

### 8. Upgrade the United Nations

- High-level Advisory Board led by former Heads of State and Government on improved governance of global public goods
- System-wide policy that puts people at the centre, taking into account age, gender and diversity
- More listening, participation and consultation (including digitally), building on the seventy-fifth anniversary declaration and Our Common Agenda
- Gender parity within the United Nations system by 2028
- Re-establish the Secretary-General's Scientific Advisory Board
- "Quintet of change" for United Nations 2.0, including innovation, data, strategic foresight, results orientation and behavioural science

### 9. Ensure sustainable financing

- Biennial Summit between the Group of 20, the Economic and Social Council, the Secretary-General and the heads of international financial institutions for a sustainable, inclusive and resilient global economy including to:
  - Support a Sustainable Development Goal investment boost, including through a last-mile alliance to reach those furthest behind
  - Provide more flexible research and development incentives
  - Resolve weaknesses in the debt architecture
- Fairer and more resilient multilateral trading system, including a reinvigorated WTO
- New business models
- Improve the United Nations budget process

### 10. Boost partnerships

- Annual meetings between the United Nations and all heads of regional organizations
- Stronger engagement between the United Nations system, international financial institutions and regional development banks
- More systematic engagement with parliaments, subnational authorities and the private sector
- Civil society focal points in all United Nations entities
- United Nations Office for Partnerships

### 11. Listen to and work with youth

- Youth
  - Remove barriers to political participation and measure progress through a "youth in politics" index
  - United Nations Youth Office
  - Transforming Education Summit in 2022
  - Recovery barometer to track career paths and labour market outcomes for youth
  - High-ambition coalition to promote green and digital-economy job creation
- Future generations
  - Summit of the Future in 2023
  - Ensure long-term thinking, including through a United Nations Futures Lab
  - Represent succeeding generations, including through a repurposed Trusteeship Council, a Declaration on Future Generations, and a United Nations Special Envoy for Future Generations

### 12. Be prepared

- Emergency Platform to be convened in response to complex global crises
- Strategic Foresight and Global Risk Report by the United Nations every five years
- On global public health:
  - Global vaccination plan
  - Empowered WHO
  - Stronger global health security and preparedness
  - Accelerate product development and access to health technologies in low- and middle-income countries

# ACTION AREAS 2022

UN Secretary-General António Guterres



Tackle the pandemic



Transform the global financial system



Take urgent climate action



Build sustainable peace



Put people first in the digital world



## Principles of Effective Governance for Sustainable Development

### Effectiveness

- » Competence
- » Sound policymaking
- » Collaboration

### Accountability

- » Integrity
- » Transparency
- » Independent oversight

### Inclusiveness

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity



## Principles of effective governance for sustainable development

### What are they for?

- » Building strong institutions at all levels
- » Serving as a reference point that brings together relevant standards and technical guidelines
- » Informing public sector reform initiatives for the SDGs

### Where do they come from?

- » Developed by CEPA specifically for SDG implementation
- » Endorsed by the UN Economic and Social Council
- » Based on United Nations agreements

### How can countries benefit from them?

- » As an analytical framework in policy formulation
- » As a guide in assessing institutional capacities, processes and culture
- » As a foundation of SDG awareness raising and training initiatives

### CEPA >>> Committee of Experts on Public Administration

CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.

# COVID 19 and the Caribbean

- COVID-19 has resulted in both domestic and external challenges, the most significant of which include revenue and income losses, a drop in investment, rising unemployment, increased indigence and poverty, the failure of micro- small - and medium-sized businesses, and challenges to the financial system.
- Given the region's prevailing economic and social inequalities, the strong unemployment effects will disproportionately impact the poor and the vulnerable middle-income strata, possibly leading to even higher levels of economic inequality



- Recovering from COVID-19, will require **targeted and coherent policies that define strategies for recovery and long-term integrated development** anchored in the 2030 Agenda and the SAMOA Pathway, reflecting national circumstances and priorities and addressing the peculiar vulnerabilities of the subregion.
- Strengthening competitiveness through knowledge- and skills-upgrading will need to be at the core of the rethinking any development strategy in the subregion and should be central to the drive to build resilience and achieve inclusive and sustained development with gender equality.
- Building technological resilience also needs to be a strategic priority for the Caribbean. The goal is to engender innovative, technology-driven economies and societies. Embracing the digital economy and digital connectivity is especially important for SIDS, with small populations and fragmented markets.
- Institutional arrangements should be strengthened to support closer collaboration among policymakers, technology producers, innovators, knowledge management platforms, universities, research institutions, private firms and consumers.

