

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

30 March 2022

Welcome to Day 5

Good Morning

**10:00 - 10:05 am
(5 min)**

**Introduction by the Facilitator for the Day
Vladim Persaud, Permanent Secretary, Ministry of
Public Works, Guyana**

Objectives

Discuss the Key Elements of an Action Plan for Changing Mindsets to promote Innovation and Transformation in the Public Sector in Guyana:

- **Actions to Promote Digital Government Transformation**
- **Actions to Promote Institutional arrangements for policy coherence**
- **Actions to Promote Transformational leadership, Inclusive, Evidence-based, Innovation/Experimental, and Digital Mindsets**
- **Actions to promote new mindsets for innovation and digital government transformation at the Individual, Organizational and Institutional Level**

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 5 Agenda

10:00 – 10:05	Good Morning
10:05 – 10:25	How to Practically Apply the Learnings and Key Elements of an Action Plan
10:35 – 11:20	Break-out Groups and Activity
11:20 - 11:30	BREAK
11:30 - 12:50	Presentations in Plenary & Recommendations
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

How to Practically Apply the Learnings and Key Elements of an Action Plan

10:05 - 10:25 pm
(20 min)

Prof. Jacob Opadeyi, Consultant, Ministry of Public
Service, Guyana

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

30 March 2022

Day 5 - Action Planning

Towards a Roadmap for Digital Government Transformation, Innovation and New Mindsets in Guyana

PUBLIC SECTOR TRANSFORMATION IN GUYANA TO ACHIEVE THE SDGs

- The President of Guyana is committed to the 2030 Agenda and to ensure that the traditional sectors are not left behind.
- Commitment to changing mindsets and embracing change is very important.
- Political commitment for a happy and healthy workforce will promote effectiveness and efficiency in the public sector.
- Financing and access to financing.
- Inadequate legislation to support change.
- Weak institutional frameworks and arrangements for SDG implementation.

Political
Commitment

Vision

Challenges

Opportunities

- Guyana's vision is to be a fully modernized and digital country with the ability to work from anywhere.
- Many more facilities for education are needed.
- Moving officers across the country will be very helpful.
- More innovative incubators be established for small businesses.
- Use housing and scholarships to achieve gender equality.



United Nations

Department of
Economic and
Social Affairs



UNITED NATIONS
GUYANA



Ministry of
Public Service



Vision

Guyana's vision is to be a fully modernized and digitalized country and to be able to work everywhere.

Some actions:

- Use digital platforms for education at all levels and move forward to realize the SDGs.
- Promote e-governance across different ministries and digitize public services.
- Include staff appraisals, transfers and promotions in one centralized platform accessible to all.
- Promote smart policing: digitizing and setting up cameras at different locations for traffic infractions.
- Improve infrastructure: improve domestic tourism by connecting the hinterland with the cities.



United Nations

Department of
Economic and
Social Affairs

From Thinking to Action: Two general criteria to select the best solutions

VALUE: What net benefits will the proposed action (solution) bring and to whom?

FEASIBILITY

How likely is the successful completion and operation of this solution?

How big are the disruptions on the way?

This takes into account capabilities of implementation as well as obstacles.

RED is where most value probably lies

FEASIBILITY	Easy	You should have already taken these actions.	You should be taking these actions now!
	Difficult	You should postpone these actions.	You should seriously plan to make these actions happen soon.
		Low	High

VALUE



**United
Nations**

Department of
Economic and
Social Affairs

From Thinking to Action: Specific criteria to select the best solutions

Besides **Value** and **Feasibility**, there are often many criteria that are specific to the issue, such as:

Impact on a specific set of people (and ensuring nobody is left behind).

Impact on trust and transparency.

Fine-tuning the timing of implementation.

Managing temporary disruptions.

Impact on learning and ability to change.

... and many others according to each case.

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

Turning our Challenges into Actions

Group 1	Actions to Promote Digital Government Transformation based on National Capability Assessment
Group 2	Actions to Promote Institutional Arrangements for Policy Coherence
Group 3	Actions to Promote New Mindsets to Achieve Guyana’s Vision and the SDGs
Group 4	Actions to Promote New Mindsets for innovation at the Individual, Organizational and Institutional Levels

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

Actions to Promote Digital Government Transformation in Guyana
based on the Digital Government Capability Assessment

