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

29 March 2022

Welcome to Day 4

Good Morning

10:00 - 10:05 am (5 min)	**Introduction by the Facilitator for the Day – Alfred King, Permanent Secretary, Ministry of Education, Guyana**

Objectives

- Learn and discuss about the importance of an inclusive mindset to leave no one behind
- Learn and discuss about the importance of an experimental/ innovation mindset
- Learn about Digital Data Governance and digital mindset

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

Day 4 Agenda

10:00 – 10:05	Good Morning
10:05 – 10:35	Inclusive Mindset to Leave No One Behind
10:35 – 11:05	Experimental/ Innovation Mindset
11:05 - 11:15	BREAK
11:15 - 12:00	Digital Data Governance and Digital Mindset
12:00 - 12:30	Reporting Back
12:30 – 12:50	Summary of Key Insights by Facilitator
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

Inclusive Mindset to Leave No One Behind

10:05 – 10:35 am (30 min)

Presentation (5 min) & Activity (15 min) and Reporting Back (10 min; 2 mins*5 groups)

Mi Kyoung Park, Governance and Public Administration Expert, DPIDG/UNPOG, UN DESA

Capacity Development Training Workshop on
Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana to Achieve the Sustainable Development Goals

Promoting an Inclusive Mindset in the Public Sector to Leave No One Behind

29 March 2022

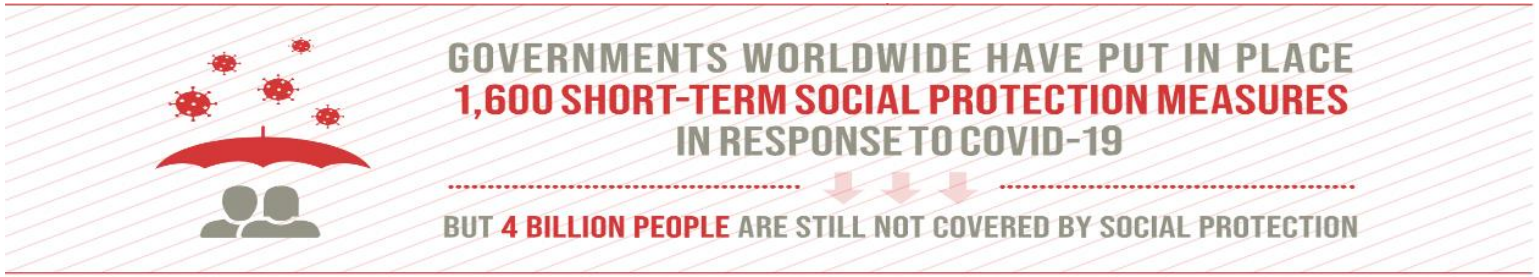
Mi Kyoung Park
Governance and Public Administration Officer
United Nations Project Office on Governance (UNPOG)
Division for Public Institutions and Digital Government (DPIDG)
UN Department of Economic and Social Affairs (UN DESA)

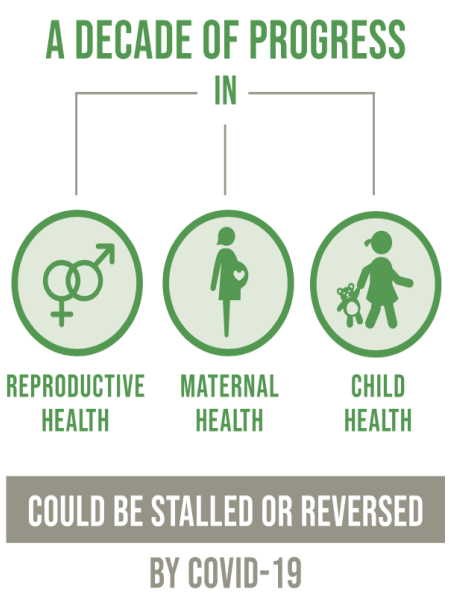
1. Importance of Promoting an Inclusive Mindset to Leave No One Behind

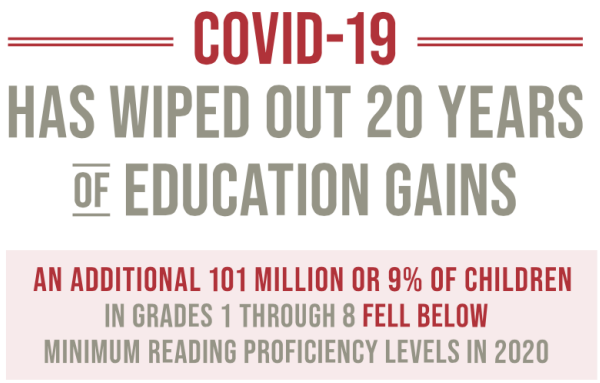
Newly Emerging and Complex Challenges & Disproportionate Impact to People in Vulnerable Situations

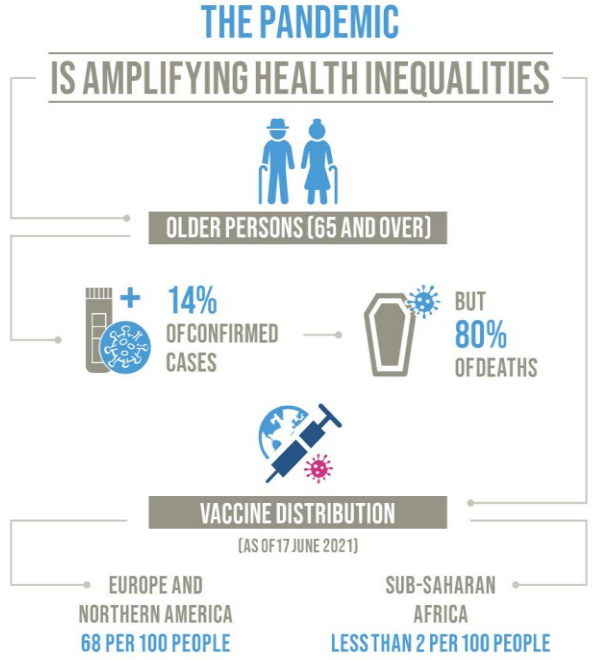
1. Importance of Promoting an Inclusive Mindset to Leave No One Behind

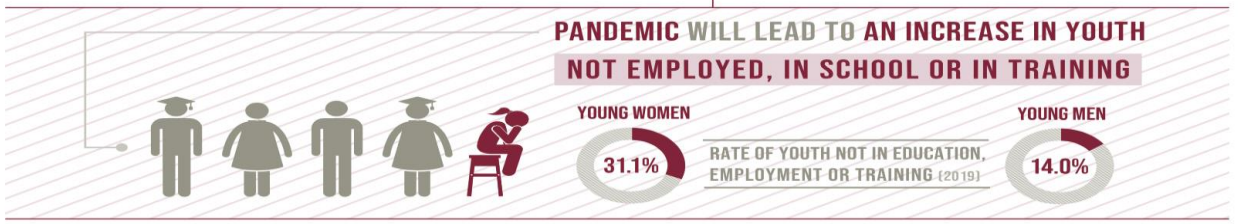
Impact of the COVID-19 Pandemic on People in Vulnerable Situations











Source: UN Sustainable Development Goals Report 2021

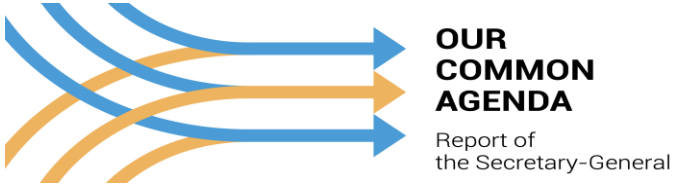
1. Importance of Promoting an Inclusive Mindset to Leave No One Behind

Transforming Our World: 2030 Agenda for Sustainable Development

"We pledge that **no one will be left behind**. Recognizing that the dignity of the human person is fundamental, we wish to see the Goals and Targets met for all nations and peoples and for all segments of society. And we will endeavour to reach **the furthest behind first**."

"**People who are vulnerable** must be **empowered**. Those whose needs are reflected in the Agenda include all **children, youth, persons with disabilities** (of whom more than 80 per cent live in poverty), **people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons** and **migrants**."

