United Nations | Department of Economic and Social Affairs

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

Report of the Capacity Development Training Workshop

22-31 March 2022

United Nations Department of Economic and Social Affairs

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social, and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programs at the country level and, through technical assistance, helps build national capacities.

UN Resident Coordinator Office in Guyana

In Guyana, the United Nations System works with a range of partners to deliver the UN Caribbean Multi-Country Sustainable Development Framework (MSDCF) 2022-2026. The work of UN Agencies, Funds, and Programmes active in Guyana (the UN Country Team) is guided by four pillars: 1. Economic resilience and shared prosperity; 2. Equality, well-being, and leaving no one behind; 3. Resilience to climate change and shocks, and sustainable natural resource management; and 4. Peace, safety, justice, and rule of law. Across the four pillars, the UN works with national institutions and stakeholders to leave no one behind and promote gender equality.

The UN Country Team works together to ensure the delivery of tangible results in support of Guyana's development agenda. Guyana published its Voluntary National Review of progress against the SDGs in 2019. The country has an SDG Global rank of 104 out of 156. The UN System has helped Guyana achieve a number of development milestones.

Ministry of Public Service, Guyana

Responsible for developing policies to guide the overall management of the public service across all government ministries, departments, and regional administrations, with the aim of instilling a performance-oriented, results-based culture in public servants, in order to ensure the deliver quality public services; and effectively managing the human, financial and physical resources of the Ministry for the execution of its mandate.

Human Resource Development

Responsible for planning, coordinating, and managing the training of public servants in order to build a culture of competence and create an impetus for excellence, and update the knowledge and skills of officers to meet the requirements of the changing environment in service delivery.

Human Resource Management

Responsible for ensuring the continued advancement of the public service by creating and abolishing posts, ensuring uniformity in the hiring practices of government and coordinating budget proposals to determine the size of the public service and to fill vacancies in order to facilitate the efficient functioning of the public service for the delivery of quality services to citizens.

Caribbean Centre for Development Administration

The Caribbean Centre for Development Administration (CARICAD) provides Training and Capacity Building to persons at all levels of the Public Service in areas such as, but not limited to:

- o Leadership Development
- o Strategic Planning and RBM
- o Change Management
- o Human Resource Management
- o General Management
- o Business Process Re-engineering
- o Arranges internships and executive and technical attachments between Member States

Caribbean Community

The Caribbean Community (CARICOM) is a grouping of twenty countries: fifteen Member States and five Associate Members. It is home to approximately sixteen million citizens, 60% of whom are under the age of 30, and from the main ethnic groups of Indigenous Peoples, Africans, Indians, Europeans, Chinese, Portuguese, and Javanese. The Community is multi-lingual; with English as the major language complemented by French and Dutch and variations of these, as well as African and Asian expressions.

Stretching from The Bahamas in the north to Suriname and Guyana in South America, CARICOM comprises states that are considered developing countries, and except for Belize, in Central America and Guyana and Suriname in South America, all Members and Associate Members are island states.

While these states are all relatively small, both in terms of population and size, there is also great diversity with regards to geography and population as well as the levels of economic and social development.

Disclaimers

The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations concerning the legal status of any country, territory, city or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries. The designations "developed" and "developing" economics are intended for statistical convenience and do not necessarily imply a judgment about the state reached by a particular country or area in the development process. The term "country" as used in the text of this publication also refers, as appropriate, to territories or areas. The term "dollar" normally refers to the United States dollar ($). The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations nor of the other organizing entities.

Websites: publicadministration.un.org and unpan.un.org

Acknowledgments

Glossary

Abbreviation	Description
CARICOM	Caribbean Community Secretariat
CARICAD	Caribbean Centre for Development Administration
CLAD	Latin American Centre for Public Administration and Development
CEIT	Centre for Excellence in Information Technology, Ministry of Public Service
DGCA	Digital Government Capability Assessment is a six-dimension framework of enablers to engage governments in discussions towards digital government transformation.
DPIDG	Division for Public Institutions and Digital Government
DSDG	SIDS Unit, Division for Sustainable Development Goal
EGDI	E-Government Development Index
GOAL	Government Online Academy of Learning, Guyana
GSDS	Green State Development Strategy
Ibero-American Charter for the Public Service	The Ibero-American Charter for the Public Service is intended to be a useful instrument for the modernization and professionalization of the systems of public employment management and individual public service employees in the countries of the Ibero-American community. It is not a set of standards, but rather a reference point intended to contribute to a common language relating to the public service in Ibero-America that fully takes into account the characteristics, cultures, history and traditions of each country.
ICT4D	ICT For Development
J-PAL	The Abdul Latif Jameel Poverty Action Lab is a global research center working to reduce poverty by ensuring that policy is informed by scientific evidence. J-PAL conducts randomized impact evaluations.
LCDS	Low Carbon Development Strategy 2030 will create a new-low-carbon economy in Guyana by establishing incentives which value the world's ecosystem services, and promoting these as an essential component of a new model of global development with sustainability at its core.
NDMA	National Data Management Authority
PS	Permanent Secretary
SAMOA Pathway	The Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway aims to address the unique challenges faced by SIDS and to support their development via the following relevant objectives: -Support the coordinated follow-up of the Programme of Action for the Sustainable Development of SIDS. -Undertake advocacy work in favour of the small island developing States in partnership with the relevant parts of the United Nations as well as with the civil society, media, academia, and foundations.

Abbreviation	Description
	-Assist in mobilizing international support and resources for the implementation of the Programme of Action. It also recognized that strong national institutions remain a cornerstone of the SAMOA Pathway and the importance of ICTs for development.
SDG 16	Sustainable Development Goal 16 is about peace, justice, and strong institutions.
SDG 17	Sustainable Development Goal 17 is about partnerships for the goals. Target 17.4: Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.
SIDS	Small Island Developing States
UN	United Nations
UN CEPA	United Nations Committee of Experts on Public Administration
UN DESA	United Nations Department of Economic and Social Affairs
UNPOG	United Nations Project Office on Governance

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About the Report

The Report highlights the key concepts and recommendations that emerged from the Training Workshop on "Innovation, Digital Government and Changing Mindset for Public Sector Transformation in Guyana to Achieve the SDGs" organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), the Ministry of Public Service of Guyana, the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Community (CARICOM), with the support of the UN Resident Coordinator Office in Guyana. The Training Workshop was delivered between 22 March and 31 March 2022 in six sessions. The workshop was attended by around seventy Permanent and Deputy Permanent Secretaries, Regional Executive Officers, and Chief Executive Officers of Guyana.

Objectives of the Workshop

The Training Workshop aimed to raise awareness and develop capacities to promote innovation, digital government in public service delivery and changing mindsets. The workshop involved Ministers for two half sessions and Permanent Secretaries, and Deputy Permanent Secretaries for four sessions delivered in two weeks.

The objectives of the Training Workshop were to:

● Uncover challenges and identify building blocks for public sector transformation.

● Learn and apply new concepts, tools, and approaches in the areas of changing mindsets, innovation, and digital government, to support strategies, capabilities, and action planning.

● Explore strategies to strengthen Guyana's capabilities, as they relate to the 2030 Agenda and the SDGs, for innovative, inclusive, and effective public service delivery.

● Establish follow-up mechanisms.

The Workshop underscored how innovation, digital government, and changing mindsets can nurture transformation by building capacities for change across the government. The Workshop also introduced the following key structural building blocks which are useful for governments when embarking on public sector transformation and strengthening their governance effectiveness at the national level:

1. Political commitment
2. Transformational leadership, and changing mindsets
3. Institutional coordination and system thinking
4. Coherence between national and local/regional level
5. Organizational structures and processes
6. Financing
7. Digital Technology and Data Management
8. Stakeholders' engagement
9. Monitoring, reporting, and evaluation (including mechanisms for citizen feedback).

Participants focused on a few priority building blocks needed to accelerate the transformation and deliver on the Ministry's objectives and on key mindsets needed for change.

This Capacity Development Training Workshop was a follow up to two events. One is the High-Level Seminar virtually conducted by CARICAD for the Ministry of Public Service and senior officials in Guyana on 17- 18 November 2021. The second, is the Capacity Development Workshop on Innovation, Digital Government and

Public Service Delivery for Sustainable Development in the Caribbean organized by UN DESA/DPIDG together with the SIDS Unit of UN DESA/DSDG, in collaboration with the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Community (CARICOM).

Outcomes from the High-Level Seminar have highlighted that holistic public sector transformation is very complex. It requires time and a focus on sound policies, strategies, and development programmes across the different levels of government and sectors. These policies and programmes should be formulated in close collaboration with all concerned public and private stakeholders.

Conclusions from the seminar also included the need to work towards building awareness of why a holistic transformation of public administration is needed to promote progress on the SDGs. Major concerns include express reference to revision of key public service rules, a whole-of-government approach and provision of appropriate training; in keeping with the objectives of the Ministry of Public Service. In addition, a shift in mindsets will be necessary to manage tension and to understand how the new model for transformation would drive improved service delivery. Cultural awareness of leaders and management will be critical to setting and sustaining transformation and change management.

Outcomes from the Capacity Development Workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean highlighted that a major concern for Guyana is electronic access for Hinterland Poor and Remote Communities (HPRC). This involves the deployment of ICT infrastructure, including modern wired and wireless telecommunication networks, hardware and software, and interactive networking platforms – all of which are linked to securing full connectivity. Once access to the technologies is secured, and with complementary supportive legislation, the provision of public services can be improved, and social inclusivity goals will be more easily achieved.

Introduction and Context[1]

The **2030 Agenda for Sustainable Development** recognizes the need to build peaceful, just, and inclusive societies that are based on respect for human rights, effective rule of law and good governance at all levels. The SDGs are a blueprint to achieve a better and more sustainable future for all. They address the most pressing global challenges, including poverty, inequality, climate change, environmental degradation, peace and justice. Institutions play a critical role in the achievement of all the SDGs and their targets. SDG 16 calls explicitly for building effective, accountable and inclusive institutions at all levels. SDG 16 is not just a stand-alone goal but crucial for achieving the entire 2030 Agenda, its 17 SDGs and key principles such as leaving no one behind.

The guiding principles of the 2030 Agenda are as follows:

- **People**
  End poverty and hunger, in all their forms and dimensions.

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

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

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

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

Goal 16 of the 2030 Agenda plays a critical role as an enabler of change for all other goals. The following targets of Goal 16 are critical to public sector transformation:

> 16.6: Develop effective, accountable and transparent institutions at all levels

> 16.7: Ensure responsive, inclusive, participatory and representative decision- making at all levels

> 16.8: Broaden and strengthen the participation of developing countries in the institutions of global governance

> 16.10: Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

"Our Common Agenda", which contains 12 commitments (see below), was issued in 2021 by the UN Secretary-General, Antonio Guterres. It places emphasis on the importance of improving people's experiences with public institutions and basic services as part of **building trust in government**. Putting people first in the digital world is also of paramount importance.

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[1] Based on the presentation delivered by Adriana Alberti, Chief of Programme Management and Capacity Development Unit, DPIDG, UN DESA and Anya Thomas, Economic Affairs Officer, SIDS Unit, DSDG, UN DESA

KEY PROPOSALS ACROSS THE 12 COMMITMENTS

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

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

1. Leave no one behind

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

2. Protect our planet

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

3. Promote peace and prevent conflicts

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

4. Abide by international law and ensure justice

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

5. Place women and girls at the centre

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

6. Build trust

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

7. Improve digital cooperation

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

8. Upgrade the United Nations

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

9. Ensure sustainable financing

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

10. Boost partnerships

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

11. Listen to and work with youth

Youth
- **Remove barriers to political participation** and measure progress through a **"youth in politics" index**
- United Nations Youth Office
- Transforming Education Summit in 2022
- **Recovery barometer** to track career paths and labour market outcomes for youth
- High-ambition coalition to promote green and digital-economy job creation

Future generations
- Summit of the Future in 2023
- **Ensure long-term thinking**, including through a United Nations Futures Lab
- **Represent succeeding generations**, including through a repurposed Trusteeship Council, a Declaration on Future Generations, and a United Nations Special Envoy for Future Generations

12. Be prepared

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

The essential elements of effectiveness, accountability and inclusiveness of SDG 16 are also at the core of the **Principles of Effective Governance for Sustainable Development**, prepared by the UN Committee of Experts on Public Administration (CEPA) and endorsed in July 2018 by the UN Economic and Social Council. The principles provide a baseline for future policy and practice and encourage the study of more specific issues in public administration. Every principle is associated with a subset of indicators derived from the SDGs as well as a number of commonly used strategies, 62 in total. They can provide practical, expert guidance in a broad range of governance challenges associated with the implementation of the 2030 Agenda for Sustainable Development.
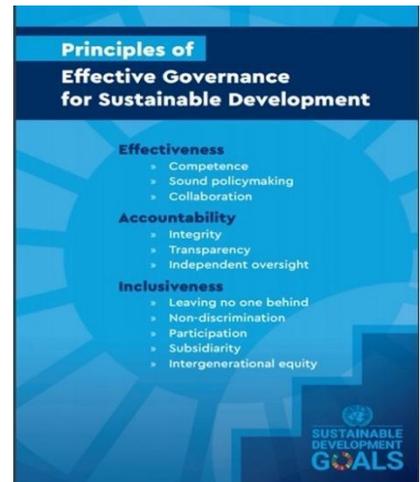
The SAMOA Pathway

The Mid Term Review of the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway held in September 2019, which concluded with a High-Level Political Declaration, recognized progress made in social inclusion and efforts by Small Island Developing States (SIDS) to improve transportation connectivity, achieve gender equality, and promote peaceful, prosperous, inclusive societies and safe communities. It also recognized that strong national institutions remain a cornerstone of the SAMOA Pathway and paragraph 27g recognizes the importance of ICTs for development.