Group 1



PROFESSIONAL AND WORKFORCE DEVELOPMENT

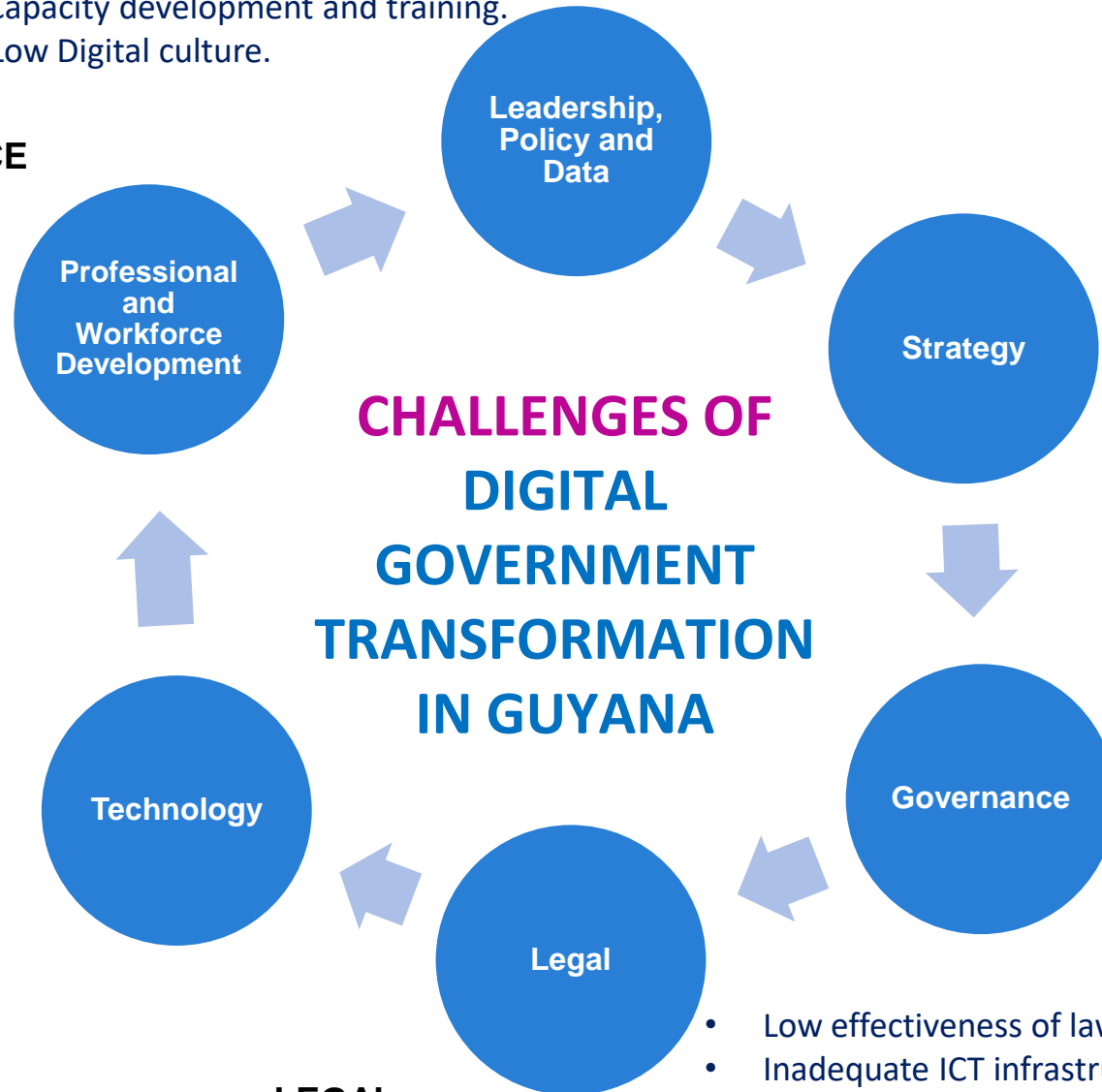
- Lack of adequate financial support for ICT colleagues.
- Training for junior staff is inadequate.
- Ministries, agencies, do not provide equal access to digital learning platform that supports skills.
- Ministries/agencies digital learning platform do not support development of soft skills like creativity and systems thinking.

TECHNOLOGY

- The main challenge is access to a reliable bandwidth and lack of a resilient ICT infrastructure.
- There is a need for comprehensive legislation for digital services.
- Reluctance of civil servants to use ICTs.

LEADERSHIP

- Weak commitment to reliable ICT Infrastructure.
- Capacity development and training.
- Low Digital culture.



LEGAL

- Inadequate human resources/capacity for digital government.
- Low citizen partnership in terms of building public confidence, trust in the use of ICT for the provision of services in the public sector.

STRATEGY

- Inadequate financial resources for digital government.
- Inadequate campaigns to increase citizens awareness and the use of e-services and e-participation.
- Implementation of an open government data strategy.
- Low interactive and integrated online services.

GOVERNANCE

- Lack of a single department or unit in charge of ensuring that the digital government strategy is being implemented by all departments and units of our Ministries/Agencies, and that they have the resources necessary to implement it.

Group 1 - Actions to promote Digital Government Transformation - Leadership

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Weak leadership commitment to robust ICT Infrastructure.	Example: Ensure that everybody both in the Hinterland and cities can access the Internet.	Example: There is a commitment from the leadership at the top level to invest in ICT infrastructure	Example: Access to the Internet for all.			
Need for capacity development and training						
Low digital culture		Example: A competency framework to identify and strengthen the appropriate knowledge, skills and attitudes required for a digital mindset for Innovation and Digital government				