LEAVE NO ONE BEHIND



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

Source: https://www.un.org/en/un75/common-agenda

1. Importance of Promoting an Inclusive Mindset to Leave No One Behind

- **Transforming mindsets of public servants** for building an **inclusive** and **people-centered** society
- **Inclusive mindset** is critical particularly for **delivering inclusive public service** and **promoting engagement and participation** of marginalized and vulnerable people in the policy processes.
- Vulnerable people can be **empowered** to become **'agents of innovation & development'.**
- **Need for a holistic approach at individual, organizational, and institutional/societal levels**

Photo credit: UN Photo/Logan Abassi

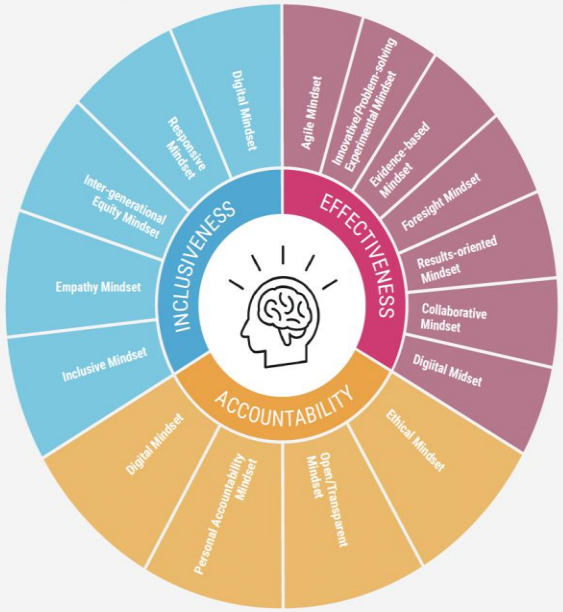
Photo credit: UN Photo/Amanda Voisard

Photo credit: UN Photo/Kibae Park

2. What is an Inclusive Mindset?

UN DESA Competency Framework for Public Servants to Achieve the Sustainable Development Goals

Figure 1.3: Mindsets for SDGs implementation



MINDSETS	BELIEFS	ATTITUDES	COMPETENCIES
Inclusive Mindset	All people are equal in dignity and rights and deserve equal opportunities for a better life.	Is committed to treating everyone with dignity and respect; empathy, tolerance, solidarity, and no discrimination.	**Competencies** that are linked to this mindset are: **respect for diversity, and non-discrimination** to promote public sector workforce diversity, and in line with SDG 16.7, ensure responsive, inclusive, participatory, and representative decision-making at all levels; **inter-generational equity** to ensure prosperity and quality of life for all, noting especially the needs of today's children and how current actions may jeopardize the basic needs of future generations; **empowerment and participation** and develop awareness of own and communities' beliefs, values and expectations and ensure a culture of caring; **and negotiation and facilitation** to find solutions to a shared problem. Successful negotiators will analyze a problem, identify the interested parties, and reach a consensus. Communication, persuasion, planning, strategizing, and cooperating are essential skills of negotiation and facilitation.

Source: UN DESA (2021). Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

2. What is an Inclusive Mindset?

Competencies and Skills for an Inclusive Mindset

- Respect for diversity
- Leadership & Commitment for inclusion
- Flexibility & Adaptability
- Emotional Intelligence & Empathy
- Engagement and collaboration with other stakeholders
- Negotiation and facilitation skills
- Accountability & Transparency
- Communication skills
- Design thinking & Integrative approach
- Digital skills for innovative services and collaboration

3. Promoting an Inclusive Mindset in the Public Sector: Challenges & Strategies

Major Challenges of Developing an Inclusive Mindset in the Public Sector

- **Lack of commitment** to inclusion
- Implicit **biases, prejudice, stereotypes**, and **discrimination**
- **Lack of capacities** to address the **challenges of vulnerable people**
- **Lack of capacity for collaboration with other stakeholders** and **empowering** those who are vulnerable or in vulnerable situations

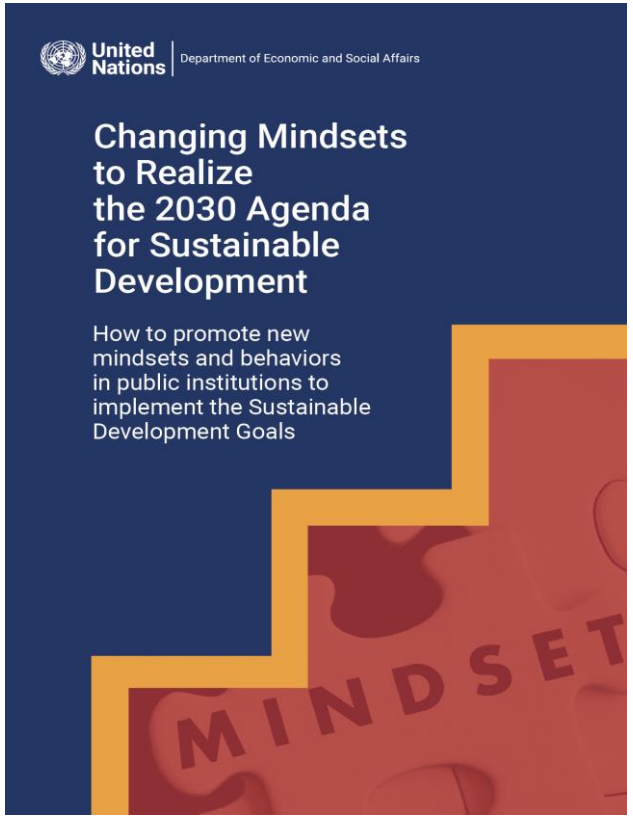
3. Promoting an Inclusive Mindset in the Public Sector: Challenges & Strategies

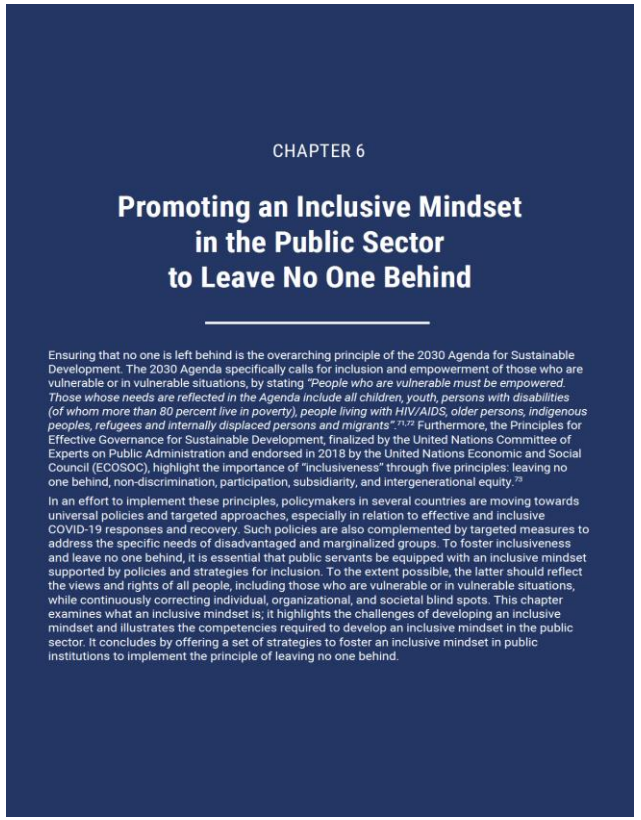
Strategies and Approaches to Promoting an Inclusive Mindset in the Public Sector

- **Strategy 1**: **Raising awareness** on the importance of an inclusive mindset as a core driver for building effective, accountable, and inclusive public institutions
- **Strategy 2**: Promoting **leadership** development for inclusiveness
- **Strategy 3**: Instituting a **legal and regulatory framework** to promote an inclusive mindset
- **Strategy 4**: Promoting an inclusive mindset by fostering **values of inclusiveness at the organizational and institutional levels**
- **Strategy 5**: Setting up a **new competency management framework** that focuses on inclusiveness
- **Strategy 6**: Adopting a **whole-of-government approach** to developing an inclusive mindset
- **Strategy 7**: Promoting effective **monitoring and evaluation**
- **Strategy 8**: Developing **incentives and reward mechanisms**

Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

Chapter 6: Promoting an Inclusive Mindset in the Public Sector to Leave No One Behind





Available at: https://unpan.un.org/node/1479

Toolkit on Government Innovation for Social Inclusion of People in Vulnerable Situations

Thematic Clusters & Modules

1. What is Vulnerability? Policy & Legislative Frameworks and Innovation Needs

- **Modules 1-4** Course introduction & self assessment, vulnerability and LNOB for achieving the 2030 Agenda, contextual challenges of vulnerability and opportunities, policy and legislative frameworks

2. Addressing Root Causes of Vulnerability: Action Perspectives & Governance

- **Modules 5-6** Identifying vulnerability, innovation toward inclusive and participatory governance

3. Innovating Public Services and Enabling Ecosystems for Social Inclusion

- **Modules 7-8** Innovating public service, digital government and frontier technologies
- **Module 9** Inclusion of vulnerable groups during public health emergencies
- **Module 10** Creating an enabling ecosystem for empowering vulnerable groups

4. Capacity Development: Enabling Engagement and Enhancing Social Inclusion

- **Modules 11-12** Developing public sector capacity, innovation project and Action Plan