Recovering from the COVID-19 in the Caribbean region

COVID-19 has resulted in both domestic and external challenges, the most significant of which include revenue and income losses, a drop in investment, rising unemployment, increased indigence and poverty, the failure of micro- small - and medium-sized businesses, and challenges to the financial system.

Given the region's prevailing economic and social inequalities, the strong unemployment effects will disproportionately impact the poor and the vulnerable middle-income strata, possibly leading to even higher levels of economic inequality.

Recovering from COVID-19 will require targeted and coherent policies that define strategies for recovery, and long-term integrated development anchored in the 2030 Agenda and the SAMOA Pathway, reflecting national circumstances and priorities and addressing the peculiar vulnerabilities of the subregion.

Strengthening competitiveness through knowledge and skills upgrading will need to be at the core of rethinking any development strategy in the subregion and should be central to the drive to build resilience and achieve inclusive and sustained development with gender equality.

Building technological resilience also needs to be a strategic priority for the Caribbean. The goal is to engender innovative, technology-driven economies and societies. Embracing the digital economy and digital connectivity is especially important for SIDS, with small populations and fragmented markets.

Institutional arrangements should be strengthened to support closer collaboration among policymakers, technology producers, innovators, knowledge management platforms, universities, research institutions, private firms, and consumers.

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

The Ministry of Public Service in Guyana shared the vision for Guyana: **to be a fully modernized and digital country and to be able to work anywhere**. Guyana's vision is also to transform its economy for future generations and preserve its unique culture. Digitization should be at the center of its transformation. It will require much preparation, new people's mindsets, understanding of the changes and willingness to learn, re-learn and adapt.

The culture of public management needs to change. There are seven critical issues for change:

1) Enhance service delivery

2) Talent management

3) ICT improvements

4) Compensation reviews

5) Human resource sub-systems

6) Digitization

7) Strategic planning

Changes in culture, mindsets, communication, empowerment of staff and processes are needed to achieve Guyana's vision. However, culture change takes time.

Participants highlighted the following key elements for Guyana's vision:

- Use digital platforms for education at all levels and move forward to realize the SDGs.
- Increase production of food, creating new markets for farmers, increase exports and reduce imports to move forward financially
- Digitize the agriculture and give researchers tablets
- Promote e-governance across different ministries and digitize public services
- Include 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 and build roads from farms to markets.

2. Challenges and Opportunities of Public Sector Innovation and Transformation in Guyana[2]

Overview of Guyana's Public Sector Transformation

Guyana has set itself an ambitious, but realizable, goal of achieving a Green State by 2040[3], and this long-term development strategy has effectively incorporated all the relevant Sustainable Development Goals (SDGs)[4]. Guyana has also promoted public sector transformation to improve outcomes, public services delivery, reduce inequalities, and enhance the well-being of the people. As underlined by the Hon. Savitri Sonia Parag, Minister of Public Service of Guyana: "**Guyana, is at one of the most exciting stages in its development, which requires public sector transformation**. There is a need for a highly skilled public service empowered with the necessary and innovative tools to function effectively. Thus far, this journey has been incredibly challenging".

The Covid 19 pandemic and other complex socio-economic and environmental events have created a number of issues for the region and the world at large. Therefore, it would be essential to rethink governance systems and public sector arrangements, with SDG 16 as a key pillar for transformation. Recovering from COVID 19 and other events will require strengthening competitiveness through knowledge and skills upgrading. Also, innovation at national and local levels is needed to create innovative, technology-driven economies and societies. Accelerating the implementation of SDG 16 involves a public sector transformation and the promotion of a "whole of government" and "whole-of-society" approaches, which are needed to tackle complex, interrelated challenges such as increasing inequalities, climate change, and rapid technological disruption.

An Online Pre-Session Survey conducted in November 2021 by CARICAD in Guyana on public sector transformation and change management activities across the public service has underlined *inter alia* that "transformational change is needed…also, capacity development is critical. The public sector appears to be facing a capacity challenge in delivering change and transformation, with particular challenges being experienced in relation to mindsets, capacity, processes, and right skillsets."

Public sector transformation is "a continuous process of leading and managing change in the public service for innovative adaptation to enable the delivery of services and results in a resilient and sustainable manner" (CARICAD, 2021) and includes new cultures, capacities, and knowledge. Indeed, the greatest challenge for bureaucratic organizations is to change their mindsets, operating models, and performance structures. Changing public servants' beliefs and attitudes (that is, the mindset) is essential to ensure institutional effectiveness for implementing the Sustainable Development Goals (SDGs).

Also, the availability of new digital technologies can help public organizations achieve significant improvement in the delivery of public services as well as to solve "wicked" problems and deliver new services.

"The Government of Guyana is committed to transforming the delivery of public services and using digital solutions to enhance good governance. The aim of this digital governance roadmap is to assess the current e-governance ecosystem in Guyana, propose a conceptual model of integrated e-government and compare the current situation with the model to find gaps and provide suggestions for further activities based on Estonian and international practical experience. The roadmap provides an overview of the strategic building blocks of

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[2] Based on the presentation delivered by Devon Rowe, Executive Director, CARICAD and UN CEPA Member
[3] Green State Development Strategy, UNEP, available at
https://www.greengrowthknowledge.org/sites/default/files/Framework%20for%20Guyana%20Green%20State%20Development%20Strategy%2028-03-17.pdf
[4] Ibidem

any digital society – e.g., secure data exchange, electronic identification of citizens and businesses, population management, etc. – along with suggestions for the organizational, financial and legal framework of e-governance and general proposals for sectorial interventions (e-School, e-Police, e-Health, e-Cabinet, national geoportal, etc.)"[5].

The SDGs have been mapped against the development objectives of Guyana and "the inter-sectoral linkages have visibly emerged, signaling the need for multi-stakeholder collaboration for the delivery of public programmes. Collaboration is instrumental in reducing redundancies and efficiently allocating resources by allowing each authority to plan more effectively, thereby allowing for priority setting and the dedication of limited resources to undertaking only the most catalytic investments first".[6]

The CARICOM Secretariat has observed that the digital economy has been playing an increasingly significant role as a new driver of economic growth and social transformation. This is all the more necessary as the COVID 19 pandemic has caused major economic setbacks. CARICOM is fostering the development of Digital Government for Public Service Delivery by various means, including the development of the CARICOM Single ICT Space. It is notable that a major factor contributing to the failure of many digital government efforts has been the "project management" approach (as opposed to agile and collaborative approach) and that, for too long, government and donors viewed the introduction of digital services as a stand-alone "technical engineering" problem, separate from government policy and processes.

Embarking on a serious transformation of structures and cultures and enhancing the digital capabilities of public organizations will require governments to understand how their governance systems can adapt to rapid changes. Also, public sector transformation must count on the strong commitment of officials from the highest levels of government. Ethical, transformational leaders must drive the required change across the public service and putting people at the center. In this people-centered approach, the expected outcomes would be to improve people's satisfaction with public services, enhance collaboration between government and citizens, and develop innovative solutions to continuously improve service quality.

The ability of agencies to work together and people to engage in wide-ranging dialogue with government become especially important in the context of putting e-government to the service of inclusive and people-centred sustainable development. Integrated policy approaches, enabled by cohesive institutional mechanisms and modern technology, contribute to the overall objectives of long-term development while lending greater legitimacy to government activities. The entry point for an integrated approach to whole-of -government is to determine the baseline conditions which allow for collaboration, across and between departments, through institutional arrangements so that the ensuing system is holistic, synergistic and coordinated in the delivery of public services. To realize a national strategy, strong leadership is required. Among other things, top e-government officials can bring together key stakeholders across ministries and agencies, defi ne shared needs, identify potential gaps and redundancies in implementing strategic goals, and guide e-government innovation in service delivery[7].

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[5] Digital Governance Roadmap for Guyana, https://ndma.gov.gy/wp-content/uploads/2020/01/DigitalGovernanceRoadmap_20181025.pdf
[6] GUYANA First Voluntary National Review High-level Political Forum on Sustainable Development JULY 2019 https://guyana.un.org/sites/default/files/2020-07/24297Guyana_VNR2019_Report.pdf
[7] 2012 E-Government Survey https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2012-Survey/Chapter-3-Taking-a-whole-of-government-approach.pdf

The seminar held by CARICAD in November 2021 highlighted seven issues as being critical for the Ministry of Public Service as shown below.

Figure 1: Q20: Seven Critical Issues that must be addressed by the Ministry of Public Service
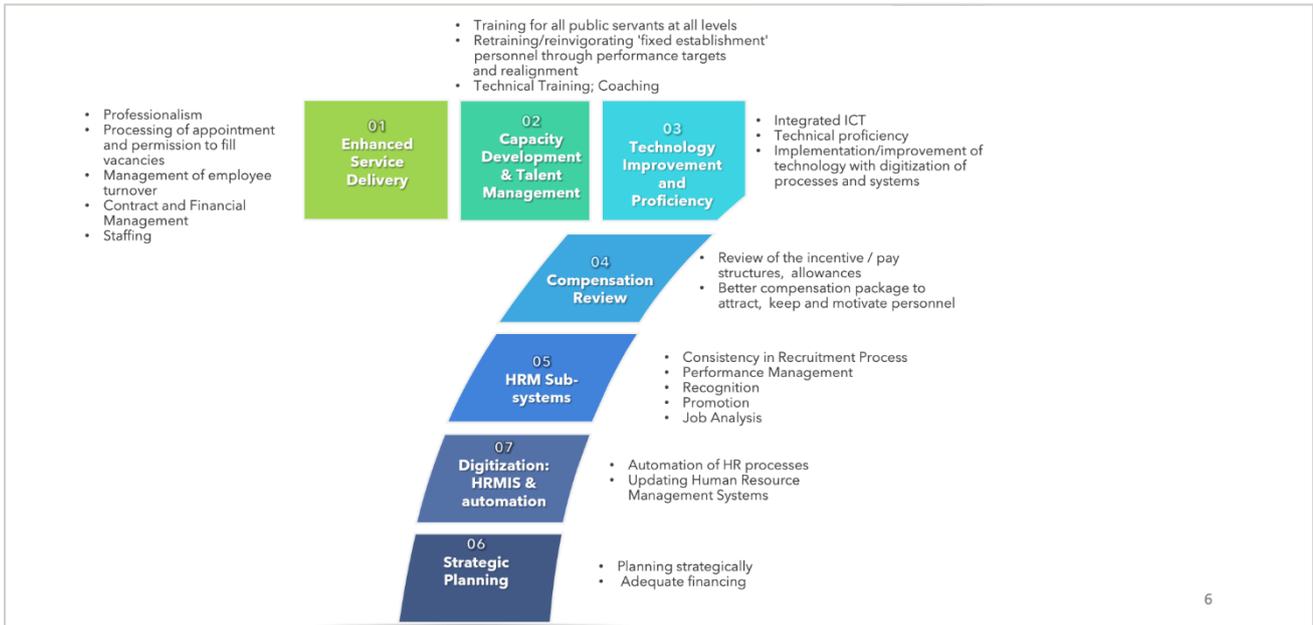
Based on key conclusions from a survey on challenges and opportunities that CARICAD sub ministered to the Ministry of Public Service of Guyana as part of the above seminar, the five key conclusions can be drawn:

1. **Transformational Change is Needed**

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

2. **Capacity Development is Critical**

   The Public Service appears to be facing a capacity challenge in delivering change and transformation, with particular challenges being experienced in relation to mindsets, capacity, processes and the right skillsets.

   This has been highlighted throughout the survey as a barrier or challenge to delivering change. This is both in undertaking change in its widest sense and also for the specifics of public sector transformation and HRM transformation.