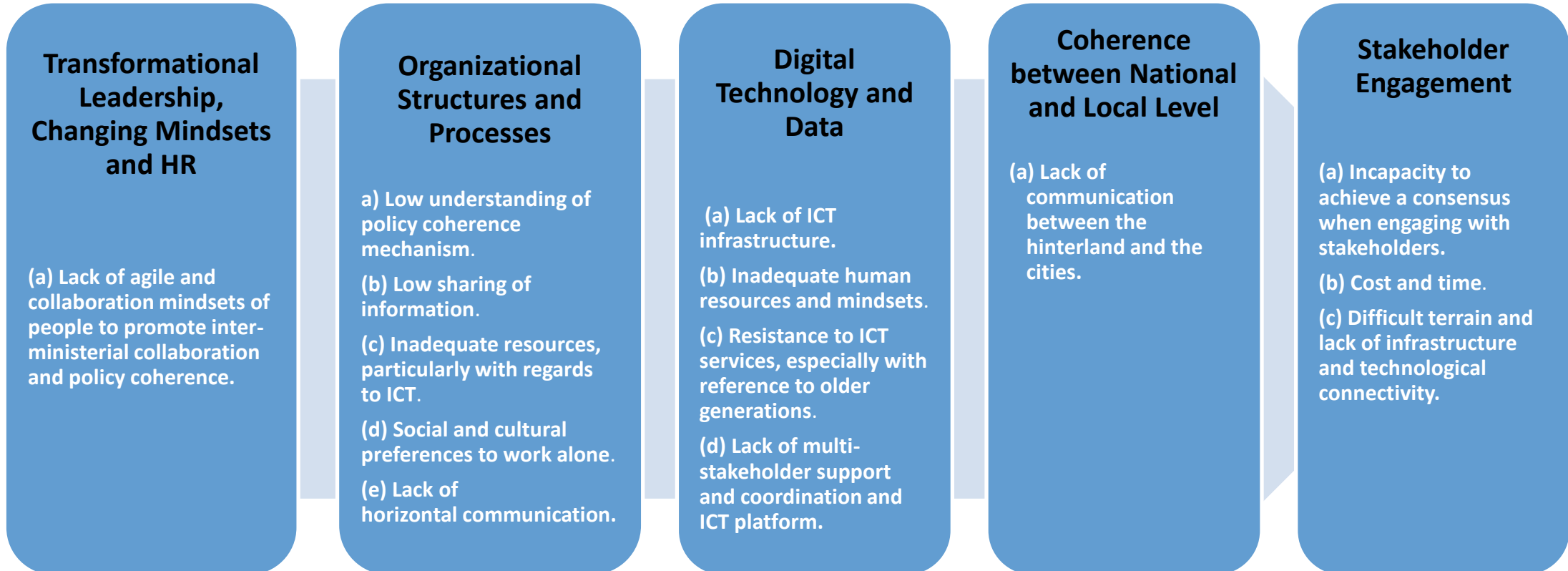
Day 5 - Action Planning for Changing Mindsets to promote Innovation, and Transformation in the Public Sector in Guyana

Group 2

Actions to Promote Institutional Arrangements for Policy Coherence

Institutional Coordination and an Agile and Collaboration Mindset for SDGs

Challenges:



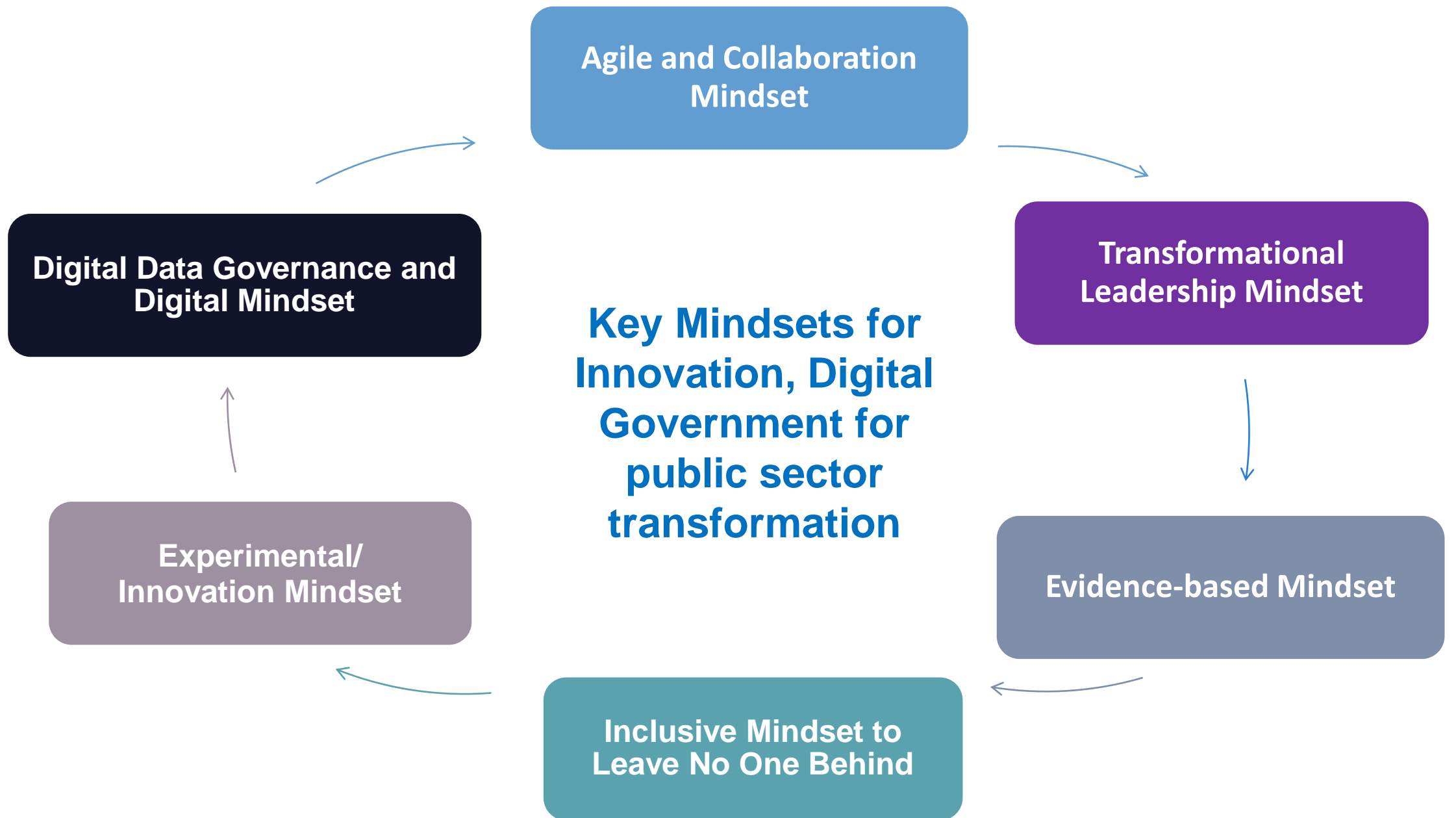
Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Organizational Structures and Processes

