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 6 – The Way Forward: Priorities and Actions for Change

31 March 2022

Division for Public Institutions and Digital Government

1

Welcome to Day 6

Good Morning

10:00 - 10:05 am   **Introduction by the Facilitator for the Day**
(5 min)

                           Sharon Roopchand-Edwards, Permanent Secretary, Ministry of Tourism, Industry & Commerce, Guyana

Objectives

Discuss and agree on key recommendations for follow up actions

- **To Promote Digital Government Transformation**

- **To Promote Institutional arrangements for policy coherence**

- **To Promote Transformational leadership, Evidence-based, Inclusive, Innovation, and Digital Mindsets**

- **To Promote New Mindsets for Innovation and Digital Government Transformation at the Individual Level, Organizational Level, 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 6 Agenda

Time	Item
10:00 – 10:05	Good Morning
10:05 – 10:25	Presentation of the Outcomes of the Sessions and Recommendations
10:05 – 11:05	Discussion in Plenary Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana
11:05 – 11:15	BREAK
11:15 – 11:45	Continuation of the Session: Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana
11:45 – 11:55	Personal Reflections and Commitments
11:55 - 12:10	The Way Forward for Innovation, Digital Transformation and Changing Mindset in Guyana's Road Map
12:10 - 12:25	Concluding Remarks

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.

Anxiety Zone

Learning Zone

Comfort Zone

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

Fuzzy front end

Presentation of the Outcomes of the Sessions and Recommendations

10:05 – 10:25 am (20 min)   **Ms. Soyinka Grogan, Permanent Secretary, Ministry of Public Service, Guyana**

Recommendations for Changing Mindsets to Promote Innovation, Digital Government, and Transformation in the Public Sector in Guyana

Ms. Soyinka Grogan, Permanent Secretary, Ministry of Public Service,

Our Journey to Develop a Road Map for Public Sector Transformation
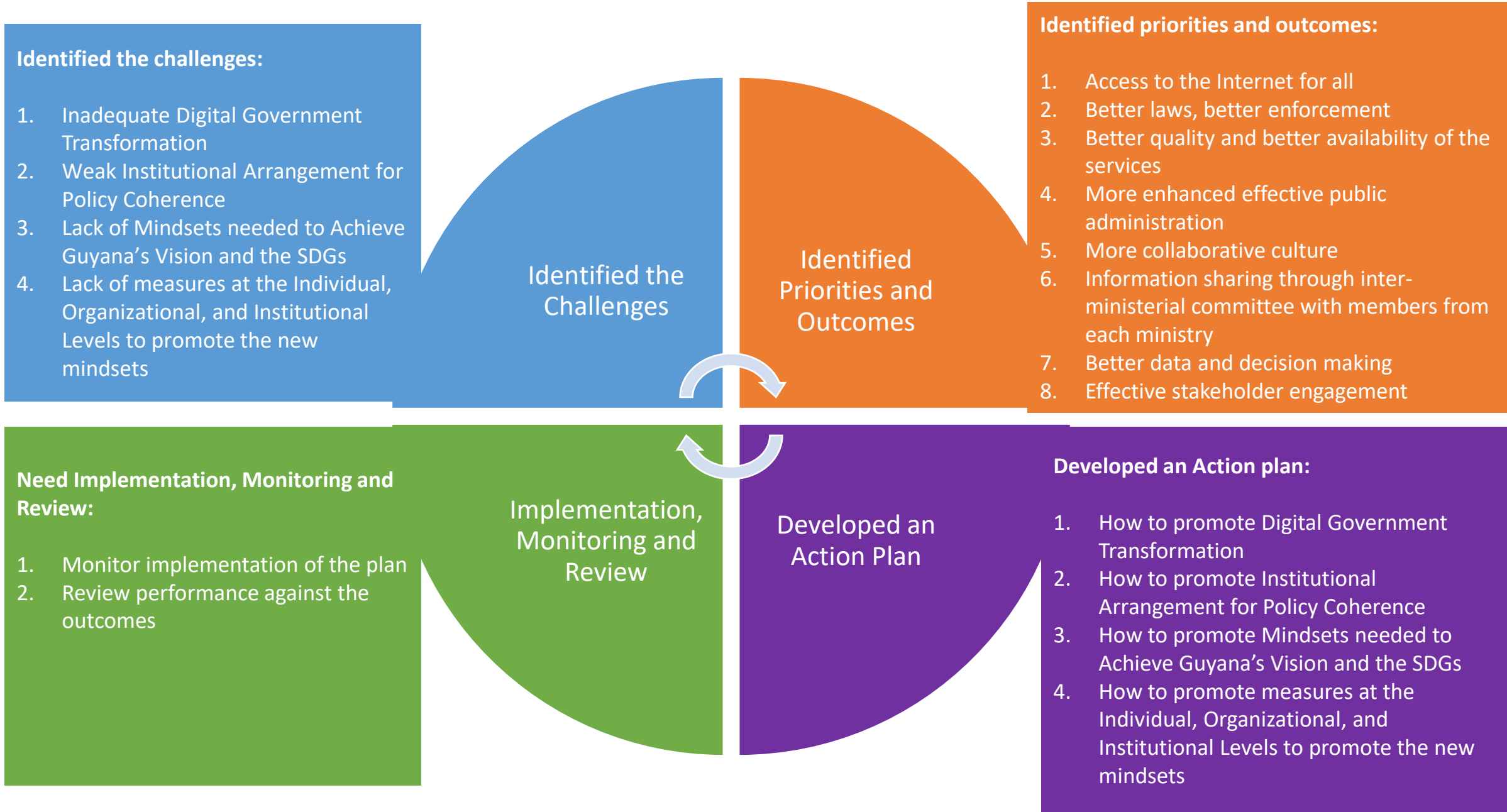
Identified the challenges:

1. Inadequate Digital Government Transformation
2. Weak Institutional Arrangement for Policy Coherence
3. Lack of Mindsets needed to Achieve Guyana's Vision and the SDGs
4. Lack of measures at the Individual, Organizational, and Institutional Levels to promote the new mindsets

Identified priorities and outcomes:

1. Access to the Internet for all
2. Better laws, better enforcement
3. Better quality and better availability of the services
4. More enhanced effective public administration
5. More collaborative culture
6. Information sharing through inter-ministerial committee with members from each ministry
7. Better data and decision making
8. Effective stakeholder engagement

Need Implementation, Monitoring and Review:

1. Monitor implementation of the plan
2. Review performance against the outcomes

Developed an Action plan:

1. How to promote Digital Government Transformation
2. How to promote Institutional Arrangement for Policy Coherence
3. How to promote Mindsets needed to Achieve Guyana's Vision and the SDGs
4. How to promote measures at the Individual, Organizational, and Institutional Levels to promote the new mindsets

Identified the Challenges

Identified Priorities and Outcomes

Implementation, Monitoring and Review

Developed an Action Plan

Recommendations to Promote Digital Government Transformation in Guyana

Group 1

RECOMMENDATIONS- GROUP 1

LEADERSHIP

1. There should be commitment from the leadership at the top level to invest in ICT infrastructure (Office of PM)
2. ICT training should be included in all agencies budget (All Ministries)
3. There should be one consistent training for all Ministries
4. A competency framework to identify and strengthen the appropriate knowledge, skills and attitudes required for Innovation and Digital government should be established
5. Digital technology should be promoted among leaders, to motivate people, and create an inclusive culture (Ministry of Education)

STRATEGY

1. The Government should prioritize budget for digital transformation (Prime Minister's office and Ministry of Finance)
2. The Government should promote actual public awareness campaigns and active stakeholders' engagement in public service and digital transformation (Department of Public Information, Prime Minister's Office)
3. The Government should promote access, use, and share information interlinking of Ministries and agencies for data sharing purposes. (Office of the Prime Minister)
4. The Government should ensure that online services are interactive and integrated rather than just putting online information.

RECOMMENDATIONS- GROUP 1
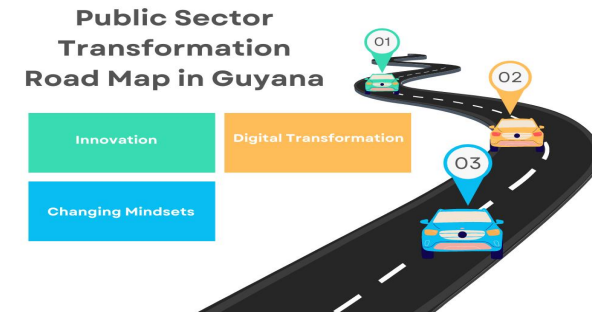
GOVERNANCE
1. The Government should promote capacity development of officials at the specific agencies. (Office of the PM)
2. The Government should organize Training on Agile and Collaboration Mindsets of the officials. (Office of the PM)