3. **Culture**

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

4. **Communication**

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

5. **Processes**

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

Opportunities for Transformation

The following are opportunities for digital transformation in Guyana:

a. Significant support exists at the senior levels

b. Public service wants to be identified as modern and efficient

c. Responsibility and leadership are clear

d. Obtain and include perspectives from stakeholders

e. Multiple requests for digital solutions

f. National Data Management Authority (NDMA) as a contributor

g. Commission of Enquiry Report of 2016

h. IDB HR Report

Challenges

The following are the challenges to digital transformation in Guyana:

a. Capacity Challenges to implement change

b. Modernisation of legislation

c. Overcoming the implementation deficit

d. Strategic Communication

e. Creation of a credible and respected guiding team

f. Culture change takes time

g. Multiple requests for digital solutions – Sequencing required

h. Roadmap for Transformation to be developed

i. Budgetary Support to be aligned to Roadmap

The workshop participants identified the following key challenges:

● **Financing and access to financing**. In order to diversify the energy mix and move away from fossil fuels, it is necessary to embark on alternative sources of energy such as solar, wind, hydro-energy, etc.

- **Revise legislation to support change**. There is a need for new or revised laws for the changing sphere of government transformation and changes. There is a need for the involvement of all stakeholders in Guyana, including at the local level. Legislation concerning water and sanitation and sustainable cities is needed.

- **Institutional frameworks and arrangements for SDG implementation**. There is a need to put in place institutional frameworks that are fit for purpose and effective. A cross-cutting approach is needed for protecting the citizenry. It is important to include social responsibility at all levels of society.

3. Advancing Political Commitment in Support of the 2030 Agenda and Samoa Pathway

The President of Guyana is committed to the 2030 Agenda and to ensure that the traditional sectors are not left behind. It is important that there is constant dialogue and progress on the national agenda. It is important to keep reviewing progress made. There is also a need for a strategy to motivate public servants and conduct cross-training. There is a need for a multi-pronged approach for a more efficient public sector and to work from the ground up for organic solutions. It is essential to rethink the whole department and new internal structures and tools by listening to employees.

Commitment to changing mindsets and embracing change is very important. Changing mindsets and culture changes require champions for teamwork and collaboration. It does not require funding. The Ministry of Agriculture, for example, has outreach days and these are important so that everyone understands the vision.

Political commitment to a happy and healthy workforce will promote effectiveness and efficiency in the public sector. Resources are required for public sector transformation and innovation of public services. It is important to motivate public servants and raise their salaries, so they can meet their needs. Making sure that public servants are taken care of and that new ideas are welcome is essential for innovation. Public servants are the ones delivering services. So, it is critical that Guyana places emphasis on human resources and well-being of public servants, including professional growth, succession planning, promotions based on qualifications, and better salaries). To promote innovation, there is a need to nurture soft skills. There are many ways to compensate public servants through scholarships and training. Performance is not just about salaries. Meaningful engagement of all political parties and the opposition is important.

Guyana needs to have a mindset that commits to public sector transformation and shows that the benefits of Guyana we want for all will impact the well-being and future of Guyana's children and grandchildren.

4. Innovation and Digital Government

Countries leading in innovation and digital government typically take a holistic approach, use systems-thinking in policymaking and service delivery, make intensive use of ICTs, re-organize institutions before automatization, and have enhanced capacities in data management and ICT infrastructure. They also ensure that structural changes are accompanied by cultural changes and the development of new mindsets and skills, as the latter is an integral part of an effective digital government transformation.

A coordinating entity is usually placed at the center of government, either in the Prime Minister's Office or Office of the President, to coordinate digital government transformation. Leadership's commitment at all

levels of government is essential and the use of ICTs in government should support the overall vision of a nation.

Transformational leadership, political commitment and citizen engagement are essential for any meaningful digital government transformation. Digital government transformation is not just about technology. To embrace the potential of technologies, governments should adopt a holistic approach that puts people first. In addition, there is a need for a whole-of-government approach and inter-ministerial collaboration.

4.1. Innovation in Government[8]

Innovation in government is critical to realizing the SDGs. It can be defined as a process of exploring, assimilating and successfully benefit from a novelty, in such a way that it provides unprecedented, original, and creative solutions to problems, and allows an optimal response to citizen needs. Innovation should be seen as a means to create public value and not an end in itself.

The **Ibero-American Charter on Innovation for Public Management** developed by the Latin American Centre for Public Administration and Development (CLAD) highlights that smart innovation requires five foundational elements:

1) Strategic Vision

2) Knowledge Management

3) Collective intelligence

4) AI and Public Administration

5) Democratic, inclusive and open

- Government transparency
- Citizen involvement in public decision making
- Public Policy Evaluation and citizen feedback.[9]

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[8] Based on the presentation delivered by Raquel González Díaz Project Manager, Latin American Centre for Public Administration and Development (CLAD)

[9] See Chapter in Changing Mindsets: https://unpan.un.org/sites/unpan.un.org/files/Changing%20mindsets%20report%20-%20chapter15.pdf

4.2. Global, Regional and National E-Government Trends and How to Address the COVID-19 Recovery and Beyond through Digital Initiatives[10]

Box 1: E-Government Survey: A Continuous Improvement

Figure 2: Methodology: EGDI, OSI, TII, HCI

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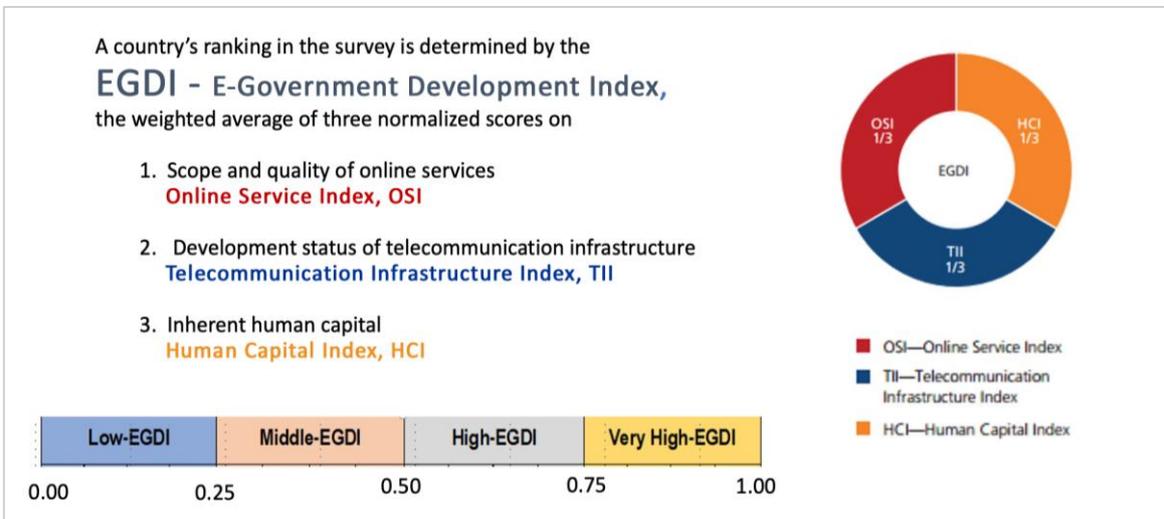
[10] Based on the presentation delivered by Vincenzo Aquaro, Chief of Digital Government Branch, DPIDG, UN DESA

Figure 3: EDGI Methodology - Breakdown
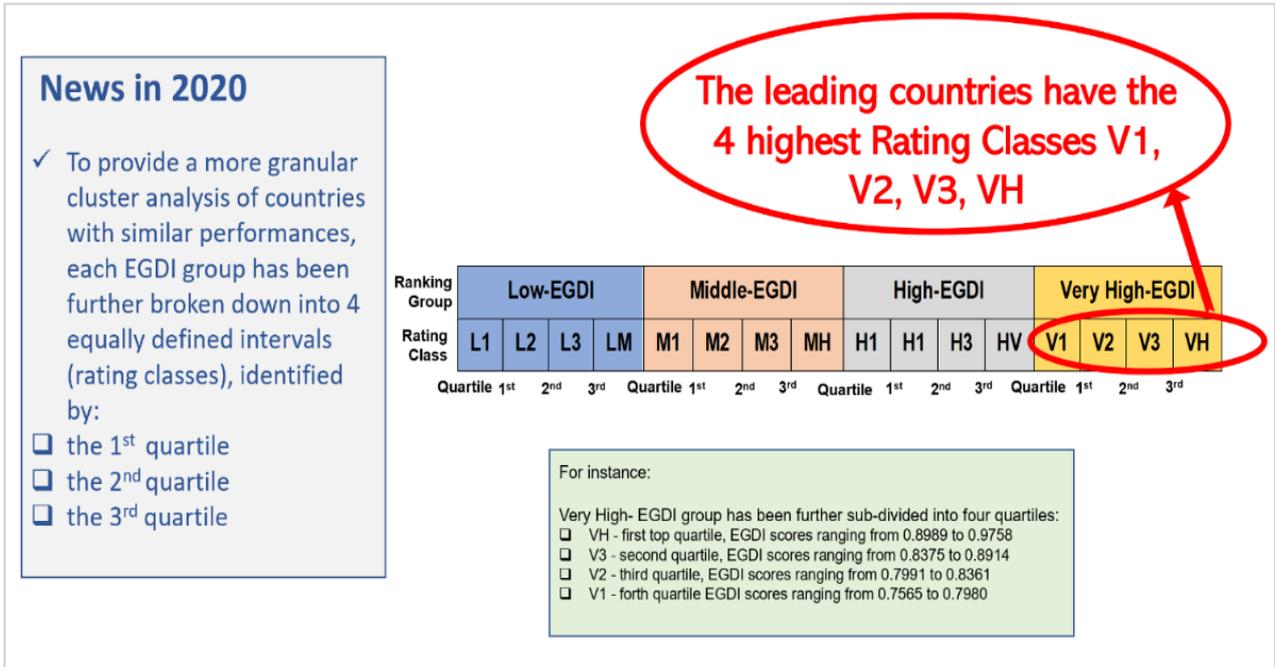
Figure 4: 2020: E-Government Development at a Glance
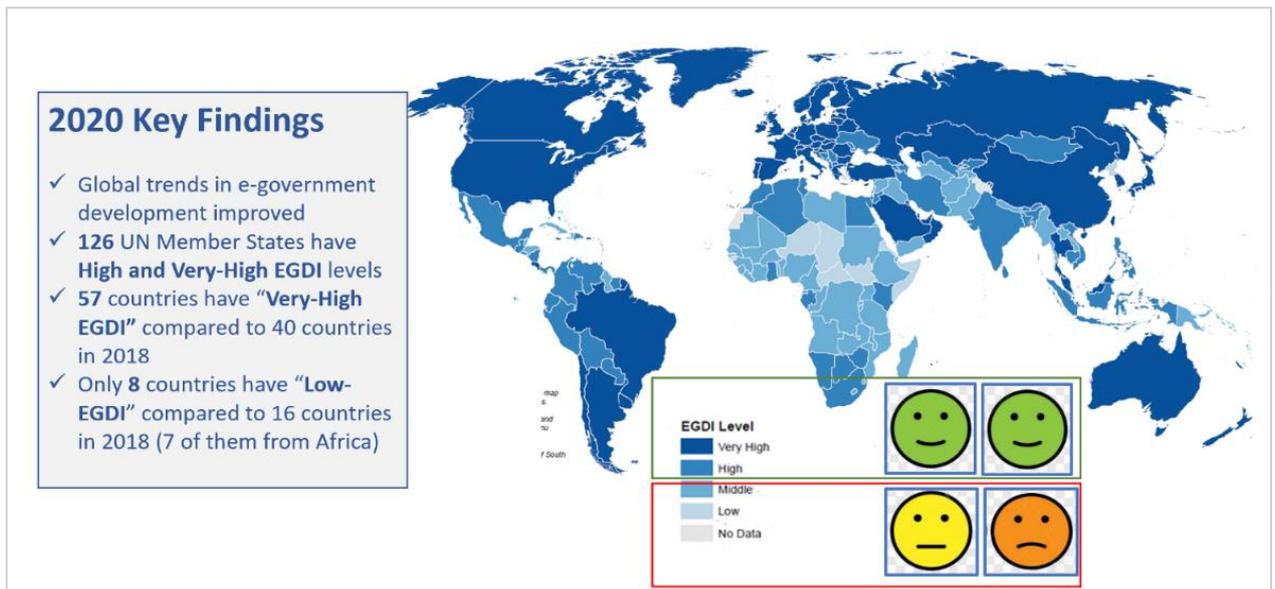
Figure 5: Global and Regional Distribution of 193 countries according to EGDI Level 2020
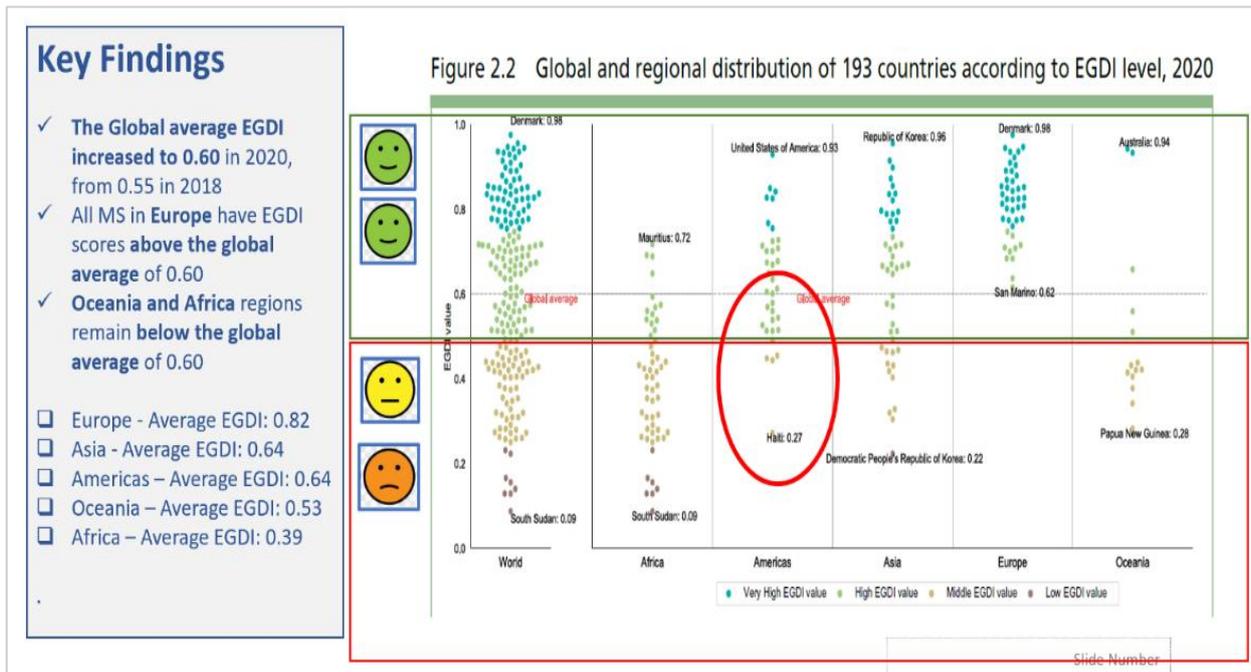
Table 1: Global Leading Countries in E-government Development in 2020