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Low understanding of policy coherence mechanism.						
Low sharing of information.						
Inadequate resources, particularly with regards to ICT.						
Social and cultural preferences to work alone.						
Lack of horizontal communication.						

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

Group 3

Actions to Promote New Mindsets to Achieve Guyana's Vision and the SDGs





Transformational Leadership Mindset Challenges:

- Resistance to change.
- Lack of Trust.
- Misuse of power and punitive mentality.
- Lack of a general plan for change and reluctance to accept feedback for a positive change.
- Cultural adjustment.

Evidence-based Mindset Challenges:

- Preconceptions for evidence-based thinking and approach.
- Inadequate systems in place to collect the data and Inadequate training.
- Lack of availability of data and inadequate resources.

Inclusive Mindset Challenges:

- a) Lack of capacities for inclusion and of digital skills, time and resources needed for training.
- b) Resistance to change.
- c) Inadequate policies and regulations which are archaic having an effective HR system then it is difficult to change mindsets
- d) Lack of collaboration with other stakeholders, ministries/agencies do not collaborate with each other. They operate in silos.
- e) Reaching out to people in the hinterland regions due to poor internet connection
- f) Change organizational culture- Overcoming individual biases, prejudices, stereotypes & discrimination. There are lots of social divides within many organizations.
- g) Lack of leadership commitment to inclusiveness.

Innovative Mindset Challenges:

- a) Instilling new mindsets for smart agriculture and changing the way farmers are doing farming and use new technologies.
- b) Lack of structures for change in experimental mindsets
- c) Lack of standardized platform for data sharing - Sometimes we do not use similar software and standardized platform and therefore when it comes to sharing information the information shared is not compatible
- d) Lack of culture of creativity and risk-taking
- e) Lack of effective leadership that focuses on creativity
- f) Lack of resources for experimentation' lack of reward system.

Digital Mindset Challenges

- a) **ICT infrastructure, bandwidth and connectivity**
- b) **Lack of effective leadership supportive of a digital mindset**
- c) **Insufficient funding when it comes to digitization and the costs is not budgeted for and therefore it is blocking digital mindset**
- d) **There is an underestimation of the importance of digitization and data-driven decision-making. We need to analyze our data and setting a digital mindset will aid an effective decision-making process.**
- e) **Lack of digital readiness in the public sector**
- f) **Moving towards to new technologies is a challenge like cloud technology and accepting new technologies would be very important**
- g) **Regulatory support that is necessary if we are serious about the promotion of the digital mindset**
- h) **Lack of resources, both financial and other, so we speak of training and partnerships with ministries, private sector and technical support from international organizations. We need budgetary allocations for hardware.**
- i) **Lack of a digital mindset due to fear of technology**
- j) **Security of data, how do we secure our data**
- k) **Data is kept in silos and paper form.**

Group 3 - Actions to promote Key Mindsets and Champions of Change – Transformational Leadership Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Resistance to change.						
Lack of Trust.						
Misuse of power and punitive mentality.						
Lack of a general plan for change and reluctance to accept feedback for a positive change.						
Cultural adjustment.						

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

Group 4

**Actions to Promote New Mindsets to Achieve Innovation
at the Individual, Organizational and Institutional Levels**

Group 4 - Actions to promote new mindsets for innovation and digital government transformation – Individual Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
	Example: Raise awareness of the 2030 Agenda and the 11 principles of effective governance for sustainable development	Examples: Update Public Service Code of Conduct and public service charters to include reference to the values of the 2030 Agenda and 11 principles Conduct training on the SDGs				
	Promote socially conscious leadership	Establish capacity building trainings to promote socially conscious leadership values, mindsets, and behaviours across the government				
	Define new mindsets to implement the SDGs and promote innovation and digital government, such as experimental, inclusive, digital, inclusive mindsets	Develop a new competency framework to guide public servants recruitment, behavior and performance Promote communication campaigns to promote new competency framework and mindsets				
	Adopt an innovation/agile and problem-solving mindset	Design and adopt a Public Service Charter for Innovation in Public Management Design and deploy training on experimental mindsets, creativity and evidence based decision-making that can lead to innovation				

Actions to deliver strategic objectives

What actions or changes should/will occur?

What outcomes are we expecting?

Who will carry out these changes?

When will they take place, and for how long?

What **communication** is necessary before, during and after implementation?