5. Implementing Innovation and Tracking & Monitoring the Impact of Government Innovation

- **Modules 13-14**: Financing and partnerships, monitoring and evaluation
- **Module 15**: Lessons learned and next steps

Toolkit available at:
https://unpan.un.org/node/585

Thank you

Break-out sessions' engagement:

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① ***What are the key values that should guide an inclusive mindset in Guyana to promote effective, inclusive and accountable institutions and public service delivery?***

② ***What are the key beliefs (what you hold to be true, such as people have a right to be provided services in an equitable manner) that should guide an inclusive mindset?***

③ ***What are the key attitudes that inclusive mindset leaders should display?***

④ ***What behaviors are needed to promote inclusive mindset that will help achieve Guyana's vision and the SDGs?***

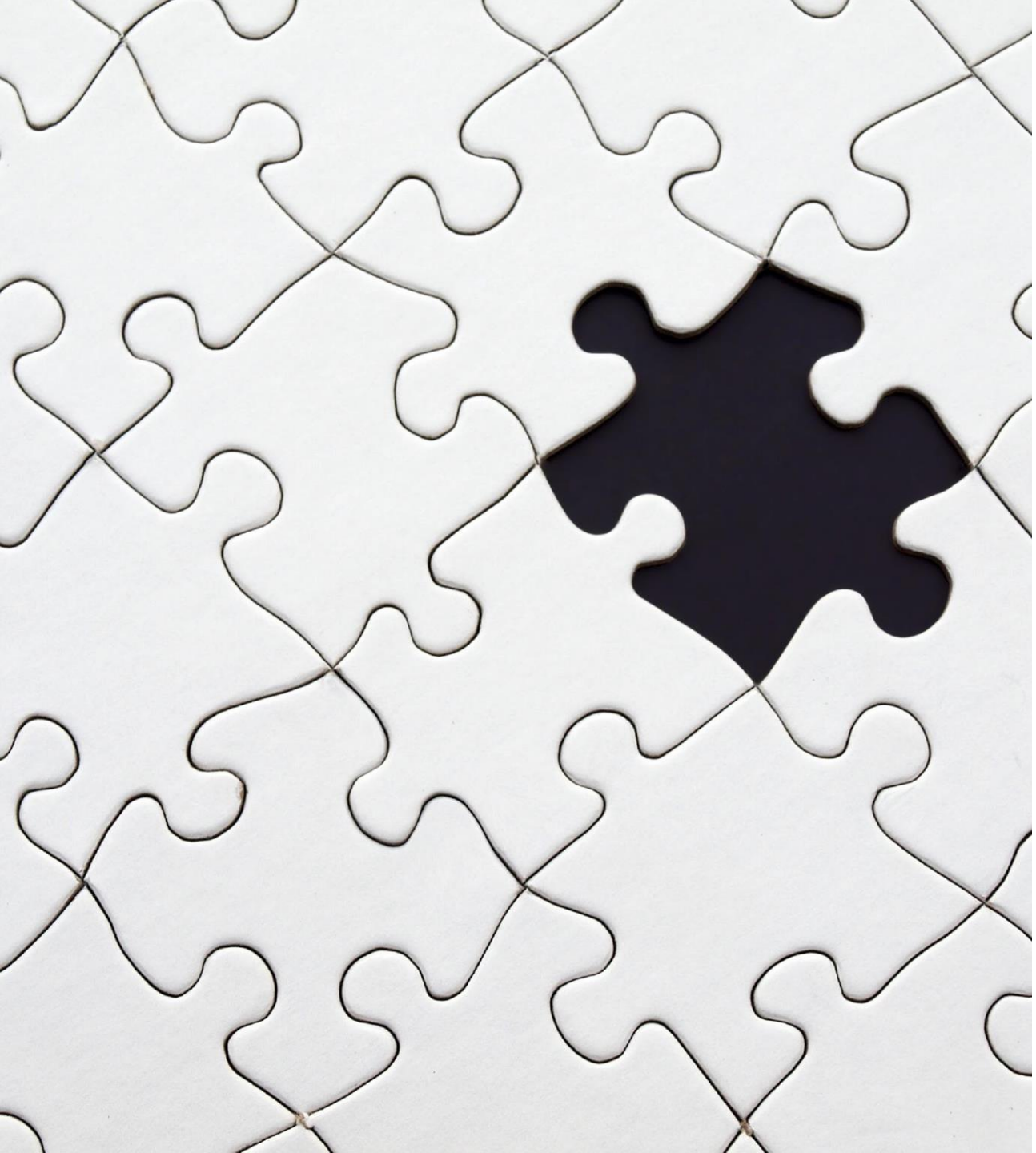
3. **What are the challenges of promoting an inclusive mindset?**

Reporting Back

10:25 – 10:35 am [2 mins * 5 groups]
(10 mins)

Experimental/ Innovation Mindset

10:35 – 11:05 am (30 min)	**Presentation (5 min) & Activity (20 min) and Reporting Back (5 min)** **Stefania Senese, Governance and Public Administration Officer, DPIDG, UN DESA** **and Ana Thorlund, Governance and Public Administration Officer DPIDG/UNPOG, UN DESA**

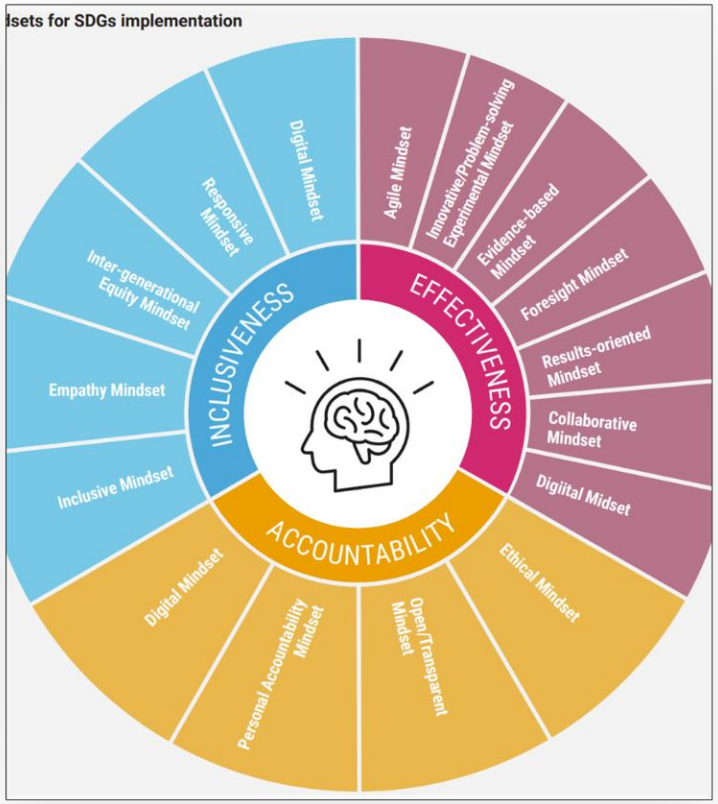


The Importance of an Innovation/Experimental Mindset

Stefania Senese and Ana Thorlund

What is an Innovation/Experimental Mindset?

INSTITUTIONAL EFFECTIVENESS			
MINDSETS	BELIEFS	ATTITUDES	COMPETENCIES
Innovative/ Problem-solving Experimental Mindset	Human capacities are not fixed; it is possible to continuously improve through efforts and learning.[28]	Is a risk-taker, eager to experiment, problem-solver, creative, resilient, driven and motivated to achieve excellence, thinking outside of the box.	An experimental problem-solving/experimental mindset is characterized by **strategic problem-solving** to develop and break down problem scenarios to ensure solutions that can be presented in a stepwise approach towards the achievement of a target; **creativity** to actively seek to improve programmes or services, offering new and different options to solve problems and meet client/citizen needs and **innovation** to value the improvement of process and new solutions in work situations, while perceiving different and novel ways to deal with public challenges and opportunities.