Key Messages

- ✓ Consistency in strategic digital policy areas and in the implementation of digital public services
- ✓ Providing a one-stop shop through specialized citizen-centric portals
- ✓ Digital by design, Digital ID, Integrated public services delivery, e-procurement
- ✓ Agency/Department/Ministry, CIO in charge of a long-term digital agenda, aligned with national development strategies and SDGs
- ✓ Comprehensive legal and regulatory framework
- ✓ National strategy for new technologies such as AI, 5G and blockchains

Figure 6: Member States Questionnaires: Key Findings for 12 Leading Countries

Institutional Framework
- National e-government portal — 12
- Chief Information Officer (CIO) — 12

Strategy and Implementation
- National e-government strategy/digital readiness strategy — 12
- National development strategy incorporating SDGs — 12
- which makes specific reference to the use of new technologies — 10
- which is aligned with the SDGs — 9
- which is aligned with the national development strategy — 10

Legal Framework
- Freedom and protection of personal data — 12
- Open government data — 10
- Digital identity — 12
- e-procurement — 10
- Digitally publishing government expenditure — 8
- Data interoperability — 8

Usage of online services & User satisfaction
- Collecting usage statistics of e-government services — 11
- Measuring satisfaction of citizens on e-government services — 11

New technologies
- A specific national strategy on one or more of new technologies — 11
- National government body working specifically related to the new technologies — 11

International and regional cooperation
- Offering (or planning) support to other countries in e-government — 10
- Part of any subregional, regional or international cooperation on e-government — 12

Source: 2020 Member States Questionnaires. *The United States and Iceland are not included.

Figure 7: Countries in Special Situation (LDCs, LLDCs, SIDSs)
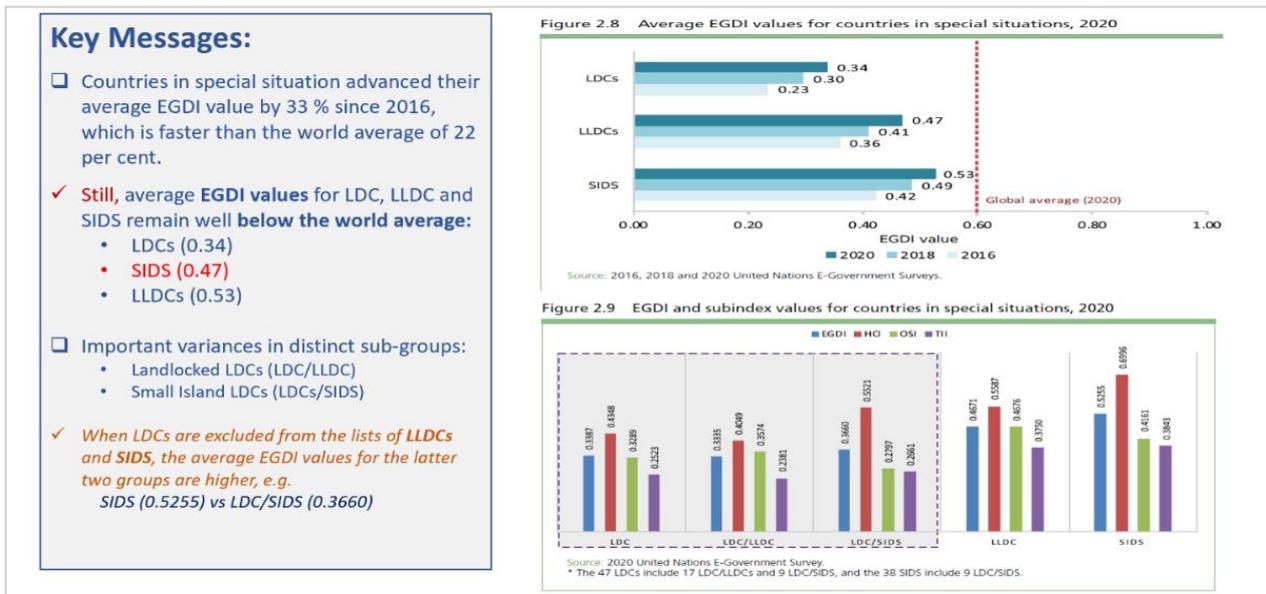
Table 2: Sub-Regional Snapshot

Key Messages:

❑ Average EGDI value for 16 CARICOM countries: **0.5644**

✓ **Majority** (10 out of 16) improved overall EGDI values since 2018
✓ 7 countries in the Caribbean score above 0.60 EGDI global average:
- High EGDI group – 12 countries
- Middle EGDI group - 4 countries

✓ Human capital development (HCI) allows for faster e-gov development
✓ Infrastructure development (TII) hinders the progress

CountryName	Sub-region	EGDI Levels 2020	EGDI Levels 2018	OSI	HCI	TII	Rating	EGDI	EGDI Ranking
Barbados	Caribbean	High EGDI	High EGDI	0.5765	0.8549	0.7523	HV	0.7279	62
Bahamas	Caribbean	High EGDI	High EGDI	0.6765	0.7546	0.6739	HV	0.7017	73
Trinidad and Tobago	Caribbean	High EGDI	High EGDI	0.6118	0.7434	0.6803	H3	0.6785	81
Dominican Republic	Caribbean	High EGDI	High EGDI	0.7647	0.7419	0.5279	H3	0.6782	82
Saint Kitts and Nevis	Caribbean	High EGDI	High EGDI	0.3941	0.8035	0.708	H2	0.6352	95
Antigua and Barbuda	Caribbean	High EGDI	High EGDI	0.4471	0.7518	0.6176	H2	0.6055	98
Dominica	Caribbean	High EGDI	High EGDI	0.4471	0.6698	0.6871	H2	0.6013	99
Grenada	Caribbean	High EGDI	High EGDI	0.3412	0.8576	0.5449	H2	0.5812	102
Saint Vincent and the Grenadines	Caribbean	High EGDI	High EGDI	0.4706	0.7214	0.4894	H2	0.5605	109
Saint Lucia	Caribbean	High EGDI	Middle EGDI	0.3824	0.7205	0.5302	H1	0.5444	112
Jamaica	Caribbean	High EGDI	Middle EGDI	0.3882	0.7142	0.5151	H1	0.5392	114
Suriname	South America	High EGDI	Middle EGDI	0.2882	0.7098	0.5482	H1	0.5154	122
Guyana	South America	Middle EGDI	Middle EGDI	0.4647	0.6462	0.3619	MH	0.4909	129
Belize	Central America	Middle EGDI	Middle EGDI	0.2647	0.6910	0.4079	MH	0.4548	136
Cuba	Caribbean	Middle EGDI	Middle EGDI	0.2588	0.8215	0.2514	MH	0.4439	140
Haiti	Caribbean	Middle EGDI	Middle EGDI	0.1882	0.3839	0.2449	M1	0.2723	180

27

Figure 8: Transactional Online Services, CARICOM UN Member States, 2020
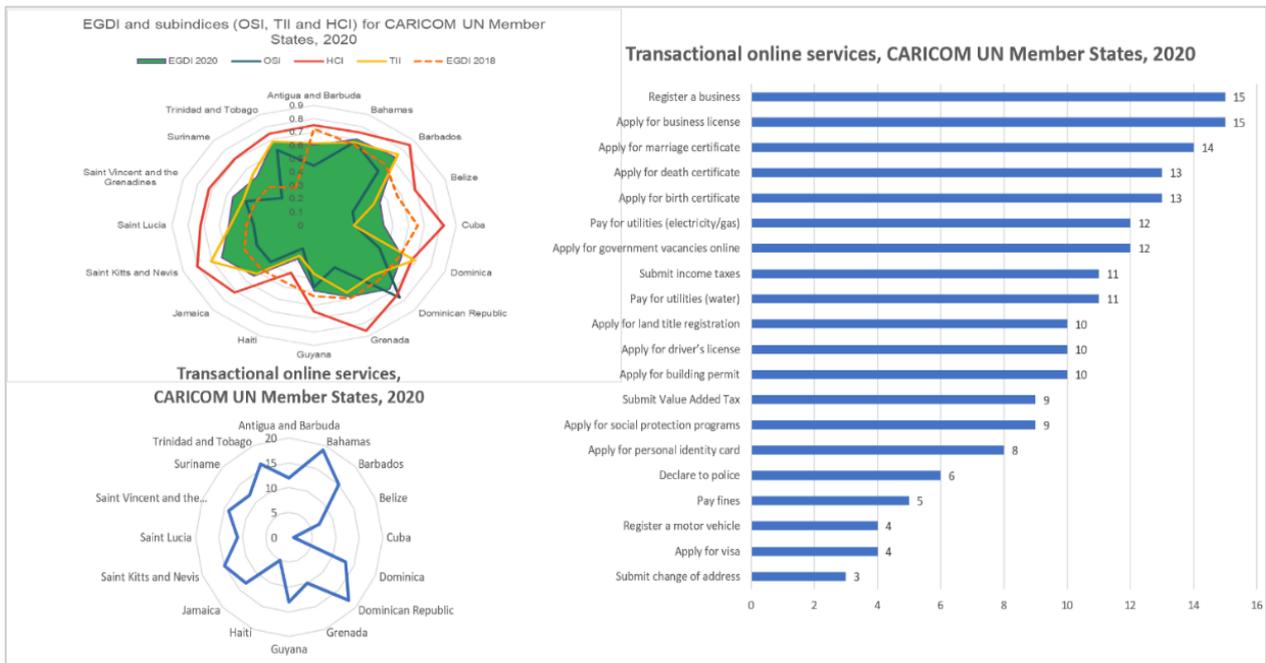
Figure 9: Guyana E-government Development Index