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.
-

6 Break-out Groups and Activity

10:25 – 11:20 am (55 min)

Each group to select a Facilitator and Rapporteur

Break-out Group 1: Actions to Promote Digital Government Transformation

Break-out Group 2: Actions to Promote Institutional arrangements for policy coherence

**Break-out Group 3: Actions to Promote transformational leadership, Evidence-based,
Inclusive, Experimental/ Innovation and Digital Mindsets**

**Break-out Group 4: Actions to Promote New Mindsets for Innovation and Digital
Government Transformation at the Individual, Organizational and
Institutional Level**

Break

11:20 – 11:30 am
(10 min)



Presentations in Plenary & Recommendations

(10 min per group, and 20 mins discussion)

**11:30 – 12:50 pm
(80 min)**

Facilitated by Vladim Persaud, Permanent Secretary, Ministry of Works, Guyana

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

Actions to Promote Digital Government Transformation in Guyana based on the Digital Government Capability Assessment



Group 1

Group 1 - Actions to promote Digital Government Transformation - **Leadership**

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Weak leadership commitment to robust ICT Infrastructure.	Example: Ensure that everybody both in the Hinterland and cities can access the Internet.	Example: There is a commitment from the leadership at the top level to invest in ICT infrastructure	Example: Access to the Internet for all.	5 years	Office of the PM	All Ministries, regions, agencies etc
Need for capacity development and training	Ensure everyone is equipped with ICT skills	<p>ICT training in all agencies budget</p> <p>One consistent training for all Ministries</p> <p>A competency framework to identify and strengthen the appropriate knowledge, skills and attitudes required for a digital mindset for Innovation and Digital government</p>	All of the parties will be adequately trained	Continuous	Public Ministries	All Ministries, regions, agencies etc

Group 1 - Actions to promote Digital Government Transformation - Leadership

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Low digital culture	Enhancing digital culture across agencies, promote national digital awareness	Promoting digital technology among leaders, motivate people, inclusive culture	Everyone embrace a digital culture	Continuous	Ministry of Education, schools system, etc	All Ministries, regions, agencies etc

Group 1 - Actions to promote Digital Government Transformation - Strategy

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Inadequate financial resources for digital government.	Ensure adequate funding are allocated for digital transformation	Prioritize budget for digital transformation	Strategy/programmes can be implemented without financial challenges	continuous	Ministry of finance	All ministries and regions, agencies
Inadequate communication campaigns to increase citizens awareness and the use of e-services and e-participation.	Enhancing public awareness	Actual public awareness Active stakeholders engagement in public service and digital transformation	Information reaching everyone in a timely manner	continuous	Department of Public Information, Office of the Prime Minister	All ministries and regions, agencies
Implementation of an open government data strategy.	All agencies aware of the strategy, with a workplan for implementation, consistent with the National workplan	Access, use and share of information Interlinking of Ministries and agencies for data sharing purposes	Implementation of the open government data strategy	continuous	Office of the Prime Minister	All ministries and regions, agencies
Low interactive and integration online services.		Ensure that online services are interactive and integrated with other				

Group 1 - Actions to promote Digital Government Transformation - Governance

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of a single department or unit in charge of ensuring that the digital government strategy is being implemented by all departments and units of our Ministries/Agencies, and that they have the resources necessary to implement it.	<p>Example: Establish a mechanism that is relevant and up-to-date in order to facilitate the coordination among different government all agencies.</p> <p>NDMA, Enhance the service they provide</p>	<p>Example:</p> <ol style="list-style-type: none"> 1. Increase budget allocation from MOF to support the ministries 2. Enhancing the capacity of officials at the specific agencies 3. Training on Agile and collaboration Mindsets of the officials. 	<p>Example:</p> <p>An inter-ministerial committee in charge of promoting coherent and integrated planning, policy making, implementation and M&E for digital government transformation is established.</p> <p>NDMA equipped and resourced to champion the digital Government transformation</p>	continuous	Office of the PM	All Ministries

Group 1 - Actions to promote Digital Government Transformation – Legal

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Low effectiveness of laws and regulations in the government sector and governing the ICT.	Drafting of new legislation Strengthening any existing legislation	Review/develop new legislation Amending all regulations, policies Enforcement of regulations	Better laws, better enforcement	continuous	Legal Affairs	All agencies
Inadequate ICT infrastructure.	Enhancing ICT Infrastructure across the country	Encourage new service providers	Better quality and availability of services	2 years the least	Office of the PM	All agencies
Inadequate human resources for digital government.	Enhancing Capacity development persons	Review of our current programmes that we are offering Offer more training, more scholarships on HR digital governance	A more enhanced and effective system	5 years	PSM and University of Guyana	All agencies
Low awareness, public relation, citizen partners in terms of building public confidence, trust in the use of ICT for the provision of	Enhance public awareness, public engagement	Awareness Campaign Incentives to private partners	Improve awareness and confidence in the digital transformation process among the society	continuous	Office of the PM	All agencies

Group 1 - Actions to promote Digital Government Transformation – Technology

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Access to a reliable bandwidth.	Improve the bandwidth available	More service providers Incentives to private providers for better bandwidth	Improve accessibility and service delivery	continuous	Office of the PM	All agencies
There is a need to establish a resilient ICT infrastructure.	Infrastructure that supports digital governance	Availability of funding for this programme Procurement of key equipment Having agreements that support resilient infrastructure	Better ICT Infrastructure and service delivery	continuous	Ministry of Finance	All agencies
There is a need for comprehensive legislation for digital services.						
Reluctance of civil servants to use ICTs.						

Group 1 - Actions to promote Digital Government Transformation – Professional and Workforce Development

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of Government adequate financial support for ICT colleagues.						
Training for junior staff is inadequate.						
Ministries, agencies, do not provide equal access to digital learning platform that supports skills.						
Ministries/agencies digital learning platform do not support development of soft skills.		Include appraisals, transfers and promotions in one centralized platform accessible to all.				