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# Ibero-American Charter on Innovation for Public Management

**10:35 – 10:50 am**      **Raquel Gonzalez, Project Manager, Latin American  
(15 min)**                      **Centre for Public Administration and Development  
(CLAD)**

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# IBERO-AMERICAN CHARTER ON INNOVATION FOR PUBLIC MANAGEMENT

RAQUEL GONZALEZ DIAZ  
@CLAD\_ORG



**CLAD**

CENTRO LATINOAMERICANO  
DE ADMINISTRACIÓN  
PARA EL DESARROLLO

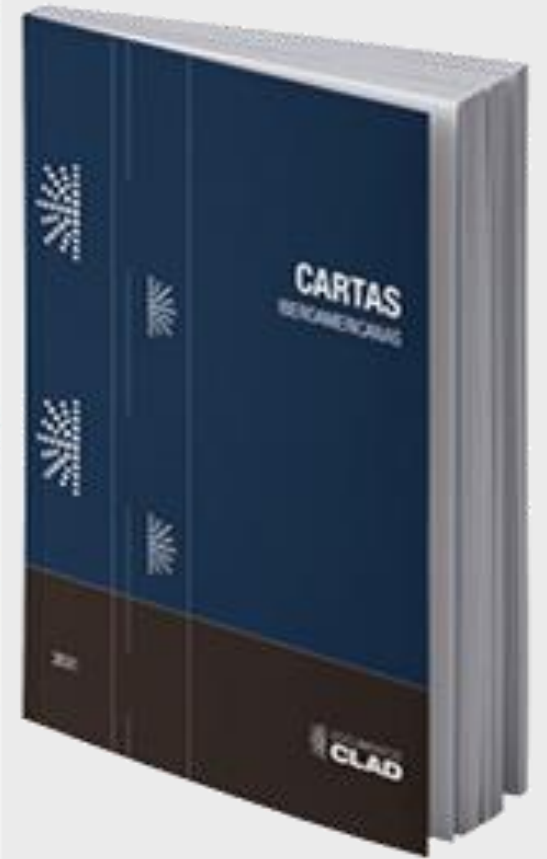
# WHAT IS PUBLIC INNOVATION?

- Process of exploring, assimilating and successfully benefit from a novelty, in such a way that it provides unprecedented, original and creative solutions to problems, and allows an optimal response to citizen needs.



# PURPOSE

- Regional framework and common reference
- Recommendations and orientations
- Generation of **public value** through Innovation



# IBERO-AMERICAN CHALLENGES

- Institutional strengthening
- Improving administrative management
- Rebuild citizens trust
- Prepare for Industry 4.0

Sustainable Development Goals



# 5 FOUNDATIONS OF SMART INNOVATION

## 1. Strategic Vision



## 2. Knowledge Management



# 5 FOUNDATIONS OF SMART INNOVATION

## 3. Collective intelligence



## 4. AI and Public Administration



# 5 FOUNDATIONS OF SMART INNOVATION

## 5. Democratic, inclusive and open

- Government transparency
- Citizen involvement in public decision making
- Public Policy Evaluation and citizen feedback





**CLAD**

CENTRO LATINOAMERICANO  
DE ADMINISTRACIÓN  
PARA EL DESARROLLO

**Thank you!**

**@CLAD\_ORG**



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# Guyana's Vision for Public Service Sector Transformation to Achieve the SDGs

**10:50 – 11:05 am**     **H.E. Sonia Savitri Parag, Minister of Public Service,**  
**(15 min)**                    **Guyana**

# Break

11:05 – 11:15am  
(10 min)





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# Challenges and Opportunities of Public Sector Innovation and Transformation in Guyana

11:15 – 11:25 am  
(10 min)