E-Government Development Index	2020	2018	2016	2014	2012	2010	2008	2005	2004	2003
Guyana (Rank)	129	124	126	124	109	106	97	89	71	72
Guyana (Value)	0.49090	0.43160	0.36509	0.36952	0.45489	0.41398	0.43750	0.39850	0.42426	0.42195
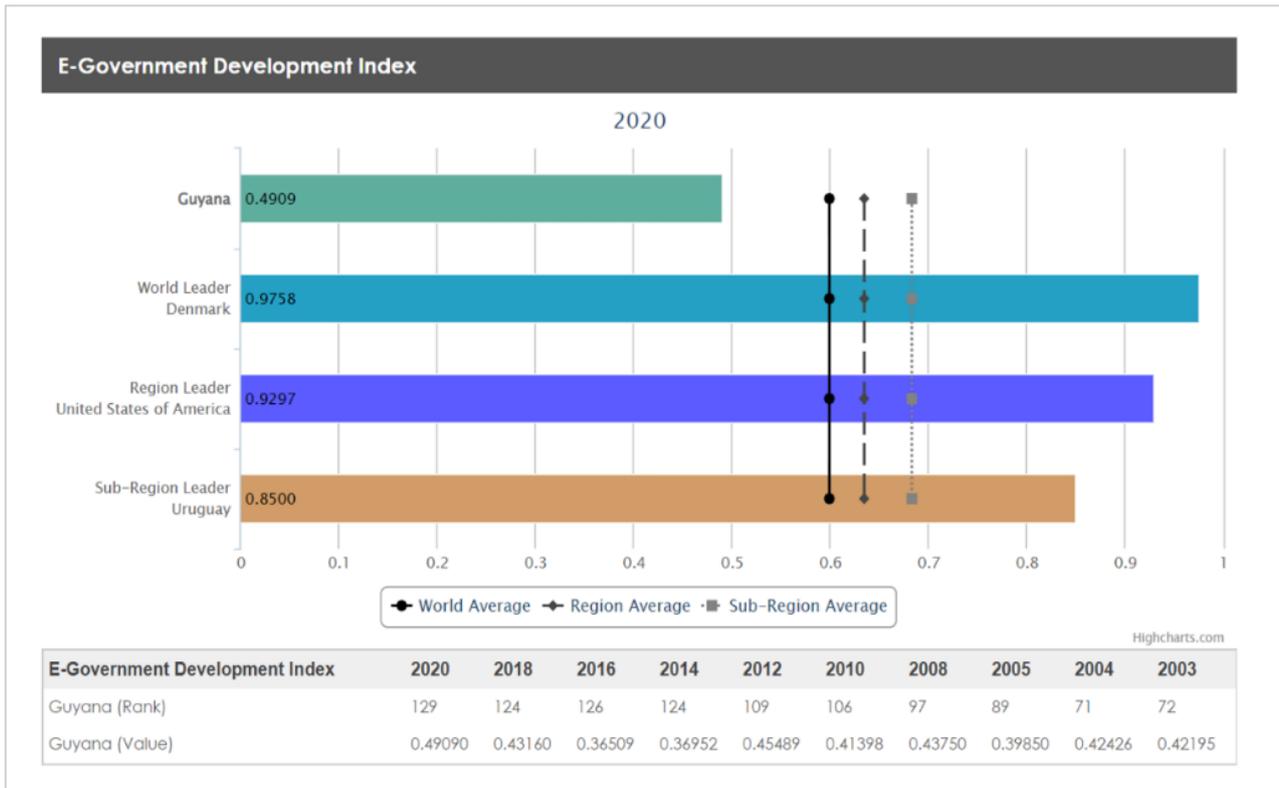
Figure 10: Guyana Online Service Index

Online Service Index

2020

Online Service Index	2020	2018	2016	2014	2012	2010	2008	2005	2004	2003
Guyana (Value)	0.46470	0.43060	0.28261	0.24409	0.25490	0.18095	0.23745	0.18461	0.20849	0.26637
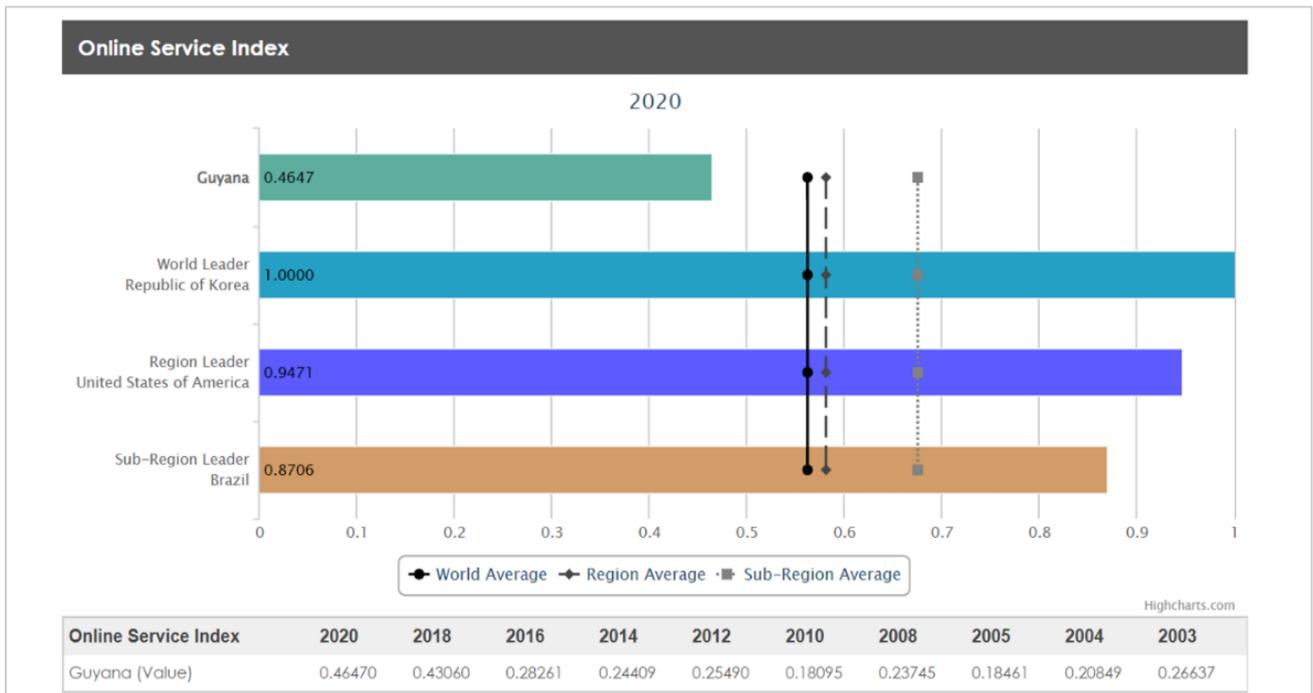
Figure 11: Guyana Telecommunication Infrastructure Index

Telecommunication Infrastructure Index

2020

Telecommunication Infrastructure Index	2020	2018	2016	2014	2012	2010	2008	2005	2004	2003
Guyana (Value)	0.36190	0.25410	0.24323	0.23437	0.25360	0.12849	0.13750	0.12089	0.12429	0.11949
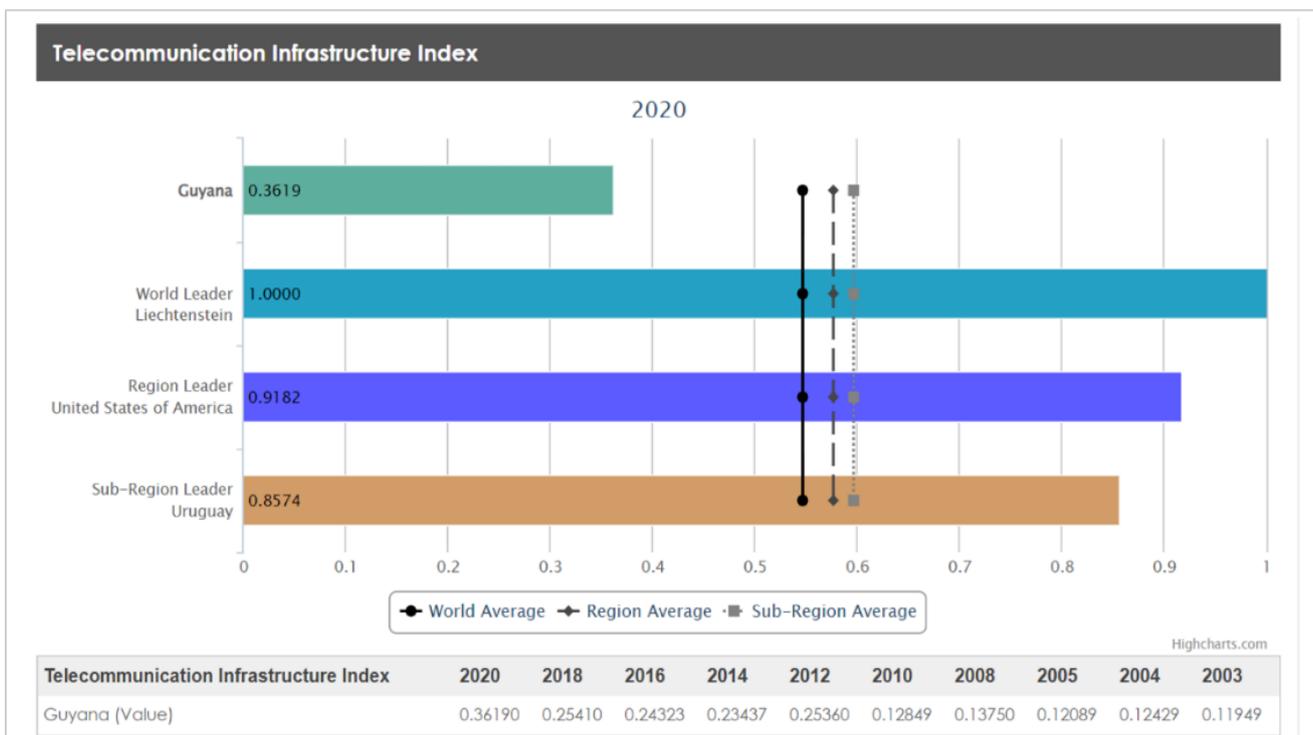
Figure 12: Guyana Human Capital Index

Human Capital Index

2020

Human Capital Index	2020	2018	2016	2014	2012	2010	2008	2005	2004	2003
Guyana (Value)	0.64620	0.61020	0.56944	0.63010	0.85617	0.93956	0.94347	0.89000	0.94000	0.88000
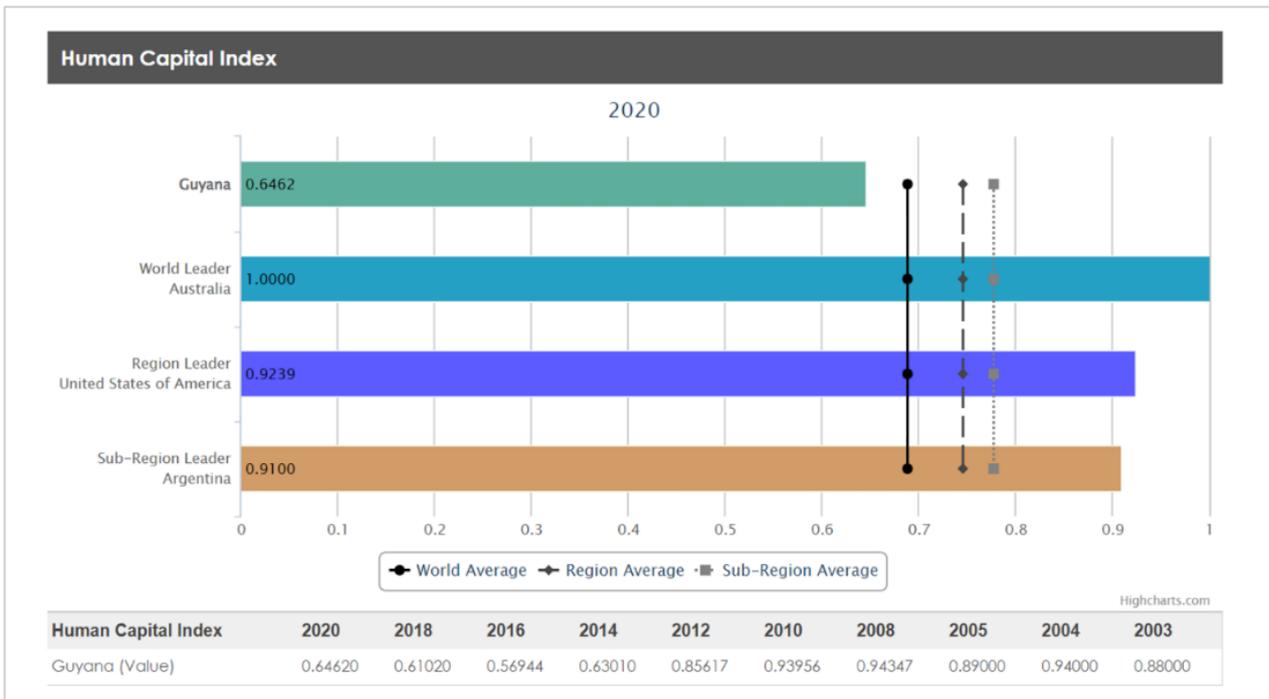
Figure 13: Guyana E-Participation Index