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

Group 2

Actions to Promote Institutional Arrangements for Policy Coherence

**Group 2 –Actions to Promote Institutional Arrangements for Policy Coherence –
Transformational Leadership, Changing Mindsets and HR**

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of agile and collaboration mindsets of people to promote inter-ministerial collaboration and policy coherence.	The need for inter-ministry collaboration, which is happening right now in an informal manner, need for culture change to promote collaboration and change in mindset	Continuous training, Stakeholder engagements, change management and inclusive leadership to promote voicing concerns and opinions.	More collaborative workplans, digital platform allowing access to data, change in culture to be opened to feedback while collaborating to achieve common goals and policies. Inter-Ministerial Committee with members from each Ministry.	1-3 years	MoF	All Ministries, Regions, Agencies

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Organizational Structures and Processes

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Low understanding of policy coherence mechanism.	Inclusive mindset, stakeholder buy-in and involvement, collaboration within Ministries and among Ministries	Stakeholder engagement, training sessions	Common understanding of policies and how we can help each other	1-3 years	MoF	All
Low sharing of information.	Addressing agencies operating in silo	Stakeholder engagement Point of contacts in each Ministry	Access to data and inter-agency sharing	1-3 years	NDMA	All
Inadequate resources, particularly with regards to ICT.	Training, and Financial investment in ICT infrastructure	Investing in ICT infrastructure and training of our people	Trained employees and infrastructure allowing for e-services in a more efficient and decentralised manner	1-3 years	MoF/NDMA/OPM/PSM	All
Social and cultural preferences to work alone.	Change management, motivation of teams, training	Incentives for team work, inclusive environment, team building activities	Teamwork towards innovative ideas and a transformative public sector	1-3 years	PSM	All
Lack of horizontal communication.	Inclusive mindset and sharing of information within the Ministries and departments	Team building activities, presentations from activity managers	Shared knowledge and efficient service delivery	1-3 years	ALL	All

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Digital Technology and Data

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of robust ICT infrastructure.	ICT Sector plan to address ICT infrastructure	Financial investment in ICT, inclusion in National Budget	ICT infrastructure to allow for data sharing as well as access for hinterland areas and e-services	1-5 years	NDMA/MoF /Min of Amerindian/OPM	All
Inadequate human resources and mindsets.	Training of our HR	Investing in our human resources, including the older generation to embrace digital technology.	Skilled workforce to provide efficient services in keeping with government’s policies	1-5 years	PSM/MoE/NDMA	All
Resistance to ICT services, especially with reference to old generations.	Culture change and reassurance in terms of legislation	Public awareness and changing legislation to address concerns	Confident population embracing E-services, the need for merged ICT services with the human aspect still present	1-5 years	All	all
Lack of multi-stakeholder support and coordination and ICT platform.	The need to inter-ministry collaboration, which is happening right now in an informal manner, culture change to promote collaboration	Training, Stakeholder engagements	More collaborative workplans, digital platform allowing access to data	1-3 years	MoF	All

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Coherence between National and Local Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of communication between the hinterland and the cities.	ICT infrastructure and trained personnel	Investment in ensuring all villages have access to ICT and trained persons	Shared information and access to services in hinterland areas	1-5 years	NDMA/Min of Amerindian/OPM	All

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Stakeholder Engagement

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Incapacity to achieve a consensus when engaging with stakeholders.	Stakeholder buy-in, public awareness	Engaging stakeholders and have an inclusive environment so that concerns can be raised and addressed	Supportive stakeholders and coordination of efforts towards the implementation of the policies	1-3 years	MoF	All
Cost and time of engaging stakeholders.	Stakeholder buy-in, public awareness, on the ground engagement	Utilising e-services where possible, meeting all stakeholder to ensure that there is relevant support and buy-in	Supportive stakeholders and coordination of efforts towards the implementation of the policies	1-3 years	All	All
Difficult terrain and lack of infrastructure and technological connectivity.	ICT infrastructure and trained personnel	Investment in ensuring all villages have access to ICT and trained persons	Shared information and access to services in hinterland areas	1-5 years	NDMA/Min of Amerindian/ MoE/MoPW	All

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Organizational Structures and Processes

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Low understanding of policy coherence mechanism.	sensitization should be given the highest priority	sensitization Awareness raising		not addressed		
Low sharing of information.	More awareness programs Use different forms to ensure sharing of information	Ensure sharing is done across all sections so that no one is left behind Establish a unit to disseminate info	better decision making More inclusive Less disconnected and better involvement			
Inadequate resources, particularly with regards to ICT.	Funding Building HR capacity	Make budget requests Partnering with other sectors Work with international bodies Training	Improved ICT infrastructure Better service delivery Improved inter-agency interaction			
Social and cultural preferences to work alone.	Culture shift as a priority	Promote benefits of team work and collaboration Delegate tasks on a project so they	Better efficiency and results Less specialization and change in			

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Digital Technology and Data

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of robust ICT infrastructure.	funding Legislation to be amended Regulatory framework to provide support Support required at ALL levels and including ALL stakeholders	Decision should come from highest level to get the formal buy-in 2. Regulatory framework amended/ legal amendments Role of parliament = engagement of legal fraternity 3. Budgetary actions: funding to be made available	Utilize benefits of better infrastructure To speed up delivery, speed, time, efficiency			
Inadequate human resources and mindsets.	Training	training				
Resistance to ICT services, especially with reference to old generations						

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Coherence between National and Local Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of communication between the hinterland and the cities.	set up networks in hinterland areas Infrastructure to improve communication To improve interconnectivity Training to use technology	training Financial support Identify persons responsible 4 driving and engaging with stakeholders (MDMA)	better communication and faster delivery and access of services			

Group 2 - Actions to promote Institutional Arrangements for Policy Coherence – Stakeholder Engagement

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Incapacity to achieve a consensus when engaging with stakeholders.		build trust to get buy in Public awareness Engagement with stakeholders				
Cost and time of engaging stakeholders.						
Difficult terrain and lack of infrastructure and technological connectivity.						