Finland

Experimentation as mindset in both government planning and among citizens

UAE

Experimentation as mindset to foster radical experiments to explore new horizons of value creation

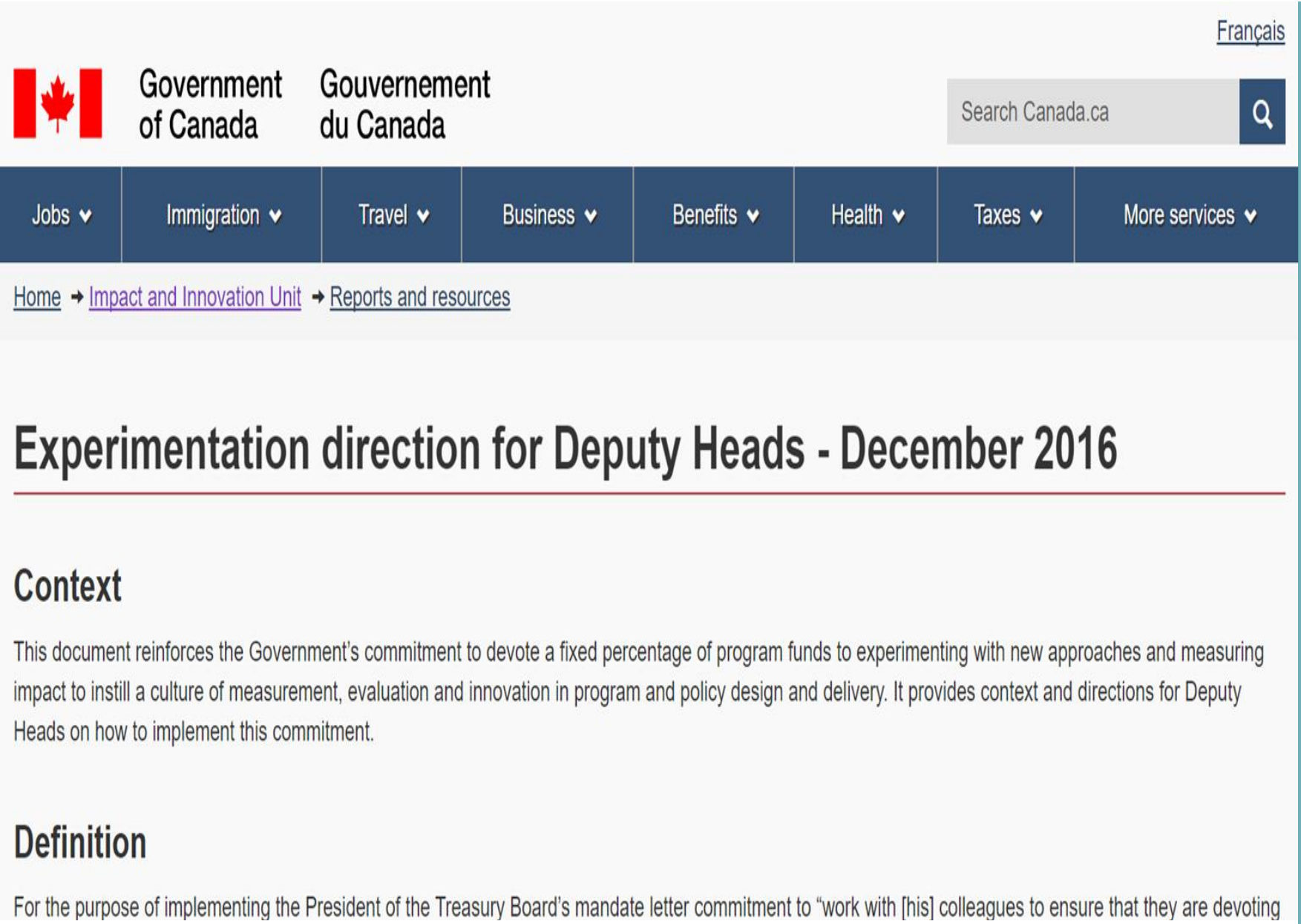
Republic of Korea

Experimentation as a “listening” mindset to understand citizens better and experiment with their input and ideas

Colombia

Experimentation as a new mindset of planning: developing the next national development plan through experimental explorations

United Nations | Department of Economic and Social Affairs



Canada

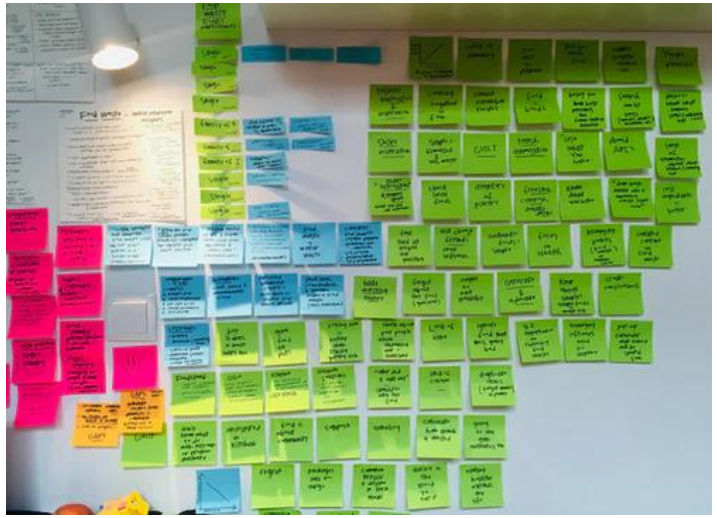
Experimentation as a new political mindset and mandate: a political ambition and structural mandate to experiment within core programmes

United Nations | Department of Economic and Social Affairs

An Innovation mindset is based on a methodology that thrives with …

teamwork

meeting the users, yourself



Co-creation

prototyping solutions

failing frequently,
learning & moving on

The Growth Mindset is essential for Innovation

Stanford University psychologist Carol Dweck juxtaposed

The **Fixed mindset**: “I can’t do it”

vs

The **Growth mindset**: “I can’t do it yet”.

Key Features of the Growth Mindset

The view you adopt for yourself profoundly affects the way you lead your life.

The fixed mindset encompasses the belief that your qualities are fixed and this creates an urgency to prove yourself over and over.

People in a growth mindset thrive on challenges. They find success in doing learning and improving.

"Everyone is actually a mixture of fixed and growth mindsets, and that mixture continually evolves with experience. A "pure" growth mindset doesn't exist, which we have to acknowledge in order to attain the benefits we seek."

Carol Dweck

MINDSET = SET OF ATTITUDES WHICH INFORM HOW YOU PERCEIVE, UNDERSTAND AND ACT IN SITUATIONS

FIRST OF ALL... EACH OF US CAN HAVE BOTH MINDSETS

THAT CAN APPEAR AT DIFFERENT TIMES, DEPENDING ON THE SITUATION AND OUR EMOTIONAL STATE

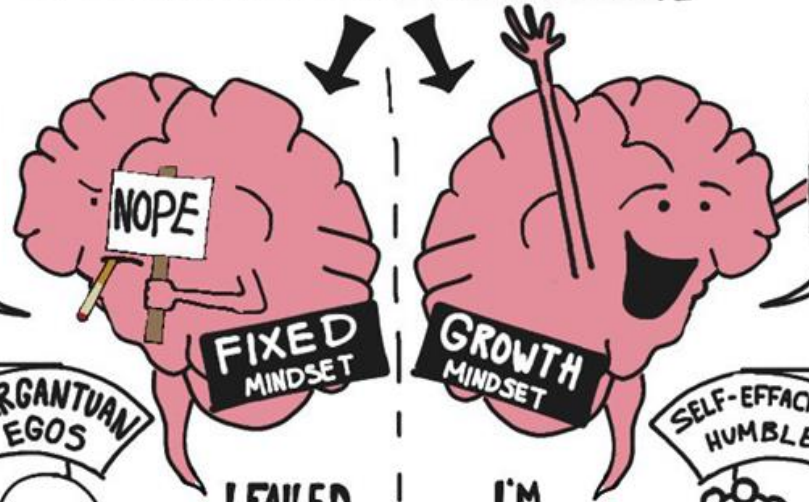
HOW TO RECOGNISE?

- GIVES UP AT FIRST SIGN OF FAILURE
- BLAMES OTHERS (OR TOOLS, ENVIRONMENT...) WHEN THINGS GO WRONG
- THREATENED BY AND JEALOUS OF THE SUCCESS OF OTHERS
- CHOOSES TO IGNORE CONSTRUCTIVE CRITICISM

FIXED FACT SHEET

- FEARS - FAILURE, LOOKING DUMB
- LOVES - VALIDATION & PRAISE
- SUCCESS = PROVING YOU'RE SMART
- SEES ABILITY AS A 'GOD' GIVEN GIFT
- GOOD OUTCOMES ARE A CONFIRMATION OF OWN BRILLIANCE

EFFORT IS FOR THOSE WHO DON'T HAVE ABILITY.



GROWTH FACT SHEET

- FEARS - GIVING UP AND NOT LEARNING
- LOVES - CHALLENGES
- SUCCESS - SELF DEVELOPMENT
- SEES - POTENTIAL AS UNKNOWN
- GOOD OUTCOMES ARE THE RESULT OF HARD WORK AND EFFORT

INTELLIGENCE CAN BE DEVELOPED!

HOW TO RECOGNISE?