E-Participation Index

2020

E-Participation Index	2020	2018	2016	2014	2012	2010	2008	2005	2004	2003
Guyana (Rank)	122	140	138	97	161	110	116	105	84	91
Guyana (Value)	0.45240	0.33710	0.25424	0.33333	0.00000	0.08571	0.06818	0.03174	0.04918	0.05170
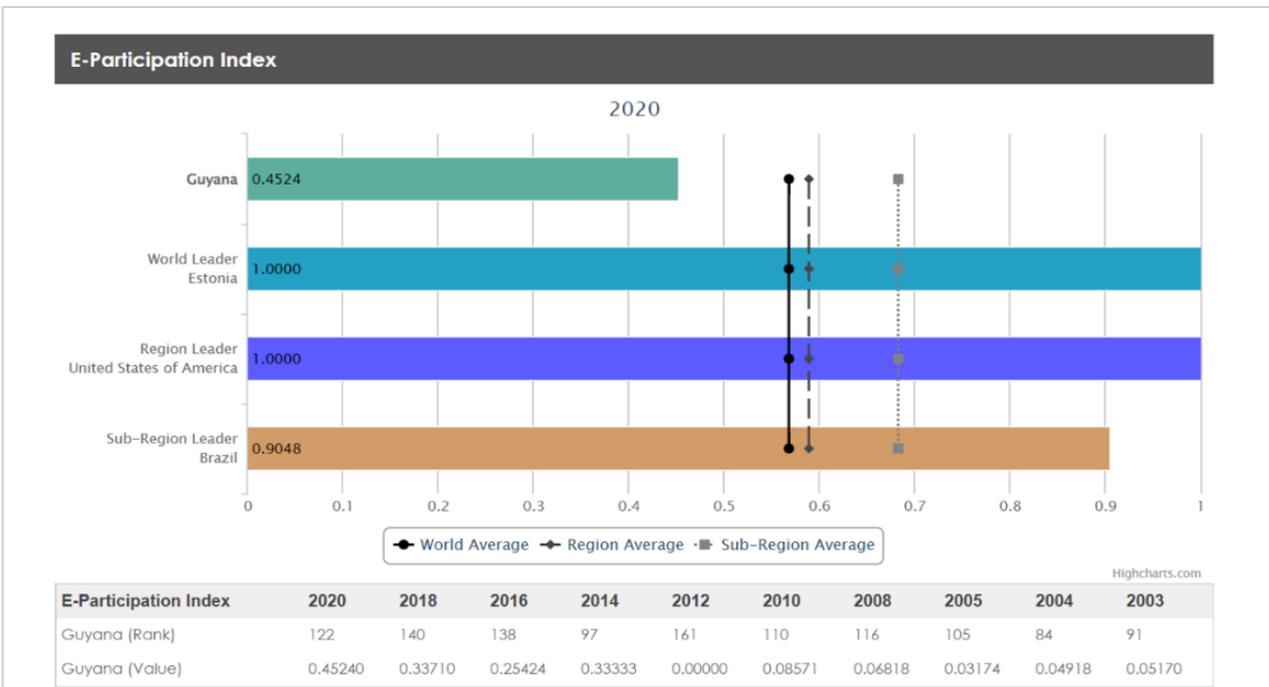
Key Messages on Digital Government

- Digital government plays a vital role in promoting the health and safety of people and in keeping economies and societies working during the ongoing COVID-19 crisis.

- COVID crisis has set the agenda and the priorities of where to focus on digital transformation efforts and the adoption of new and innovative approaches for Inclusive Service Delivery.

- Governments need to adopt a digital-by-design approach, focusing more on a data-driven people-centric approach and on secure, scalable, and resilient infrastructures.

- Strengthening national, regional, and local project-driven collaborations with private sector, academia, civil society, and other stakeholders.

- Collaboration with international and regional organizations to bridge the digital divide and to overcome disparities and inequalities for leaving no-one behind.

4.3. Digital Government Transformation in the Caribbean Region[11]

Caribbean Community (CARICOM) Context

- ❑ Longest functioning integration movement – 2023= 50 years

- ❑ Flagship programme: CARICOM Single Market & Economy (CSME)

- ❑ Vision

  - A Caribbean Community that is integrated, inclusive and resilient; driven by knowledge, excellence, innovation and productivity; a Community where every citizen is secure and has the opportunity to realise his or her potential with guaranteed human rights and social justice; and contributes to, and shares in, its economic, social and cultural prosperity; a Community which is a unified and competitive force in the global arena.

- ❑ https://caricom.org/vision-mission-and-core-values/

Context: Covid-19 Challenges/Systemic Problems

- ❑ COVID19 exposed systemic problems

  - forced a significant, "emergency" digital transformation

- ❑ Technology can help and hurt us

- ❑ Health and Food security

- ❑ Relationship with information

  - What information do we have about our information?

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[11] Based on the presentation delivered by Jennifer Britton, Deputy Programme Manager, ICT for Development (ICT4D), Caribbean Community (CARICOM) Secretariat

❑ Digital divide is real

❑ Education

- digital teaching and learning remain limited

  o Teachers / Students (what devices)

  o Textbooks

  o Parents with no/limited skills

❑ Small businesses still face challenges in scaling up, developing emerging technologies,

❑ Imperatives/requirements are different from other regions

- Social service payments

❑ "*The recovery from the COVID-19 crisis must lead to a different economy*" - António Guterres, Secretary-General of the United Nations

❑ There is need for radical collaboration amongst different sectors.

Box 2: The Circular Economy

WHICH ECONOMY: DIGITAL, SMART, GIG, CIRCULAR, SHARING, BLUE…?

The circular economy is the new economic model for sustainable development, playing a key role in achieving the SDGs. In this model, nothing is wasted, everything lasts longer and is shared, reused, repaired or recycled. While this model reduces pressure on natural resources, it also brings economic and social profits.

Context: IDB Report - Examined government transactions in the Caribbean (2020)

❑ **Problem 1**- **They are Slow and Generate Transaction Costs for Both Citizens and Firms**

- Specific documents, long-lines, lots of questions and reading

- Caribbean people spent an average of 4.3 active hours completing their last government transaction.

❑ **Problem 2** - **Government Transactions are a Hotbed of Corruption**

- 27% of people in Guyana reported having to pay a bribe to access a public service, 20% in The Bahamas and 17 % in Trinidad and Tobago and Jamaica. Manual government transactions, face-to-face interactions, and the lack of standardized processes means transactions are more vulnerable to corruption.

❑ **Problem 3** - **The Costs of Government Transactions Hit the Poor Harder**

- Government transactions affect the poor more. This segment of the population usually enjoys less flexibility at work, which makes it difficult to get time off to carry out government transactions

❑ **Problem 4- They are Expensive to Provide**

- In-person services are more expensive to provide due to personnel costs and other inputs such as office space and supplies.
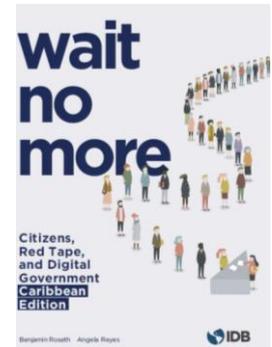
Context: Strategy & Policy Framework …Moving to a CARICOM Digital Economy

❑ Overarching: Revised Treaty of Chaguaramas

❑ Key policies of CARICOM digital economy

- Regional Digital Development Strategy

  o Single ICT Space Road Map and Workplan

- Regional E-Government Strategy

- Human Resource Development 2030 Strategy

- Regional Strategy for the Development of Statistics (RSDS)

❑ **Other**

- Consumer Protection Policy

- Government Procurement protocol

- Digital skills Taskforce Workplan

- Girls in ICT plan

Figure 14: Digital Economy: Key Defining Trends and Key Enablers
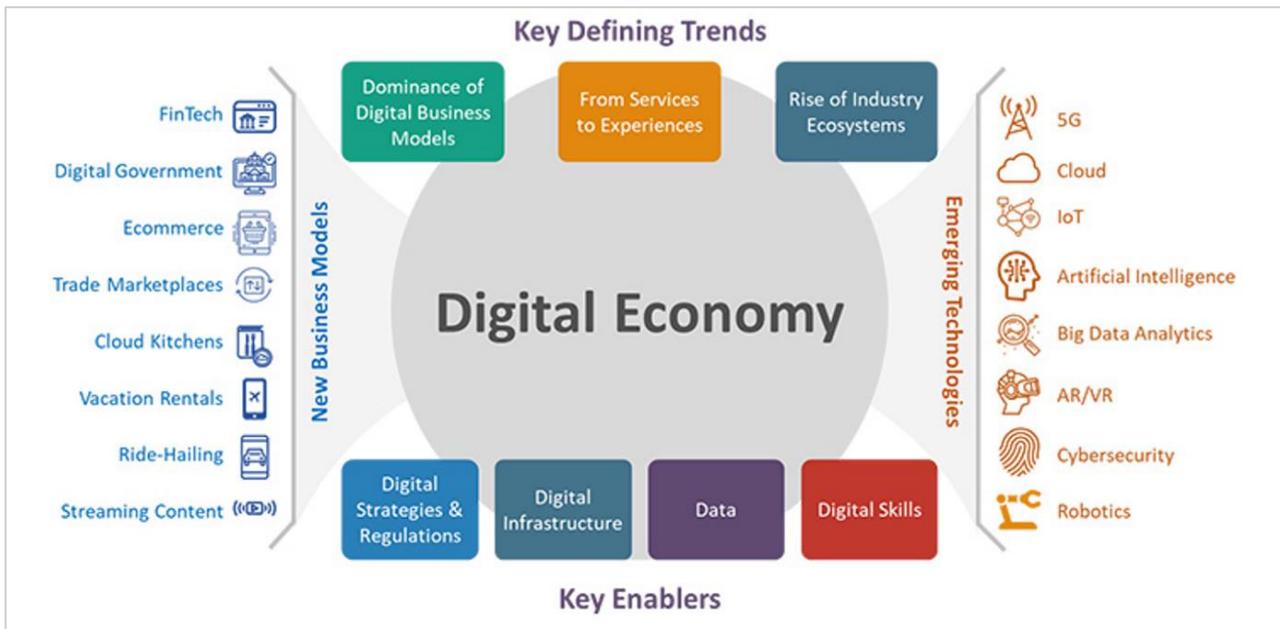
Box 3: Digital Economy Foundations
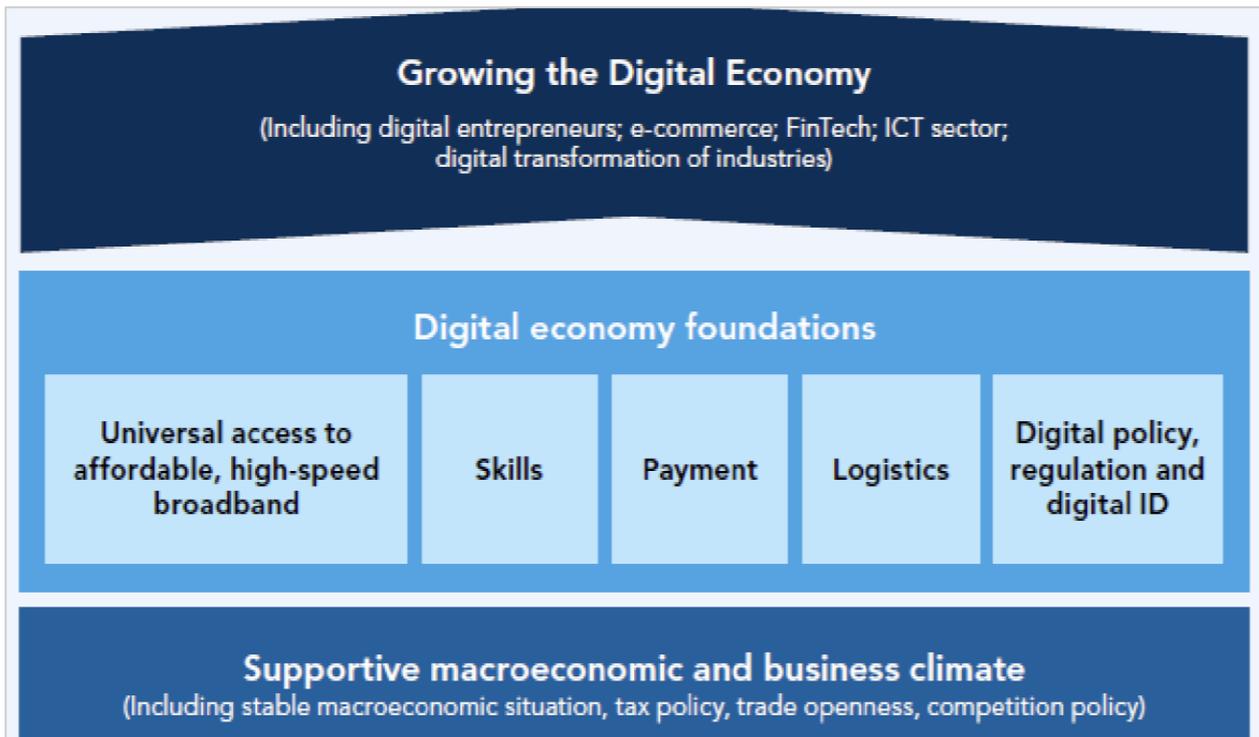
New Normal: Digital Technology is a Ubiquitous Part of the Contemporary World

- ❑ People are

  - undertaking more of their lives online,

    - o Interfacing with government

    - o ordering packages through digital platforms, and

    - o staying in touch with family and friends through social media and video chats.