Devon Rowe, Executive Director, CARICAD and  
UN CEPA Member

# **Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana to Achieve the Sustainable Development Goals**

## **Challenges and Opportunities for Public Sector Innovation and Transformation**

**Devon Rowe**

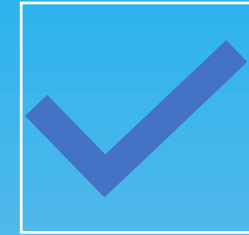
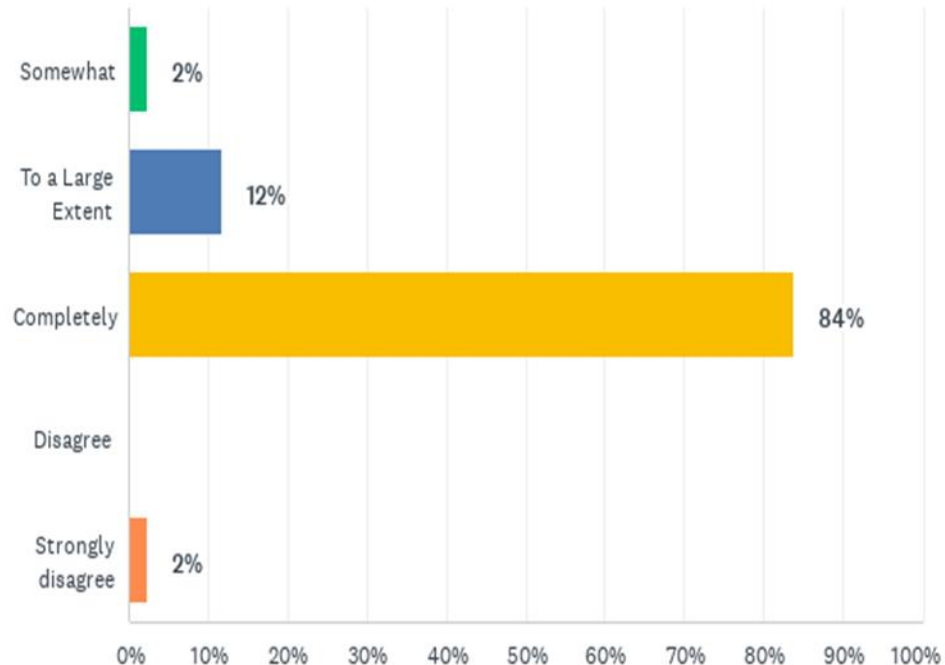
**March 22, 2022**



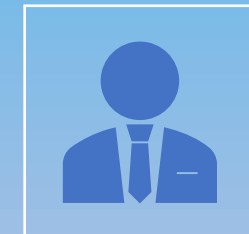
# Session Objective

1. **CARICAD's view of challenges & opportunities**
  - Selected results from a rapid survey
  - Synthesis of discussions at Sensitization Seminar in November 2021
2. **A few suggestions**
3. **Feedback**

Q27: I am committed to actively supporting the Ministry of the Public Service as it seeks to convert the public service from a traditional/regulatory role to a more modern strategic role.



## Summary



A commitment to actively support the Ministry of the Public Service as it veers towards a more modern strategic role, is significantly high among respondents – 96% in total. Of this, 84% was in complete agreement with the statement. There was strong disagreement with the statement by 2% of respondents and 2% agreed ‘somewhat’.

# Online Survey Highlights

The following slide displays highlights of the online survey conducted within the Public Service of Guyana.



## PST Awareness

- Only 22% of respondents agreed that they were aware of the strategies for public sector transformation. 31% said they were aware of the direction for public sector transformation.



## Capacity for PST

- Only 3% of respondents agreed **completely** that the Guyana public service has the rights processes, capabilities, skills, and capacity development programs for public sector transformation.



## The Role of the Ministry of Public Service

- 78% of respondents in total agree that the role of the Ministry of Public Service is clear to them.



## HR Service Delivery

- 90% of respondents, in total, believe that a more modern approach needs to be adopted by the ministry of public service. Notable were: HRM; Health and Wellness; Job Analysis/Job Description; Diversity Management; Training & Development; Succession Planning; Data Analytics



## Technology

- 52% said that they have access to technology and technical support to perform their duties

# Online Survey Highlights

The following slide displays highlights of the online survey conducted within the Public Service of Guyana.



## Senior Managers Role in PST

- 69% of respondents, in total, see clear ownership and mandate for public sector transformation. Of this, 14% agreed completely
- 60% of respondents believe that Senior Managers demonstrate a clear understanding of their role and responsibility to make public sector transformation a success



## Devoted Time for PST

- 72% of respondents agree that Senior Managers will devote the time required to consistently drive transformation in the public service.



## Culture of the Public Service

- 21% of respondents are of the view that the current culture within the Guyana Public Service would readily enable Transformation to take root.