- PERSEVERES IN THE FACE OF SETBACKS
- SEES EFFORT AS THE PATH TO MASTERY
- LEARNS FROM CONSTRUCTIVE CRITICISM
- FINDS LESSONS & INSPIRATION IN THE SUCCESS OF OTHERS

ORIGINS (THEORY)

YOU DID GREAT BECAUSE YOU ARE SPECIAL AND GIFTED — MESSAGE RECEIVED FROM INFLUENTIAL ADULTS WHEN YOUNG

ORIGINS (THEORY)

YOU COULD DO BETTER WITH MORE PRACTICE — YOU DID GREAT BECAUSE YOU WORKED SO HARD

FIXED M.S. LEADERS

GARGANTUAN EGOS

CONSIDER SELVES AS 'GENIUS-WITH 1000 HELPERS'

"If you disagree with me, you're just not smart enough to understand"

LEGACY & SELF

EVERYTHING ELSE

...WHEN IN REALITY IT TOOK TEAMS OF ENGINEERS, CHEMISTS, LAB STAFF - TRIALING & TESTING IDEAS, UNTIL THEY LEARNT WHAT WORKED.

I FAILED THEREFORE I'M A FAILURE

I'M A WORK IN PROGRESS

GROWTH M.S. LEADERS

SELF-EFFACING HUMBLE

- PASSION: TO GET THINGS DONE
- NURTURES EMPLOYEES
- NEVER STOPS TRYING TO BECOME QUALIFIED FOR JOB

VALUE IMPUT FROM OTHERS (EVEN CRITICISM)

WE THINK! NOT GROUPTHINK

HIRES FOR

ATTITUDE & MINDSET

- CURIOSITY • EMPATHY •
- HUMILITY • COURAGE • AGILE •
- IMAGINATION • RESILIENCE •
- POSITIVITY • CAN-DO •

HIRES FOR

TALENT & GENIUS

LIGHTBULB - SYNONYMOUS WITH INNOVATION: THE AH-HA MOMENT WHEN BRILLIANCE STRIKES A GENIUS INDIVIDUAL

I.E. T. EDISON "THE SOLO INVENTOR..."

WHAT DOES THIS MEAN FOR PSI?

FAILURE

NEED TO CHANGE THE MEANING OF 'FAILURE' - IF SOMETHING IS LEARNT FROM IT, ITS MOVED KNOWLEDGE ON.

BLAMEWORTHY ↔ PRAISEWORTHY

I.E. AMY EDMONSON'S GOOD & BAD FAILURE

EXPERIMENTATION

"WE DON'T KNOW IF THIS WILL WORK... BUT WE KNOW HOW WE CAN FIND OUT!"

PEOPLE CAN ONLY DO THIS IF ABLE TO FAIL

LEADERSHIP & CULTURE

IF YOU ONLY HIRE FOR TALENT, PEOPLE ARE FORCED TO PROVE THIS TALENT AT ALL TIMES. THEY'LL:

- HIDE WEAKNESS
- AVOID RISK
- FEAR FAILURE

'Everything is Fine'

IF YOU REWARD & INCENTIVISE HARD WORK, PESEVERANCE, GOOD QUESTIONS & PEOPLE TAKING INICIATIVE TO DO THINGS DIFFERENTLY - AND HIRE FOR

- YOU MAY HAVE A BETTER PROBLEM SOLVING CULTURE

THESE THINGS...

REFLECTION

PEOPLE ARE GENERALLY BAD AT ASSESSING THEIR OWN ABILITIES

ALL NEED A SAFE SPACE TO REFLECT > TO IDENTIFY WHERE AND HOW TO IMPROVE/DO THINGS DIFFERENTLY.

An Innovation Mindset requires Experimentation

An experiment is a structured process that helps us learn what works and what doesn't.

It is not the only form of learning but it is essential when seeking solutions to wicked problems.

Experimentation reduces risk by failing fast and early, allowing for detailed improvements and fine tuning and it is relatively cheap

An experiment always has these characteristics

Learning is the priority: creating better intelligence by testing ideas in reality

Testing or trialing a defined idea or hypothesis

A **structure**: a systematic process that allows learning to happen

Timelines: there are limits or checkpoints set from the start at which results are assessed and decisions made

How to encourage learning in your organization

Supportive learning environment	Concrete learning processes and practices	Reinforcing leadership behaviour
Psychological safety: To learn, people cannot fear being belittled or marginalized if they disagree or ask naive questions. They need to feel comfortable.	Learning environment arises from a series of concrete steps and widely distributed activities. It requires the generation, collection, interpretation and dissemination of information. I.e. experiments, intelligence gathering, technological trends, education and training. Knowledge must be shared across individuals, groups or the whole organisation - moving laterally or vertically.	When leaders actively question and listen to employees—prompting dialogue and debate—people feel encouraged to learn. If leaders signal the importance of spending time on problem identification, knowledge transfer, and reflective post-audits, these activities are likely to flourish. When leaders demonstrate through their own behavior a willingness to entertain alternative points of view, employees feel emboldened to offer new ideas and options.
Appreciation of differences: learning occurs when people become aware of opposing ideas.		
Openness to new ideas: Employees should be encouraged to take risks and explore the untested.		
Time for reflection: when people are overstressed their ability to think analytically and creatively is compromised. They need protected time to do this.		

https://hbr.org/2008/03/is-yours-a-learning-organization

UN Public Service Awards

Every Country can Innovate

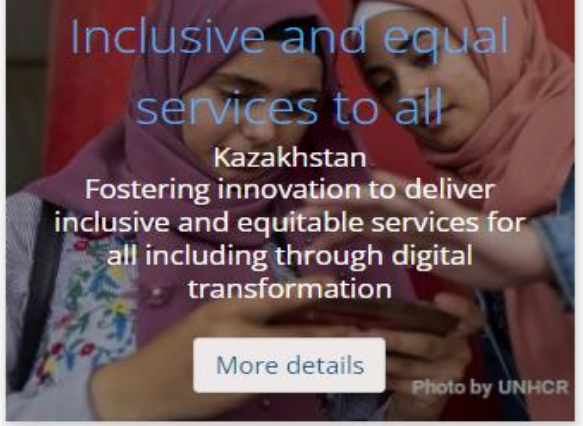
ICT Facilitates Innovation

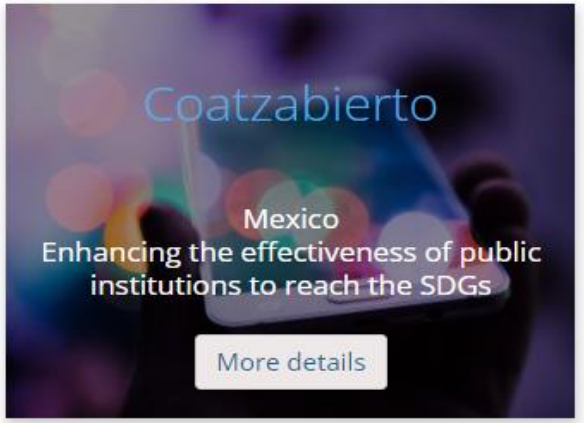
Public Sector Innovates

Innovation Breeds Innovation

United Nations | Department of Economic and Social Affairs

2021 UNPSA Winners





DESA | Public Institutions

United Nations | Public Service Innovation Hub

https://publicadministration.un.org/unpsa/database/

Home | Winners | UNPSA Initiatives and the SDGs | Analysis and Learning | UNPSA programme | Contact Us

For the latest United Nations information on the coronavirus (covid-19), go to www.un.org/coronavirus.

About the Public Service Innovation Hub

The Public Service Innovation Hub showcases the United Nations Public Service Awards (UNPSA) Initiatives nominated over the years and how they relate to the Sustainable Development Goals (SDGs). It also showcases UNPSA Winners since the adoption of the 2030 Agenda by all countries in the United Nations in 2015. The UNPSA programme was established in 2003 to bolster the recognition of Public Service Day, designated 23 June by the General Assembly in its resolution 57/277, adopted 20 December 2002. The UNPSA aims to promote and reward innovation and excellence in public services by recognizing the creative achievements and contributions of public institutions that lead to a more effective and responsive public administration in countries worldwide in support of sustainable development.