- ❑ Numerous organizations have

  - moved their operations to the web

  - focused on providing digital products and services.

Figure 15: Challenges - Payments/Strategy Development

Evolution

- ❑ pervasiveness of online shopping and, more specifically, the likely permanence of offerings such as curbside pickup.

Figure 16: OECD Recommendation on Digital Government Strategies
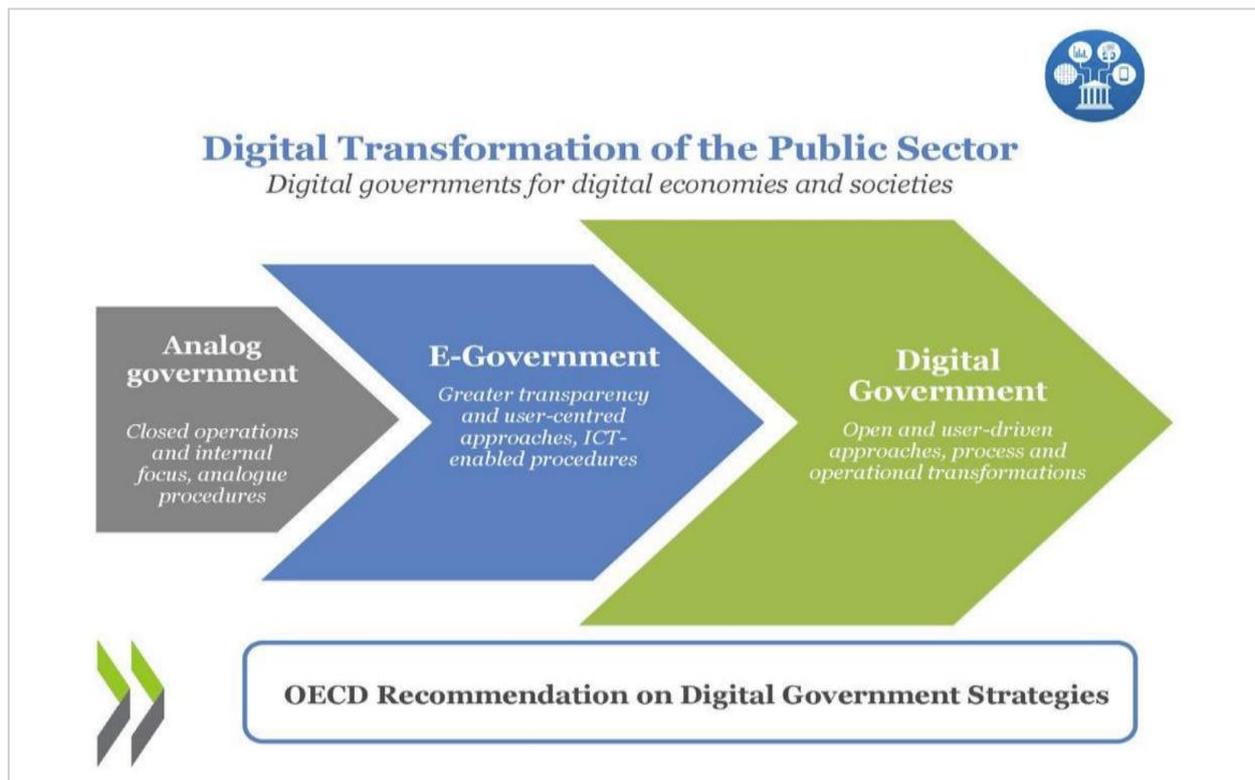
Challenges – What Actions are Needed from Governments?

- ❑ Regulatory framework
- ❑ Digital rights
- ❑ Transparency for accountability
- ❑ Digital skills
- ❑ Rethinking public procurement
- ❑ Inclusive processes
- ❑ Data integrity

Consumers…Citizens

- ❑ Consumers are changing – and organizational structures need to adapt, STAT
- ❑ Citizens/ Consumers are central to any E-Strategy
- ❑ Mobile phones are the keys to the world.
- ❑ 'Brands' grow or fail – based on the customer experience they provide
- ❑ Citizens' readiness for e-commerce / e-business

Know Your Numbers... Digital +[12]

- ❑ There were 294,300 internet users in Guyana in January 2021.

- ❑ The number of internet users in Guyana increased by 1,442 (+0.5%) between 2020 and 2021.

- ❑ Internet penetration in Guyana stood at **37.3% in January 2021**.

- ❑ There were 500,000 social media users in Guyana in January 2021.

- ❑ The number of social media users in Guyana increased by 70,000 (+16%) between 2020 and 2021.

- ❑ The number of social media users in Guyana was equivalent to 63.4% of the total population in January 2021.

Figure 17: Changing Mindsets - Creating Sustainable Results from Now to the Future

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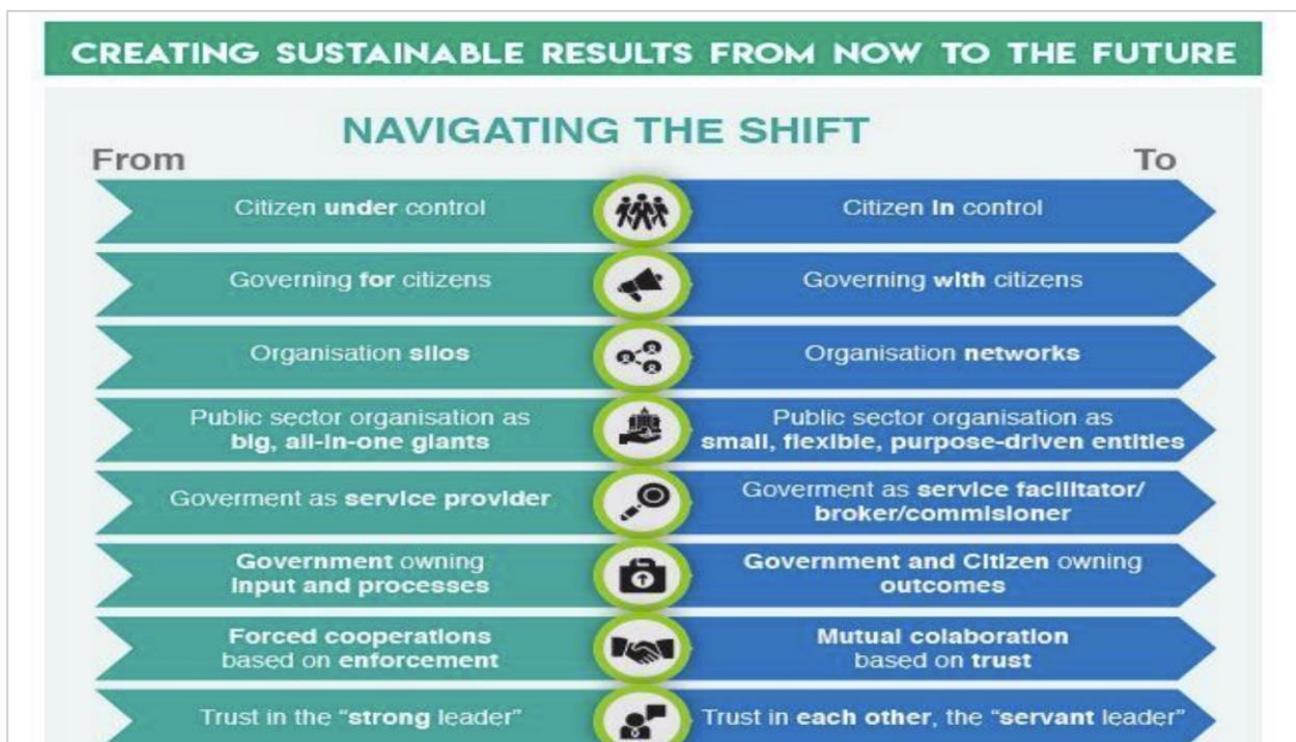
Recommendations from the Inter-American Development Bank Report[13]

❑ Study the Citizen Experience with Government Transactions

❑ Eliminate as Many Government Transactions as Possible

❑ Redesign Government Transactions with the Citizen Experience in Mind

❑ Facilitate Access to Digital Transactions

❑ Invest in High-Quality Face-to-Face Government Transactions

❑ The Inter-American Development Bank (IADB) has noted that many countries in Latin America enacted several measures to strengthen business continuity and resilience through digital trade, including:

- Improvements in digital and physical connectivity, availability,

- Uptake of digital tools

- The development of digital skills and abilities.

- Done by a combination of enhancing existing National MSME strategies, reallocation of resources, or the development of new e-commerce strategies prompted by the need to respond to the pandemic."

Figure 18: Building Digital Government Strategies

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[13] IADB Report https://publications.iadb.org/en/inter-american-development-bank-annual-report-2020-year-review

Changing Mindsets…GOVERNMENTS: Developing Digital Government Strategies

- ❑ ICT Key Policy makers and Practitioners central to Change

- ❑ "Essential workers"

  - Reviewed in each sector

  - e.g., IT in schools, webmasters

- ❑ Integrate and Connect processes

- ❑ Drawing others into the services and change paradigm

- ❑ siloed environments of sales, marketing, opps, IT, +. are over

- ❑ Whole-of-Government approach

  - National, regional, and local

5. Guyana's Digital Transformation and Innovation Challenges: A Situation Analysis[14]

Digital Government Capability Assessment

- Governments are NOT homogeneous
- Digital Government is a means for Public Sector Transformation
- Emphasis on Whole-of-Government Approach
- Technologies advance at a much faster pace than organization and management, and policies adapt at an even slower rate (see below).

Figure 19: The Government Innovation Context

Technology
10,000 mph

Organization &
management
1000 mph

Public policies
10 mph

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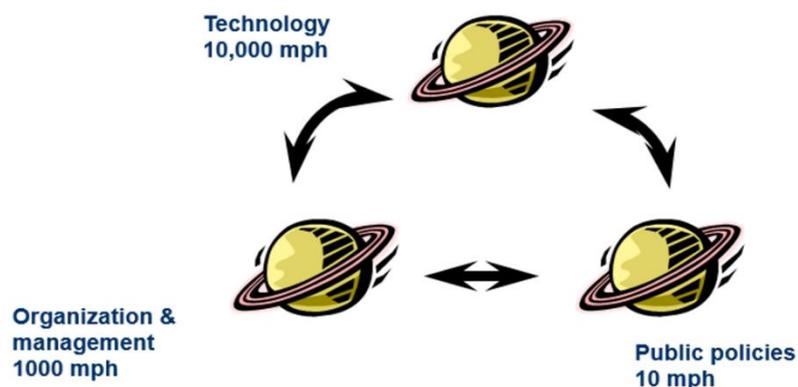
[14] Based on the presentation delivered by Keping Yao, Senior Governance and Public Administration Officer, DPIDG/UNPOG, UN DESA and Mi Kyoung Park, Governance and Public Administration Officer, DPIDG/ UNPOG, UN DESA

What is the Digital Government Capability Assessment (DGCA)?

- Identifies key enablers for effective digital government transformation.
- Produces new insights for identifying options and making decisions on strategies and actions to transform government and create public value.

Why Conduct a DGCA?

- To understand the present level of digital government capabilities as a foundation for public service delivery.

- To understand the whole government capability for creating and sustaining a mature digital government (not just a particular digital initiative, such as a portal).

- To inform decisions on where investments are needed to improve innovation and digital government capability for improved public service delivery.

Figure 20: Dimensions of DGCA

These explore the performance of a digital strategy within the context of a National Development Plan (NDP).