## PST Leadership

- 68% respondents think that it is clear to them, who is responsible for driving public sector transformation

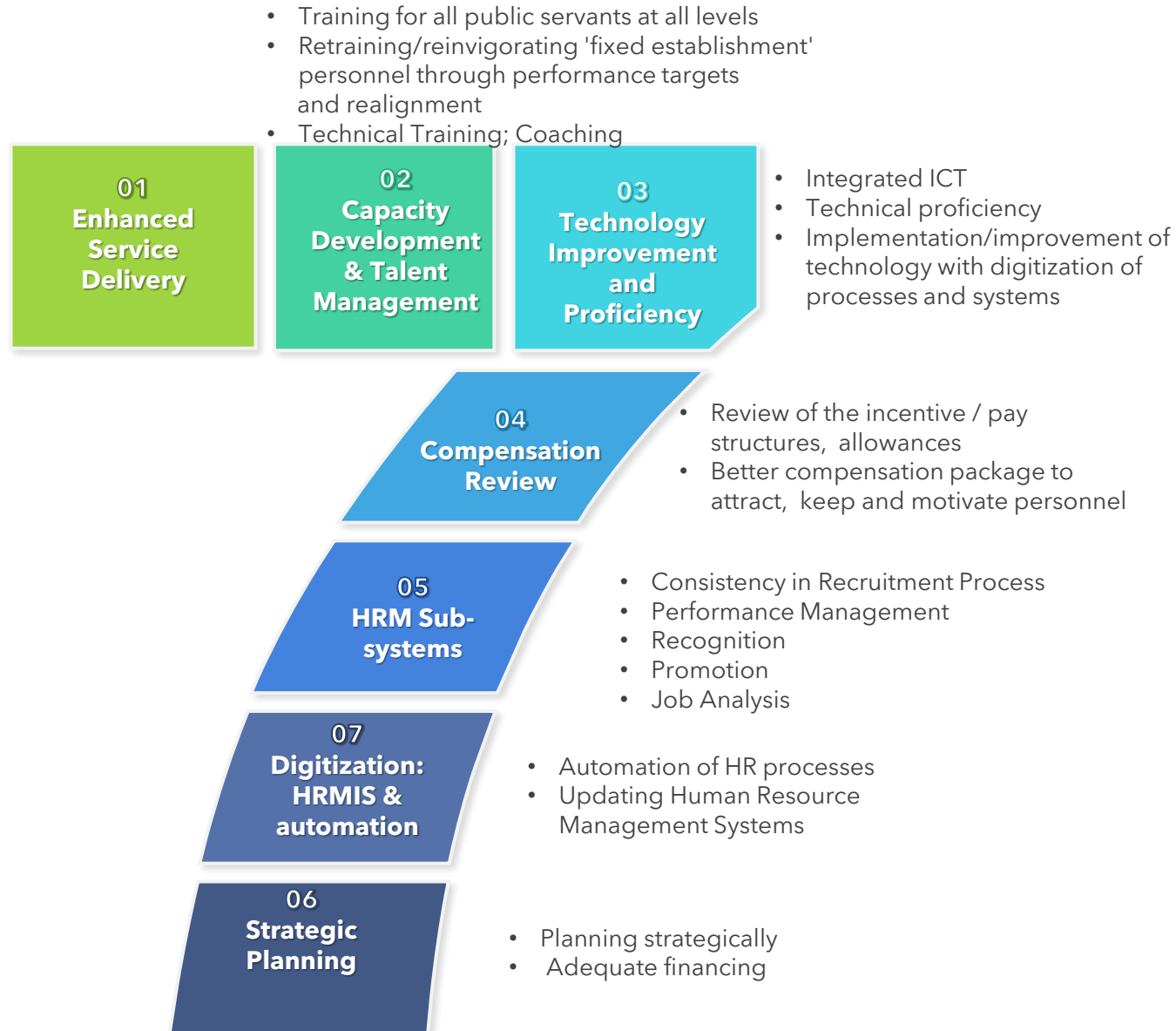


## Commitment to Change

- 84% of respondents said that they were completely committed to actively supporting the Ministry of the Public Service as it seeks to convert the public service from a traditional/regulatory role to a more modern strategic role

# Q20: Seven Critical Issues that must be addressed by the Ministry of Public Service

- Professionalism
- Processing of appointment and permission to fill vacancies
- Management of employee turnover
- Contract and Financial Management
- Staffing





# 5 Key Conclusions from the Survey



## 1. Transformational Change is Needed –

Feedback suggests there is a disconnect between the current transformation activities and the development of structured transformation/ improvement plans. **There is currently high support for transformation by senior managers** with 60% of respondents indicating that Senior Managers demonstrate a clear understanding of their role and responsibility to make public sector transformation a success.