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

Group 3

**Actions to Promote New Mindsets to Achieve Guyana's Vision
and the SDGs**

Group 3 - Actions to promote Key Mindsets and Champions of Change – Transformational Leadership Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Resistance to change.	<ul style="list-style-type: none"> - Prioritise people's values and beliefs - Effective communication 	<ul style="list-style-type: none"> - stakeholder involvement at every level of management - sharing benefits of all prospective plans - set defined and clear targets - be persuasive. engage employees by being an energized leader. Focus on opportunities and persuade rather than assert authority. The leader could share success stories that focus on positive change or outcomes 	Stakeholder participation which would result in more informed participants working towards cleared and defined goals and objectives	short to medium term	Ministry of Public Service	All Ministries

Group 3 - Actions to promote Key Mindsets and Champions of Change – Transformational Leadership Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of Trust.	Build up confidence	training	More participation and involvement	Short to medium term	Ministry of Public Service	All Ministries
Misuse of power and punitive mentality.	control mechanisms/ legal framework	Leadership training, Develop code of ethics	to moderate behavior as it relates to the use of modern behavior of management, ensure everyone is treated fairly	Short to medium term	Ministry of Public Service	All Ministries
Lack of a general plan for change and reluctance to accept feedback for a positive change.	Framework/ Blue print for change	Have consultations to develop change, Implementation of plans	comprehensive action plan for change, how it will benefit all stakeholders and implementation by all involved	Medium to long term	Ministry of Public Service	All Ministries
Cultural adjustment.	Changing the mindset	Develop use of a system that is modern, inclusive and digitized; Sensitization seminars to educate persons of reasons for change	smooth transition of cultural change adapting to a new modern and digital environment	Ongoing	Ministry of Public Service	All Ministries

Group 3 - Actions to promote Key Mindsets and Champions of Change – Evidence-based Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Preconceptions for evidence-based thinking and approach.						
Inadequate systems in place to collect data and inadequate training.						
Lack of availability of data and inadequate resources.						

Group 3 - Actions to promote Key Mindsets and Champions of Change – Inclusive Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of capacities for inclusion and of digital skills, time and resources needed for training	Champions of change for inclusive mindsets					
Resistance to change						
Inadequate policies and regulations which are archaic having an effective HR system then it is difficult to change mindsets						
Lack of collaboration with other stakeholders, ministries/agencies do not collaborate with each other. They operate in silos.						

Group 3 - Actions to promote Key Mindsets and Champions of Change – Inclusive Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Reaching out to people in the hinterland regions due to poor internet connection						
Change organizational culture- Overcoming individual biases, prejudices, stereotypes & discrimination. There are lots of social divides within many organizations.						
Lack of leadership commitment to inclusiveness						

Group 3 - Actions to promote Key Mindsets and Champions of Change – Experimental Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Instilling new mindsets for smart agriculture and changing the way farmers are doing farming and use new technologies.		If we cannot target the present farmers, we can target the children of the farmers and introduce agriculture science and partner with education ministry and encourage children to change.				

Group 3 - Actions to promote Key Mindsets and Champions of Change – Experimental Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
<p>Lack of structures for change in experimental mindsets</p>	<p>Ensure that the structures support innovative thinking and failure.</p> <p>We should not penalize people when they get things wrong as it is a learning process</p> <p>Move away from a fixed mindset and learn to experiment with failure and face the uncertainty.</p>					

Group 3 - Actions to promote Key Mindsets and Champions of Change – Experimental Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Lack of standardized platform for data sharing - Sometimes we do not use similar software and standardized platform and therefore when it comes to sharing information the information shared is not compatible						
Lack of culture of creativity and risk-taking	Create a culture of creativity					
Lack of effective leadership that focuses on creativity						
Lack of resources for experimentation' lack of reward system	Establish Awards for excellence in public service					

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
<p>ICT infrastructure, bandwidth and connectivity</p>	<p>Enhanced quality of services, people can access them from home</p> <p>Allows for more inclusiveness to be able to access to reach wider areas, regions and share information, data and ideas to have faster decisions and being inclusive in transforming mindsets</p> <p>Allow for better policy decisions because we would be able to access accurate information, think in a way for better decision-making and quick decision-making</p> <p>Allows for partnerships both internally as well as with the private sector and international organizations</p> <p>Allow to leverage a new thought process in solving our customers’ challenges because we are dealing with the private sector as the Ministry of Tourism</p> <p>Ensure more efficiency in servicing our stakeholders</p>					

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
<p>Lack of effective leadership supportive of a digital mindset</p> <p>There is an underestimation of the importance of digitization and data-driven decision-making. We need to analyze our data and setting a digital mindset will aid an effective decision-making process.</p>	<p>We need the requisite skills and competencies in the public sector if we want to promote a digital mindset this comes with training and re-training people to ensure we promote a digital mindset</p> <p>Standardized approach</p>	<p>Educate people in the departments because the benefits of using the cloud will be tremendous, we can have remote access to information via cloud storage</p> <p>Promote a vision for digital transformation and embrace digital mindsets</p>			<p>Higher than ministry level</p>	