UN Public Service Award Winners

More details

Map of UN Public Service Award Winners

More details

UN Public Service Award initiatives and the SDGs

More details

United Nations Public Service Initiatives by SDGs and their Targets

Break-out sessions' engagement:

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3. **What are the challenges of promoting an experimental/innovation mindset? ?**

Reporting Back

11:00 – 11:05 am

Break

11:05 – 11:15am (10 min)

Digital Data Governance and Digital Mindset

11:15 – 12:00 pm (45 min)

Presentation (15 min) & Activity in Plenary (30 min)

Wai Min Kwok, Senior Governance and Public Administration Officer, DPIDG, UN DESA

United Nations | Department of Economic and Social Affairs

Capacity Development Training Workshop, Guyana

Digital Data Governance and Digital Mindset

Wai Min Kwok
Senior Governance and Public Administration Officer
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Introduction to digital data governance

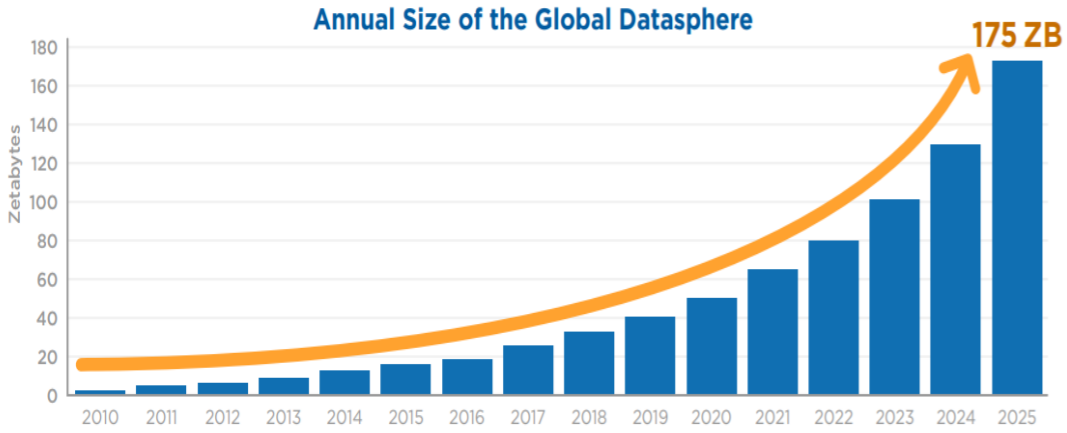
The term **data is simply defined as "facts and figures".** Each piece of data is a little fact that does not mean much on its own. The word data can be used for a singular fact or a collection of facts. It comes from the Latin word datum, meaning "something given or admitted especially as a basis for reasoning or inference"(*Merriam-webster online dictionary*)

Digital data is "a reinterpretable representation of information in a formalized manner, suitable for communication, interpretation or processing", which is authored by people or generated by machines/sensors, often as a by-product *(UN DESA, 2018)*

Data grows rapidly, will increase more than fivefold from 33 zettabytes in 2018 to **175 zettabytes in 2025**

Note: One zetta is a "1" followed by 21 zeroes

Close to 50 per cent will be stored in the public cloud (2020 UN E-Government Survey)



Paradoxes around government data:

1. Data is not only an **input**; but also **output** of e-government
2. Data is used in **both front- and back-office** of e-government
3. **Some data are used; many are not,** including those generated through e-services
4. Data is not used **optimally**; some are **misused**
5. While there is a **lack of data**, there is also **data and information overload**
6. Government's triple role: **producer, consumer and regulator** of data

*"With their ... **volume, variety, velocity and value**, data are sometimes referred to as **"oil" or "gold",** reflecting the perception that data represent the **fuel or currency** for government"*
***(**2020 UN E-Government Survey; chapter 6).*

Types of government data

Government data

Census and survey data

Administrative data

Open government data

Geospatial data

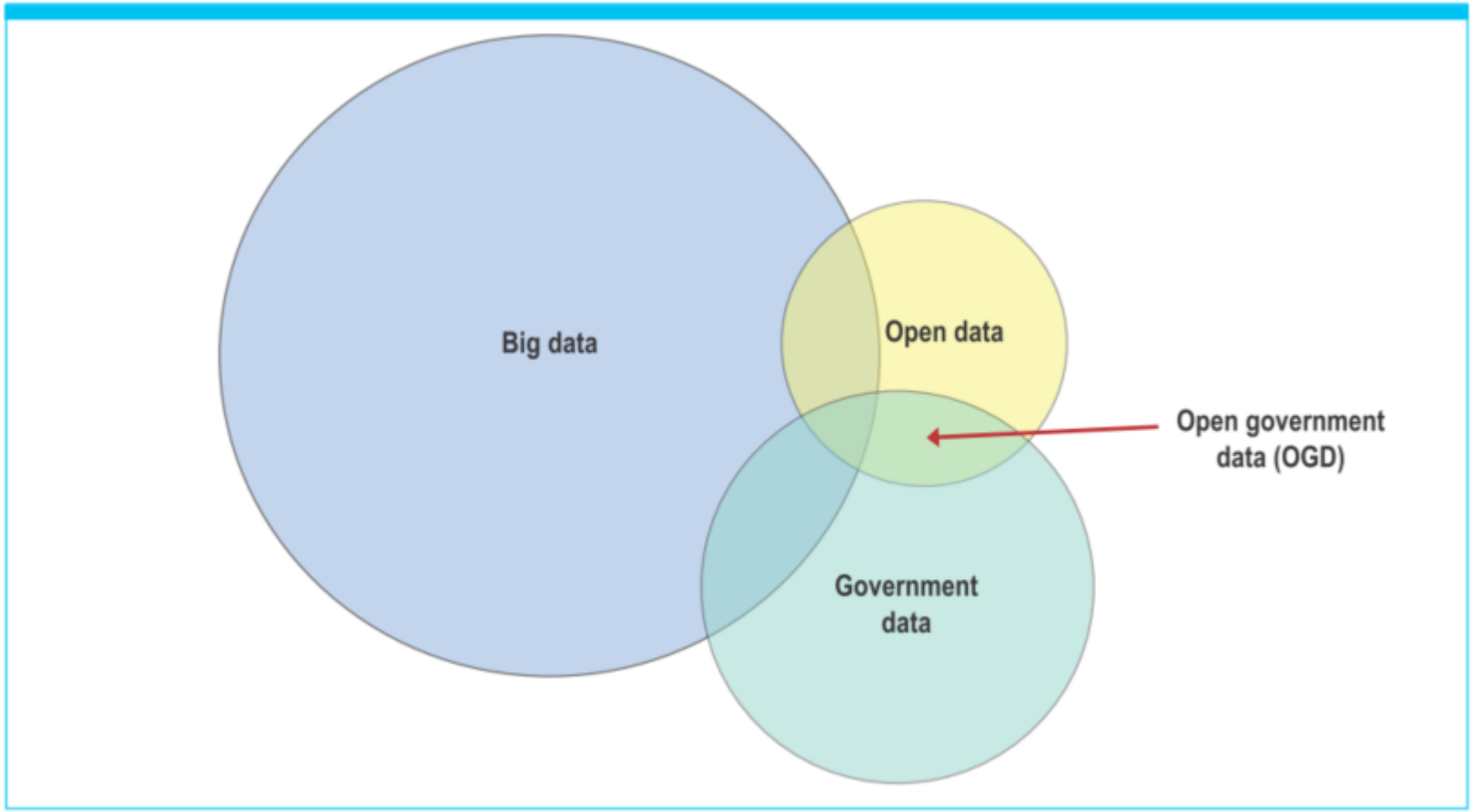
Real-time data

Big data

Public data

Private business data

Personal data



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The principles of effective data governance for sustainable development

Effectiveness

Accountability

Inclusiveness

	Commonly used strategies to operationalize the principles	
Essential elements and related principles	Direct relation to data governance, strategies or policies	Indirect relation to data governance, strategies or policies
Effectiveness: competence, sound policymaking, collaboration	• Data sharing • Investment in e-government • Strengthening national statistical systems • Monitoring and evaluation systems	• Strategic planning and foresight • Results-based management • Performance management • Financial management and control • Risk management frameworks • Science-policy interface • Network-based governance
Accountability: integrity, transparency, independent oversight	• Proactive disclosure of information • Open government data • Registries of beneficial ownership • Lobby registries	• Budget transparency • Independent audit
Inclusiveness: leaving no one behind, non-discrimination, participation, subsidiarity, intergenerational equity	• Data disaggregation • Universal birth registration	• Accessibility standards • Participatory budgeting • Multilevel governance • Strengthening urban governance • Long-term territorial planning and spatial development

Source: United Nations, Economic and Social Council, "Relating the principles of effective governance for sustainable development to practices and results: note by the Secretariat", E/C.16/2019/4 (23 January 2019), annex, available at https://undocs.org/en/E/C.16/2019/4.