LEGAL
1. Review/develop new legislation, amending all regulations, policies; enforcement of regulations (Legal Affairs)
2. Encourage new service providers to enhance ICT infrastructure across the country. (Office of the PM)
3. Review of the current programmes that we are offering and offer more training, more scholarships on HR digital governance. (PSM and University of Guyana)
4. Awareness Campaign and incentives to private partners. (Office of the PM)

TECHNOLOGY
1. More service providers; Incentives to private providers for better bandwidth. (Office of the PM)
2. Availability of funding for this programme; Procurement of key equipment; Having agreements that support resilient infrastructure. (Ministry of Finance)

Capacity Development Training Workshop on
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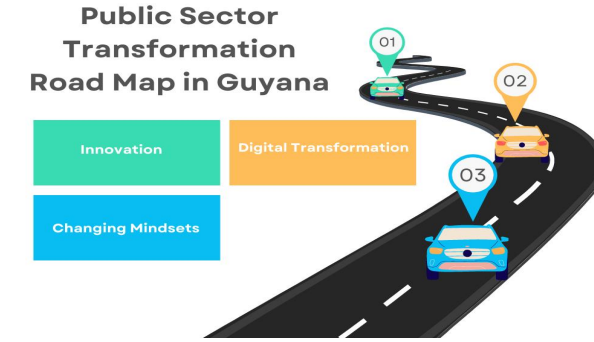
Session I : 22-24 March 2022 | Sesssion II : 29-31 March 2022

10:00 am – 1:00 pm (ECT)

Recommendations to Promote Institutional Arrangements for Policy Coherence
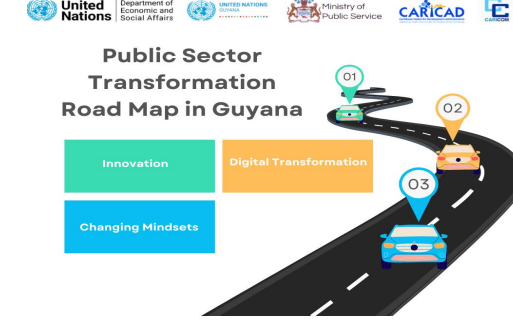
Group 2

RECOMMENDATIONS- GROUP 2

TRANSFORMATIONAL LEADERSHIP, CHANGING MINDSETS AND HR

1. Leadership should commit to continuous training, stakeholder engagement, change management and inclusive leadership to promote voicing concerns and opinions. (MoF)

ORGANIZATIONAL STRUCTURES AND PROCESSES

1. Organize mechanisms for stakeholder engagement, training sessions (MoF)
2. Include Stakeholder engagement; point of contacts in each Ministry (NDMA)
3. Invest in ICT infrastructure and training of our people (MoF/NDMA/OPM/PSM)
4. Provide incentives for teamwork, inclusive environment, team building activities (PSM)
5. Conduct team building activities, presentations from activity managers (ALL)
6. Promote Sensitization and Awareness raising
7. Ensure sharing is done across all sections so that no one is left behind and establish a unit to disseminate info
8. Make budget requests; Partnering with other sectors, and Work with international bodies; Training
9. Promote benefits of teamwork and collaboration; Delegate tasks on a project so they understand they are all part of the puzzle and take ownership

RECOMMENDATIONS- GROUP 2

DIGITAL TECHNOLOGY AND DATA

1. Financial investment in ICT, inclusion in National Budget (NDMA/MoF/Min of Amerindian/OPM)
2. Investing in our human resources, including the older generation to embrace digital technology. (PSM/MoE/NDMA)
3. Public awareness and changing legislation to address concerns (ALL)
4. Training, Stakeholder engagements (MoF)
5. Decision should come from highest level to get the formal buy-in
6. Regulatory framework amended/ legal amendments; Role of parliament = engagement of legal fraternity
7. Budgetary actions: funding to be made available

COHERENCE BETWEEN NATIONAL AND LOCAL LEVEL

1. Government should make Investments to all villages have access to ICT and trained persons (NDMA/Min of Amerindian/OPM)
2. Training; Financial support; Identify persons responsible 4 driving and engaging with stakeholders (MDMA)