## 2. Capacity Development is critical –

**The Public Service appears to be facing a capacity challenge in delivering change** and transformation, with particular challenges being experienced in relation to mindsets, capacity, processes and right skillsets. This has been highlighted throughout the survey as a barrier or challenge to delivering change. This is both in undertaking change in its widest sense and also for the specifics of public sector transformation and HRM transformation.



# 5 Key Conclusions from the Survey



## 3. Culture –

A further challenge highlighted has been on how to engage and **empower staff throughout the Public Service** to enable change. A shift in mindsets will be necessary to manage tension and to understand how the new model for transformation would drive improved service delivery.

## 4. Communication –

Concern was shared regarding communication channels and processes in the public service. Feedback on strategies, performance, training etc. was identified as a major challenge.

## 5. Processes –

There appears to be **some ambivalence with regard to strategies and processes**. The Survey identified a number of processes e.g. recruitment and selection, performance management, contract management, among others, that needed to be simpler, faster, standardised and sustainable. This is fundamental in facilitating change and innovation in the public service

# Summary Opportunities and Challenges



## Opportunities for Transformation

1. Significant support exists at the senior levels
2. Public service wants to be identified as modern and efficient
3. Responsibility and leadership is clear
4. Obtain and include perspectives from stakeholders
5. Multiple requests for digital solutions
6. National Data Management Authority (NDMA) as a contributor
7. Commission of Enquiry Report of 2016
8. IDB HR Report

## Challenges –

1. Capacity Challenges to implement change
2. Modernisation of legislation – capacity?
3. Overcoming the implementation deficit
4. Strategic Communication
5. Creation of a credible and respected guiding team
6. Culture change takes time
7. Multiple requests for digital solutions – Sequencing required
8. Roadmap for Transformation to be developed
9. Budgetary Support to be aligned to Roadmap

**Thank  
You**



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# Q & A

**11:25 -11:40 am Facilitator: Ms. Soyinka Grogan, Permanent Secretary,  
Ministry of Public Service, Guyana**



# Roundtable Discussion on Advancing Political Commitment and Key Enablers for Change in Support of the 2030 Agenda and Samoa Pathway (Discussion in Plenary)

11:40 - 12:10 pm  
(30 min)

Facilitator: Dr. Jennifer Westford, Adviser, Ministry of Public Service, Guyana

1. What are the key enablers for change in support of the 2030 Agenda and Samoa Pathway?
2. How do we advance political commitment to accelerate the implementation of the 2030 Agenda and Samoa Pathway?

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# **Break-out Groups:** **2030 Agenda, Innovation and Vision for Public Service Transformation in Guyana**

**12:10 - 12:50 pm  
(40 min)**

**Facilitator: Ms. Soyinka Grogan, Permanent Secretary,  
Ministry of Public Service, Guyana**

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## **Break-out sessions' engagement:**

1. As you are champions of change in Guyana, please use the break-out room sessions as opportunities to share your ideas and views through open dialogue.
  2. You are encouraged to go beyond your comfort zone and use your creative thinking in exploring the issues at hand.
  3. In the interest of time, please start the session as soon as possible even if not everyone has joined.
  4. If you have technical issues in joining a group, please alert us immediately through the chat function and you will be promptly assisted.
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## **4 Break-out Groups (25 min)**

*Each group to select a Facilitator and Rapporteur*

***Group 1. Guyana's Vision 2030***

***Group 2. Guyana's Challenges in Achieving the SDGs***

***Group 3. Opportunities of Public Sector Transformation in Guyana to Achieve the SDGs and Guyana's Vision***

***Group 4. How can Innovation and Digital Government Transformation Help to Achieve the SDGs in Guyana?***

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# Reporting back in Plenary

12:35 – 12:50 pm (15 min)

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# Wrap-up & Individual Reflection

12:50 - 1:00 pm (10 min)

Reflect on today's learning and try to relate it to your own context.

Write down your reflections based on the below prompts and be prepared to share your insights on the last day of the workshop.

**My key insight**  
(learning) from  
today

**An action** related  
to today's learning  
that we should  
take in my  
organization

**An action** related  
to today's learning  
that I will take

What I am **still**  
**curious** about

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# Evaluation Poll on Zoom

- What I liked
- What I liked less
- What should we do differently?

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Thank you!