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
<p>Lack of resources, both financial and other, so we speak of training and partnerships with ministries, private sector and technical support from international organizations. We need budgetary allocations for hardware</p>	<p>Promoting a green economy and less use of paper, reduced cost of printing and across the ministries and regions our registry department it is a challenge and if we can have a digital government, we would have one registry to access reports and files (one record system)</p> <p>Cloud storage is important for when you have disasters, and we need to get passed the fear of using the cloud to store our data</p>	<p>If we can store data on cloud storage it would give a better opportunity for who works out in the fields and interface without having to use the simple cell phone to access data, open standards and open data</p>				

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Insufficient funding when it comes to digitization and the costs is not budgeted for and therefore it is blocking digital mindset						
Lack of digital readiness in the public sector						
Moving towards to new technologies is a challenge like cloud technology and accepting new technologies would be very important						

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Regulatory support that is necessary if we are serious about the promotion of the digital mindset						
Lack of a digital mindset due to fear of technology	A digital mindset and digitalizing would enable us to do business easier, particularly investors would look at this and do business in our country and this can certainly help us and reach international standards and interact with government agencies other countries					

Group 3 - Actions to promote Key Mindsets and Champions of Change – Digital Mindset

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
Security of data, how do we secure our data						
Data is kept in silos and paper form	Environment- We want to go green, so it is sustainable, meaning that we can do this and reduce paperwork and help with storage and we would need the huge filing cabinets that we have. Also, reducing operational costs.					

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

Group 4

Actions to Promote New Mindsets to Achieve Guyana's Vision and the SDGs at the Individual, Organizational and Institutional Levels

Group 4 - Actions to promote new mindsets for innovation and digital government transformation – Individual Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
	Example: Raise awareness of the 2030 Agenda and the 11 principles of effective governance for sustainable development	Examples: Update Public Service Code of Conduct and public service charters to include reference to the values of the 2030 Agenda and 11 principles Conduct training on the SDGs				
	Promote socially conscious leadership	Establish capacity building trainings to promote socially conscious leadership values, mindsets, and behaviours across the government				
	Define new mindsets to implement the SDGs and promote innovation and digital government, such as experimental, inclusive, digital, inclusive mindsets	Develop a new competency framework to guide public servants recruitment, behavior and performance Promote communication campaigns to promote new competency framework and mindsets				

Group 4 - Actions to promote new mindsets for innovation and digital government transformation – Individual Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
	Adopt an innovation/agile and problem-solving mindset	<p>Design and adopt a Public Service Charter for Innovation in Public Management</p> <p>Design and deploy training on experimental mindsets, creativity and evidence based decision-making that can lead to innovation</p> <p>HR Department to have a more strategic role to attract the best talent in the public sector</p>				
	Nurture champions of change for digital government transformation, innovation and changing mindsets	Establish an Award programme at the national level to help uncover champions of change and share and upscale innovative practices				

Group 4 - Actions to promote new mindsets for innovation and digital government transformation – Organizational Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
	<p>Ensure there is coherence between public servants' values and those of the government's vision for public sector transformation</p>	<p>Assess by using diagnostic tools public servants' mindsets, their values, inspiration and behaviors to inform the design of structures and processes to advance innovation and digital government transformation</p>				
	<p>Use behavioral insights methodologies to promote organizational change</p>	<p>Design changes in the public sector organizational culture, environment and choice architecture to foster changes in mindsets, such as inclusive, digital, etc. For example, have posters reminding people of the values of the new mindsets or screensavers with those mindsets.</p>				

Group 4 - Actions to promote new mindsets for innovation and digital government transformation – Institutional Level

Challenges	Priorities	Actions	Key Outcomes	Timeline	Lead Ministry	Relevant Participating Ministries
	<p>Link performance management with the new mindsets needed to promote innovation and digital government transformation</p>	<p>Create a link between personal performance goals and appraisal indicators to organizational goals and mindsets</p> <p>Develop a caring culture in the public sector and increase the engagement of public servants to promote inclusive and empathic mindsets to provide better services to the people.</p>				
	<p>Promote policies and regulation for strategic human resources management and training that focus on the new mindsets needed for innovation and digital government transformation</p>	<p>Devise new policies and regulations to ensure that human resources strategies for recruitment, advancement in career, and life-long-learning reflect the new mindsets needed. Policies should promote design-thinking methods, such co-creation, prototyping, testing and an inclusive, multi-stakeholder approach, ensuring that diverse perspectives are represented and reflected.</p> <p>Promote networking with schools of public administration and academia.</p>				

Wrap-up and Reflection

12:50-1:00 pm

Transforming our learning into action

Make a summary of your notes and commitments this week

My key insights

1

Actions we should take in my organization

2

Actions that I will take

3

What I am **still curious** about

4



Developing an action plan

This tool is to help you develop a plan to embed new behaviours, mindsets and ways of working into your team, department or organisation.

Goal: What is the change you want to see in your team/department/organisation?

Actions steps What actions will you need to take to implement the change you want to see?	Persons responsible Who will you need to work with to achieve this?	Resources required What are the resources (people, funding, time, space, etc.) to complete these action steps?	Progress indicators How will you know you are making progress?	Completion date When will this step be completed?	Evidence of success How will you know it has been completed successfully?

Actions we should take in my organization

2

Evaluation Poll on Zoom

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

Thank you!