STAKEHOLDER ENGAGEMENT

1. Engaging stakeholders and have an inclusive environment so that concerns can be raised and addressed (MoF)
2. Utilising e-services where possible, meeting all stakeholder to ensure that there is relevant support and buy-in (ALL)
3. Investment in ensuring all villages have access to ICT and trained persons (NDMA/Min of Amerindian/ MoE/MoPW)
4. Government should build trust to get buy in; Public awareness; Engagement with stakeholders

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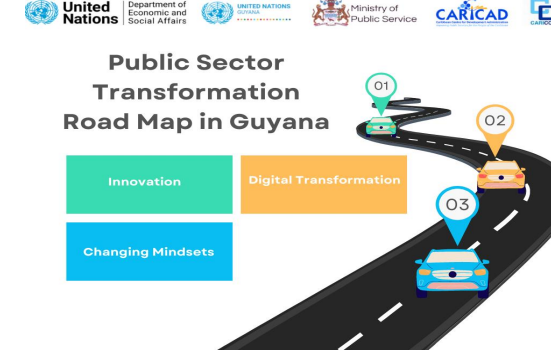
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Recommendations to Promote New Mindsets to Achieve Guyana's Vision and the SDGs

Group 3

RECOMMENDATIONS- GROUP 3

**TRANSFORMATIONAL LEADERSHIP MINDSET**
1. The Government should promote 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 (Ministry of Public Service)
2. The Government should conduct leadership training and develop code of ethics (Ministry of Public Service)
3. The Government should have consultations with stakeholders to develop change; Implementation of plans. (Ministry of Public Service)
4. The Government should develop use of a system that is modern, inclusive and digitized. (Ministry of Public Service)
5. The Government should promote sensitization seminars to educate persons of reasons for change. (Ministry of Public Service)

EVIDENCE-BASED MINDSET

INCLUSIVE MINDSET

RECOMMENDATIONS- GROUP 3
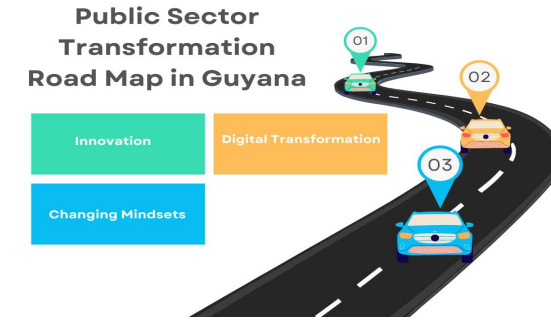
EXPERIMENTAL MINDSET

1. Promote training in schools on agriculture science and partner with education ministry and encourage children to change.
2. Ensure that the government structures support innovative thinking and failure.
3. Create a culture of creativity and growth mindset
4. Establish Awards for excellence in public service

DIGITAL MINDSET

1. 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 (Higher than ministry level)
2. The Government should promote a vision for digital transformation and embrace digital mindsets (Higher than ministry level)
3. The Government should move to cloud storage- 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
4. The Government should go paperless - 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.

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

Group 4

RECOMMENDATIONS- GROUP 4
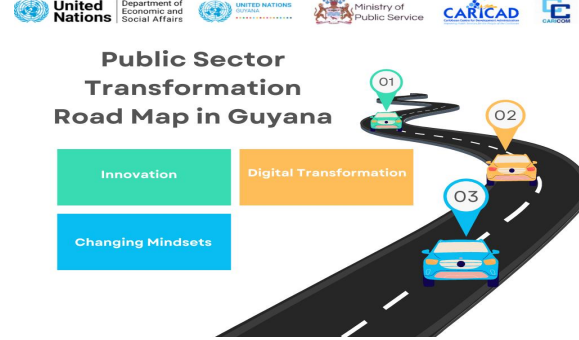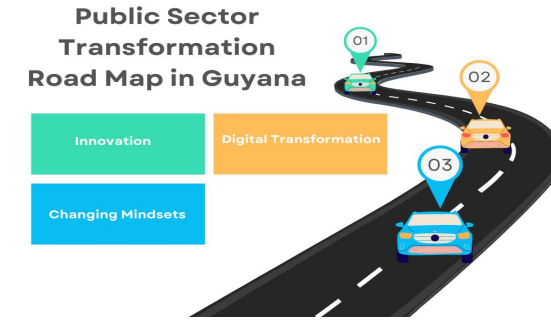