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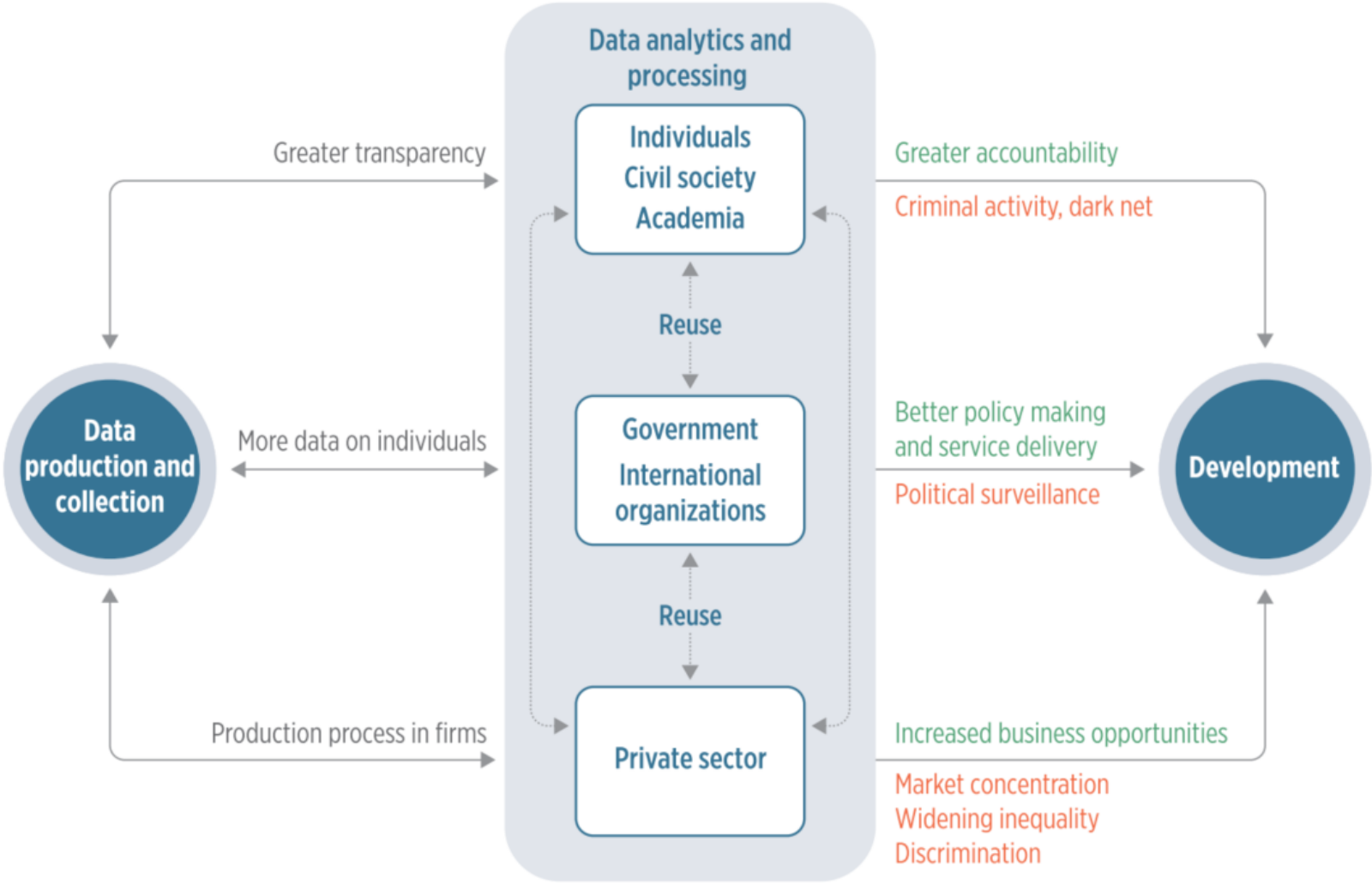
How can data support sustainable development



Source: WDR 2021 team.

Note: Positive impacts are shown in green; negative impacts are shown in red.

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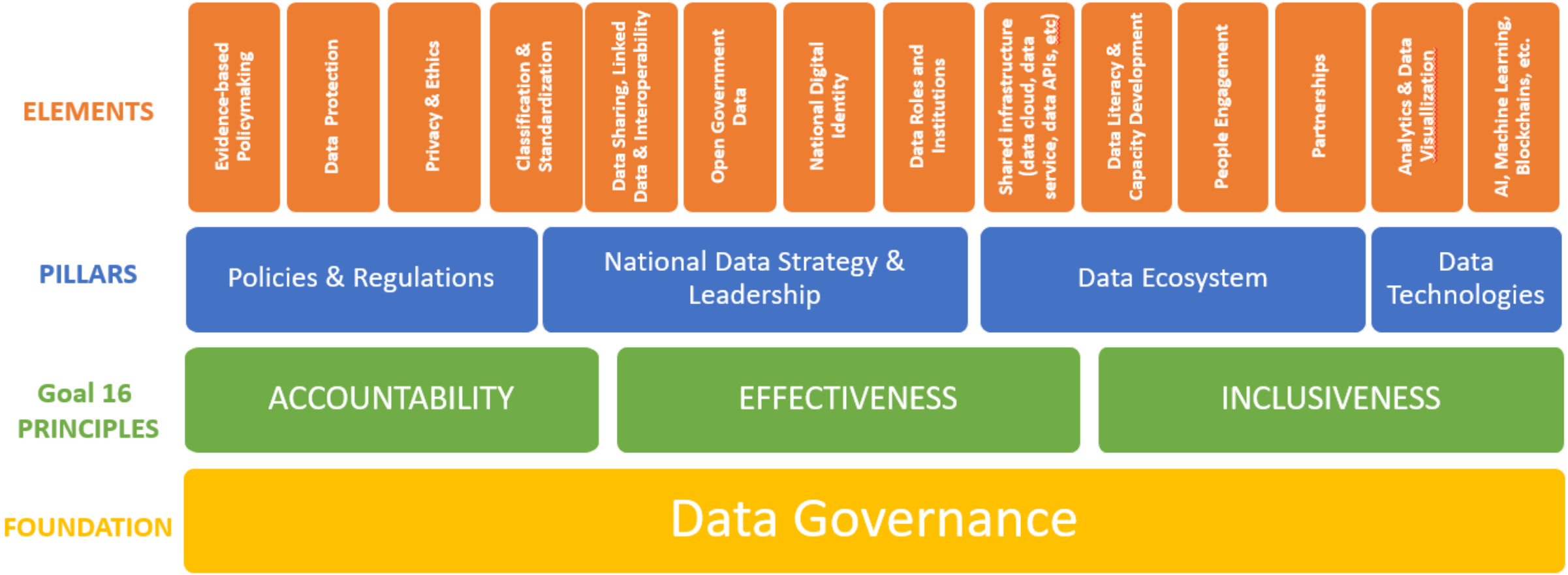
Data Governance Framework

Data Governance is the organization and implementation of **policies, procedures, structure, roles, and responsibilities** which outline and enforce rules of engagement, decision rights, and accountabilities for the effective management of data assets.



Source: UN E-Government Survey 2020, Chapter 6

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Key elements of data governance frameworks

Key elements	Description	Examples
Data Protection	Data protection is protecting data against unlawful or unauthorized processing, access, loss, destruction or damage.	General Data Protection Regulation, 2018; binding for European Union member States. This Regulation lays down rules relating to the protection of natural persons with regard to the processing of personal data and rules relating to the free movement of personal data.
Privacy & Ethics	Privacy and ethics approaches include data triangulation, data minimization, data anonymization, differential privacy, and the use of synthetic data	Australia's Privacy Act of 1988 (Privacy Act) was introduced to promote and protect the privacy of individuals and to regulate agencies
Classification & Standardization	Data standardization and classification are necessary to ensure the consistency and compatibility of data and data-related processes in the public sector, especially in integrated or whole-of government contexts.	In the Republic of Korea, policies and guidelines focusing on data classification and standardization have been established, enforced and amended over the years to address emerging trends

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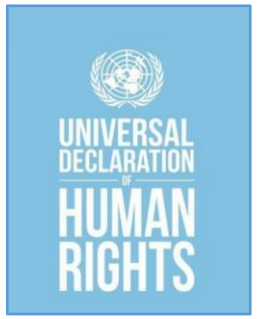
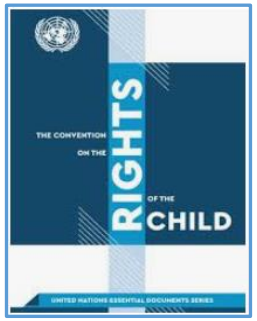
Key elements of data governance frameworks

Key elements	Description	Examples
Data sharing, linked data and interoperability	There are various options for sharing, linking or exchanging data through platforms that offer advanced digital services, such as data APIs, data services or data markets. For such platforms, integration is key, and connectivity is critical. The ability to integrate across multiple systems, including legacy systems, is also required, as is the application of data- or user-centric policies such as the once only principle for data provision.[5]	A review of the 2020 MSQs indicates that more than 60 percent of the countries supplying relevant responses (91 of 148) have put such policies in place.
National Digital Identity	Digital identity plays a central role in digital government development and data applicability, as it provides the basis on which data can be safely and securely shared within and between agencies to improve public services and their delivery.	The success of e-government systems in Estonia is largely attributed to the country's electronic identity (eID) system; all citizens are issued chipped identity cards that enable them to authenticate themselves electronically, obtain access to e-government and private services, and digitally sign documents
Shared infrastructure (data cloud, data service, data APIs, etc.)	A strong infrastructure is a critical factor for data governance. Without affordable and widely available high-speed broadband Internet and safe and secure access to new technologies, the development of data governance will be limited.	Many Governments have started to move their services to the cloud. In Singapore, the Government announced in 2018 that some of its IT systems and resources would be moved to a commercial cloud, and within five years most of its systems would be moved

Legal Identity for all





Universal Declaration of Human Rights (Art. 6)

"Everyone has the right to be recognized as a person before the law"

Convention on the Rights of the Child (Art. 7)

"The child shall be registered immediately after birth and shall have the right from birth to a name, the right to acquire a nationality[…]

International Convention on Civil and Political Rights (Art. 25(b))

"Every citizen shall have the right and the opportunity […] to vote and be elected at genuine periodic election…"

SDG Target 16.9 By 2030 provide legal identity for all including free birth registrations

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Key elements of data governance frameworks

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Data roles and institutions	Many Governments are now hiring data scientists, recognizing that their role in government is as essential as that of statisticians, information officers, economists and other quantitative social scientists.	In USA, the first chief data officer was appointed in 2015
Data literacy and Capacity development	Some Governments lack the requisite capacities to fully develop the potential of government data. Strengthening data literacy and capacities enables public administrators to navigate the new data realities, confidently pursueal identity plays a central role in digital government development and data applicability, as it provides the basis on which data can be safely and securely shared within and between agencies to improve public services and their delivery.	The Access-to-Information (a2i) initiative is the flagship programme of Digital Bangladesh.
Data partnerships	Partnerships constitute an essential component of the data ecosystem. Governments cooperate with public and private actors to drive data innovation for the creation or modification of e-services with the aim of increasing economic or social benefits or otherwise generating public value.	With the technological support of Alibaba, the Hangzhou municipal government, China developed health code in a short time to help governments identify people potentially exposed to COVID-19.

Data Governance

- Optimizing the use of data will **increase the productivity, accountability and inclusivity of public institutions**, in line with the principles embodied in Goal 16 of the 2030 Agenda.
- A data-centric government will also help **build trustworthiness and public trust.**
- **Many benefits around government data have yet to be realized,** especially in countries in special situations. The greatest obstacles to progress include a general lack of understanding of data and data science, low political priority and the absence of data leadership, resource constraints, and concerns about data quality, security and privacy.
- **Harvesting public value from data requires a long-term vision and approach** that involves mastering the economics and politics of data governance and management and effectively navigating the evolving data security and privacy landscape. As data governance encompasses much more than technical functions, Governments must employ **a holistic, whole-of-government approach in developing an overarching data governance framework, supported by a national data strategy/policy, strong data leadership and a data ecosystem.**

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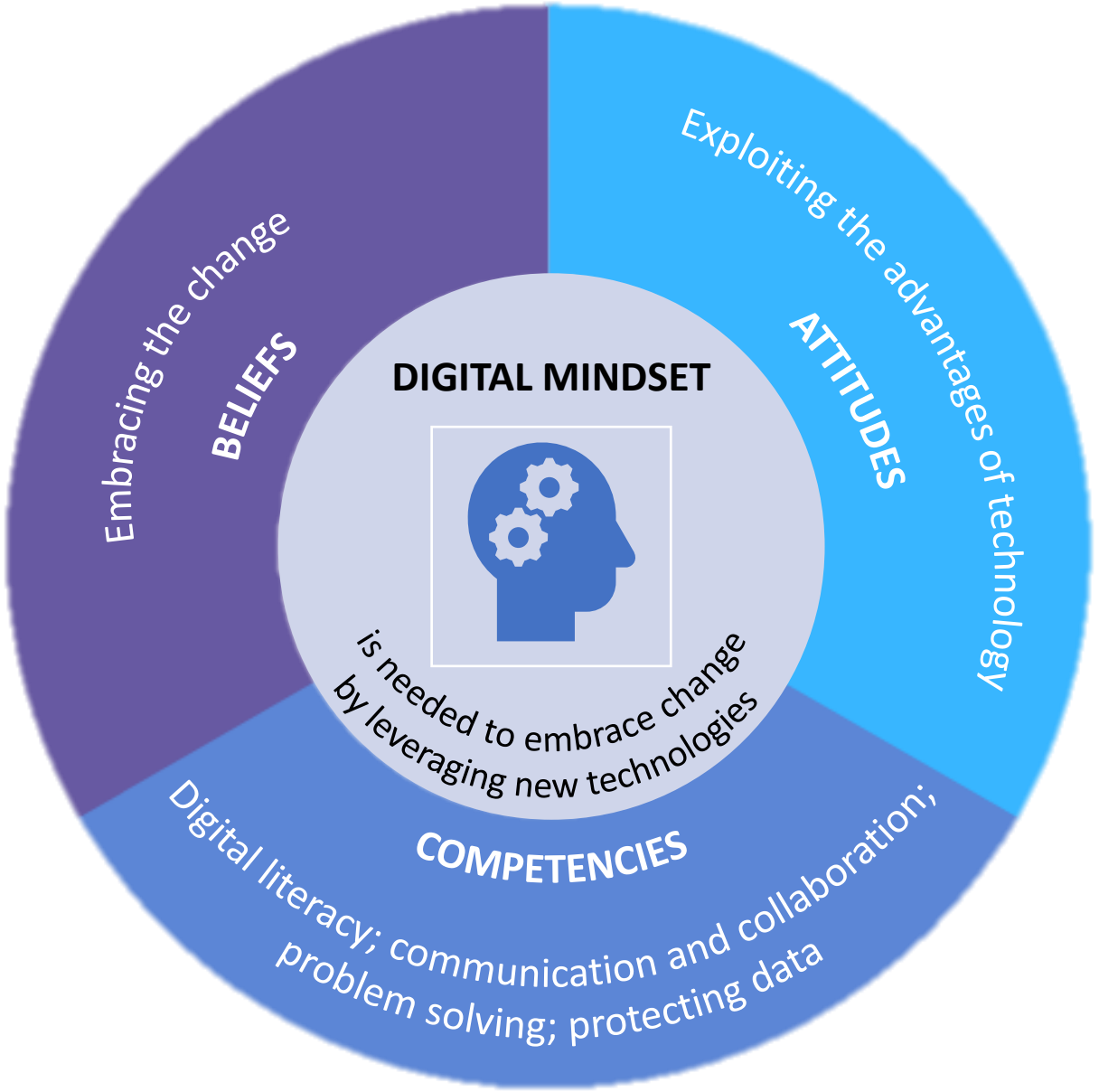
A **digital mindset** is not just the ability to use technology, but it is a set of behaviors and attitudes; it is a change of public institutions' capacities needed to **keep abreast of technological developments** and **understand the applicability (benefits and risks)** of digital technologies to solve complex problems.

Digital transformation

requires abilities to apply technology to appropriate tasks within government, seeking effectiveness, and transparency of government processes, reorganization of work, and continuous training.



Data Governance

This module presents an online training Toolkit on Data Governance, based on data and analytical findings of the 2020 UN E-Government Survey. The objective of the module is to empower public administrators and other stakeholders of digital government with knowledge and practical skills related to data governance to support the achievement of the UN Sustainable Development Goals (SDGs).

Examples of SDGs that can benefit from effective data governance include: Target 16.7 **"ensuring responsive, inclusive, participatory and representative decision-making at all levels";** Goal 16 **"to build effective, accountable and inclusive institutions at all levels";** *Target* 16.10.2 **"enhancing public access to information;** and Goal 9 **"industry, innovation and infrastructure"**. But, all SDGs can benefit from generating better data for monitoring and tracking progress.

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Thank You

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Questions for Break-out groups

1. **Why is a digital mindset needed for public sector transformation?**
2. **What are the key elements of a digital mindset?**

① ***What are the key values that should guide digital mindset in Guyana to promote effective, inclusive and accountable institutions and public service delivery?***

② ***What are the key beliefs (what you hold to be true, such as people have a right to be provided services in an equitable manner) that should guide an a digital mindset?***

③ ***What are the key attitudes that a digital mindset leaders should display?***

④ ***What behaviors are needed to promote digital mindset that will help achieve Guyana's vision and the SDGs?***

3. **What are the challenges of promoting a digital mindset?**

Group activity:

What are two challenges of promoting a digital mindset?

What are two opportunities of promoting a digital mindset?

Reporting Back

12:00 - 12:30 pm (30 min)

Facilitated by Wai Min Kwok, Senior Governance and Public Administration Officer, DPIDG, UN DESA

Summary of Key Insights by Facilitator

12:30 - 12:50 pm (30 min) **Alfred King, Permanent Secretary, Ministry of Education, Guyana**

Wrap-up and Reflection

12:50-1:00 pm

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

Evaluation Poll on Zoom

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

Thank you!