Public Sector Transformation Road Map in Guyana

ACTIONS TO PROMOTE NEW MINDSETS FOR INNOVATION AND DIGITAL GOVERNMENT TRANSFORMATION – INDIVIDUAL LEVEL

1. Update Public Service Code of Conduct and public service charters to include reference to the values of the 2030 Agenda and 11 principles
2. Conduct training on the SDGs
3. Establish capacity building trainings to promote socially conscious leadership values, mindsets, and behaviours across the government
4. Develop a new competency framework to guide public servants' recruitment, behavior and performance
5. Promote communication campaigns to promote new competency framework and mindsets
6. Design and adopt a Public Service Charter for Innovation in Public Management
7. Design and deploy training on experimental mindsets, creativity and evidence-based decision-making that can lead to innovation
8. HR Department to have a more strategic role to attract the best talent in the public sector
9. Establish an Award programme at the national level to help uncover champions of change and share and upscale innovative practices
10. Training is required to change the mindsets and lead to creativity, inclusion and experimentation and innovation = ways of working
11. Giving support to staff to engage, understand and implement the learning from training
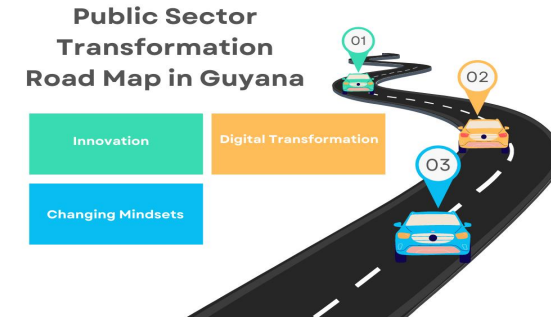
RECOMMENDATIONS- GROUP 4

Public Sector Transformation Road Map in Guyana

ACTIONS TO PROMOTE NEW MINDSETS FOR INNOVATION AND DIGITAL GOVERNMENT TRANSFORMATION – ORGANIZATIONAL LEVEL

1. 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

2. 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.

RECOMMENDATIONS- GROUP 4

Public Sector Transformation Road Map in Guyana

ACTIONS TO PROMOTE NEW MINDSETS FOR INNOVATION AND DIGITAL GOVERNMENT TRANSFORMATION – INSTITUTIONAL LEVEL

1. Need for holistic approach in change of mindsets, not only a few ministries to take this approach
2. Create a link between personal performance goals and appraisal indicators to organizational goals and mindsets
3. 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.
4. 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.
5. Promote networking with schools of public administration and academia.

Discussion in Plenary

Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana

10:25 – 11:05 am (40 min)

Facilitated by Sharon Roopchand-Edwards, Permanent Secretary, Ministry of Tourism, Industry & Commerce

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.

Discussion in Plenary

1. Recommendations on Key Actions to Promote Digital Government Transformation

2. Recommendations on Key Actions to Promote Institutional arrangements for policy coherence

Break

11:05 – 11:15am (10 min)

Continuation of the Session:

Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana

11:15 – 11:45 am (30 min)

Facilitated by Sharon Roopchand-Edwards, Permanent Secretary, Ministry of Tourism, Industry & Commerce

Discussion in Plenary:

3. Recommendations on Key Actions to Promote transformational leadership, Evidence-based, Inclusive, Innovation and Digital Mindsets

4. Recommendations on Key Actions to Promote New Mindsets for Innovation and Digital Government Transformation at the Individual Level, Organizational Level, and Institutional level

Personal Reflections and Commitments

11:45 – 11:55 am (10 min)

Facilitated by Ms. Adriana Alberti, Chief, PMCDU, Division for Public Institutions and Digital Government (DPIDG), United Nations Department of Economic and Social Affairs (UN DESA)

Curriculum on Governance for the Sustainable Development Goals - YouTube

The Way Forward for Innovation, Digital Transformation and Changing Mindset in Guyana's Road Map

11:55 – 12:10 pm (15 min)

Presentation (15 min)

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

Concluding Remarks

12:10 - 12:25 am (15 min)

Hon. Ms. Savitri Sonia Parag, Minister of Public Service, Ministry of Public Service, Guyana

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

Ms. Adriana Alberti, Chief, PMCDU, Division for Public Institutions and Digital Government (DPIDG), United Nations Department of Economic and Social Affairs (UN DESA)

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)

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

Thank you!