Table 3: Capability Framework Questions

Dimensions	Sub-dimensions	Items (Statements)
Leadership	Vision	4
	Policy	4
	Data	3
Strategy	General	8
	Integration and Interoperability	3
	Data	4
Governance	General	6
	Citizens and Business	5
	Partnership	2
	Data	3
	Organization	4
Legal	Laws and Regulations	5
	Policies and Procedures	14
	Data	3
	Procurement	4
Technology	General	4
	Citizens and Business	5
	Public Servants	3
	Cybersecurity	9
Professional and Workforce Development	General	7
Total		100

The meaning of each sub-dimension is highlighted below.

Leadership

- Leaders are the stewards of digital transformation efforts
- They must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy
- Leaders must also craft the plans to achieve the organizational goals, as well as its communication to stakeholders and monitoring the progress

Strategy

- Strategic plans help to support the transformation agenda
- This contains the actions to be taken to pursue the digital transformation goals

Governance

- The organizational capacity and managerial actions developed to overcome potential cultural barriers in implementing the digital strategy across agencies and departments
- The development of good governance must be aligned with the strategic goals, as well as legal framework

Legal

- The set of legislation, guidelines, and standards that a department or agency must comply with in deploying digital services

Technology

- The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms

Workforce and Professional Development

- The policy and programmatic affordances in place to support ongoing capacity building

6. Challenges in Guyana by Key Dimensions

The following points are an extract of the Workshop participants' discussions.

1). Leadership, Policy and Data

a. **ICT Infrastructure**. This is particularly challenging in the *hinterland* community because they do not have Internet connection, within all areas or even most of them. It can be a real challenge for them, especially for online education. Access to devices is also a challenge.

b. **Need for capacity development and training**. Technology and doing things in a technologically advanced way is new for many people. So, if Guyana wants to go in that direction, the government needs to train people and even retrain them.

c. **Digital culture**. This might be a bit of a challenge because as always when we are implementing something new, people have to get comfortable with it.

Detailed challenges:

a. **Inadequate awareness of the vision of digital government transformation among everyone in government** - In terms of vision, participants mentioned that the leadership has a clear vision that the country is moving towards a fully digital agenda. However, not everyone in the government may be aware.

b. **Inadequate whole-of-government approach and low awareness of the national roadmap for digital governance for Guyana**– While leadership in Guyana's ministries have adopted a long-term view of digital government transformation that is linked to the national sustainable development plan, and whereas there is the Green State Development Strategy, manifesto and even policies, programs and plans within different ministries, it seems that there is no whole-of-government approach in pursuing digital government.

c. **Lack of a Chief Information Officer/Unit for the whole government**- While the Prime Minister's office has in place an Innovation Department dealing with data management, there seems to be a lack of a national Chief Information Office/Unit or equivalent at the highest level that can coordinate strategic decisions on digital government. Ministries have System Development Officers.

d. **Inadequate training in digital literacy and digital culture**- In terms of policies, participants mentioned that there is a political commitment to support investments in digital government priorities. While Ministries/agencies can establish an environment enabling innovation and modernization, however, challenges include training in digital literacy. Cultural issues could also be an obstacle to digital transformation ·

e. **Inadequate knowledge of standards to support data management**. While participants mentioned ministry/ agencies have committed resources for executive and management positions in data management and have in place Chief Data Officers, however, there seems to be an information sharing challenge on promoting a range of standards to support data management. Every ministry has someone who is responsible for collecting data, monitoring, and reporting on that database.

f. **Inadequate ICT Infrastructure**. The establishment of infrastructure and e-government ICT hubs in communities across the country is critical. This is particularly important especially for the hinterland community.

2). Strategy

a. **Inadequate financial resources for digital government**. There was a concern that lack of finances can also hinder progress in digital government. Financial resources should be provided to develop and implement e-government services.

b. **Inadequate communication campaigns to increase citizens awareness and the use of e-services and e-participation**. This is now done by some ministries. The other area of agreement had to do with regards to the integration interoperability. Participants agreed that the Ministry or Agency's digital strategy encourages its department to launch communication campaigns to increase citizens awareness and the use of e-services and e-participation. But it is not fully launched. Some agencies promote this, including the Ministry of Human Services, Ministry of Finance, and a few other agencies. But it's more tied to specific scope of work. It's not an integrated and fully utilized process.

c. **Implementation of an open government data strategy**. There was agreement that the agencies have a strategy and policy program that supports the opening of Data publishing their data on government websites. This has been a position of the government to ensure that there is more openness and transparency in information through various portals. So, there is the political will, there is the administrative will. The real issue Guyana will deal with at this particular time would be - being fully implemented - in the sense that we have to take account of the resources available to respective agencies, whether it be human or financial.

3). General, Integration, Interoperability, and Data

Three challenges were identified as follows.

a. The **accessibility to financing** for the development of these strategies and implementation by central government

b. **Lack of human resources' technical skills**.

c. **Lack of a whole-of-government approach** - Inadequate administrative and legislative direction that is needed to enhance and promote the legal standing for us to implement the information systems across a whole of government in a synchronized manner.

Detailed challenges include:

a. **Lack of an e-participation strategy**- The group strongly disagreed that an e-participation was in place because, to the best of their knowledge, most agencies do not have an e-participation strategy. What they may have maybe a sort of promotional strategy or communication strategy with regards to putting information out there on the website or other social media platforms. But there is not an e-participation strategy or any government at this particular point in time.

b. **Inadequate review and refinement of Guyana's digital government strategy to ensure the delivery of expected benefits**. The question here is what really defines a digital government strategy. What participants are aware of is that the Government does have an e-governance strategy that may have some components that relate either to data collection, to connectivity, interconnectivity amongst agencies, etc. But how it is implemented in a context of full digitization is still not clearly defined. So, the group disagreed on that particular point.

c. **Lack of action plans to build capacities in digital literacy**. Participants disagreed that agencies have an action plan that builds capacity effectively to implement the digital government strategy because many agencies

have different action plans as part of their work program but these action plans, in most cases, do not target digital government strategy as a priority. So that is an area of concern.

d. **Inadequate communication strategy to promote awareness, interest, and trust in digital government**. The participants did not state that there is no digital government strategy or some form of communication strategy that respective ministries, departments and government units would use to get information out there, but whether it is digital and whether it is broadcast is the next question that is open for discussion. However, they agreed that they do not have sort of a starting point for many agencies and communication and information distribution.

e. **Lack of prioritization to the development of metrics for the respective entities**- Participants agreed that there is information, but not prioritization.

f. **Minimal awareness among civil servants of the benefits of digital government**. Participants indicated that some civil servants are aware, but not all. This was brought out by a colleague earlier in digital government workshops training sessions, and they were minimal awareness, etc of the programs with regards to digital government.

g. **Inadequate alignment of the government's digital strategies with the overall public sector reform program and the SDGs**. There is an overall public sector reform program that is already tied to the Sustainable Development Goals. It is not aligned with digital governance. So that is an area where there needs to be more work to have synchronization, because a lot of entities still operate in a silo format.

h. **Silo-oriented data management**- Participants agreed that there is a lack of integration and sharing of data across the boundaries of government agencies. While they agreed that the government would share information from time to time, it is not done in a synchronized manner, and it is more silo-oriented. The only singular government sharing is IFMAS, as a singular government shared entity software. Other than that, there is not any other main connectivity that links government systems.

i. **Lack of a holistic/whole-of-government approach in terms of the portal architecture to facilitate the integration of services across government**. Ministries are making efforts towards integrating their services across government, but not in a holistic manner. Many agencies are way behind, and others are now starting that process, and a lot of them are just replicating in terms of the electronic formats what they do manually.

j. Ad hoc Government data in ministries being set to enhance e-services, or to build new e-services. So, this is something every entity is doing in some way of form. But again, it is done in an ad hoc manner. It is not one that is driven by a central government entity as an umbrella body that trickles down that direction for other government agencies to follow. For example, NDMA is doing its part to guide an e-governance project that works with respective government entities.

4). Governance

a. **Lack of a single department or unit is 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.

b. **Ministries/Agencies have not formally established and use an integrated IT governance structure**.

c. Ministries/Agencies need the **budget** necessary to fully implement our digital government strategy. Budgeting is absolutely necessary to implement new systems. Software needs to be updated every year. For example, if public officials need to update Microsoft or any anti-viruses or any such software. So, this

may vary from agency to agency to the amount and the attention it gives. But budgeting needs to play an important role.

d. Ministry/Agency **needs to effectively implement a range of standards to support technology decision making**. Because if public officials do not have a range of standards, then it means that they will not be able to implement anything that is standardized across from one agency to the other.

e. **Our Ministries/Agencies did not commit ongoing resources to ensure their government websites are user-friendly and meet international accessibility standards**. Many of our websites here in Guyana only provide information, and it is not very interactive. And many people may go to our website and just collect the number, email and then contact the agency and say, "Okay, well, I need this information." So, we see the need for these websites to be properly updated and modernized into a more user-friendly environment.

f. **Ministries/Agencies do not always follow standard policies for data acquisition, management, and access**. Participants could not agree because from agency to agency we have been using varying APPs. What we find is that after the data is collected in order for it to be analyzed and shared with another department, it may not be in a format that every one of the agencies can actually use. And that is something that we really need to standardize. For example, if one agency uses Google forms, another one may use a customized SQL format. So, when it comes now to sharing this, it may and be a problem.

5). Legal

The consensus of the group was that given the stage of development of ICT in Guyana much work is required for laws and regulations to be effective, in particular, in relation to citizen participation, to build trust, so that people would be more inclined to use digital services.

The group identified four challenges.

a. **Low effectiveness of laws and regulations in the government sector and governing the ICT**. A lot of work needs to be done here in terms of making technicians and other persons more aware of what the laws provide for, and, in particular, publicly, in terms of citizen participation.

b. **Inadequate ICT infrastructure**. The group recognized that for many of our agencies the infrastructure is at the infant stages. It requires more investment in terms of hardware. So, it can enable us to provide the quality of services we want for clients, and that is complemented or complementary to the third challenge, which is job capacity.

c. **Inadequate human resources for digital government. Human resources are needed to support ICT delivery**. It remains a challenge more in terms of its availability.

d. **Low awareness, public relation, citizen partners in terms of building public confidence, trust in the use of ICT for the provision of services in the public sector.**

Detailed challenges:

a. There was no agreement on whether **laws and regulations in place for the provision and use of ICT** and digital government services for Guyana's Ministries/Agencies are effective.

b. **Lack of laws and regulations allowing electronic filling in government units within our ministries**.

c. No agreement or disagreement on whether agencies have developed **policies and integrated the SDGs to the National Digital Strategy**. The agreement here was neutral, neither agree nor disagree.

The reason was that we recognized that there were some efforts towards SDG integration. And so, we agree that to the extent that it is being done, at the agency level, it will support the National Air Force in this regard. Participants agreed, there is more to be done. But and these agencies in this group, we agree that some may efforts those being needed in this regard.

d. Disagreement on whether there is effective **Legislation for cyber-crime**. Many of us are not aware that in our system of monitoring there are metrics to determine how effective the system is. The challenge is how to determine how effective it is.

6). Technology

a. The main **challenge is access to a reliable bandwidth**.

b. There is a **need to establish a resilient ICT infrastructure**. There is need to ensure that our technology Infrastructure is strong.

c. There is a need for **comprehensive legislation for digital services**.

d. **Reluctance of civil servants to use ICTs**.

Participants agreed with respect to whether personnel have access to hardware, software; as well as whether or not there were multiple channels to some extent, even though it was not fully based on multiple channels.

e. Our Ministry/Agency cannot count on a government institution who owns the software sources for the digital solutions adopted by our government.

f. All of our **Ministry's/Agency's e-services do not provide an integrated online experience**, in a way that users do not need to visit a government office or place a phone call to fully complete the government service. Even though online services may be available, it will only be partially, or part of the process, we cannot think of anything, or any service provided that whereby you could have completed the process entirely online. So, you may start the process online. But then you still have to go to the agency. Additionally, accessing to government services through third parties - that is not the case - of course we disagreed there. The only linkages that the group would identify are in terms of, for example, if you visit the Ministry of Legal Affairs website or Ministry of Education website, there are obvious linkages to other government agencies.

g. The third dimension dealt with public servants, Questions 10 to 12. Within this section, of course, there was general agreement in all the areas. A strong agreement, especially Question 10. **There is access to all government officials.** The contact information is there, including email, so we strongly agree. And of course, with the others, you know the Civil Service generally would use the ICT tools for word processing and data analysis and so on and so forth. So, in this area, we agreed.

h. Sub-dimension 4, **cybersecurity** (Q13-21). Generally, there was disagreement with most of the questions, but a few of them would have stood out, whereby we will need to hear in terms of agreement to this event, but more or less in between, or you would have identified that the area is a work in progress in some of the agencies. So, for example, question 16 which dealt with security strategy. For that one, the strategy may not have been developed, or is partially being developed or is being examined. Clearly, there was the general view that there was a need for it. And so, even though we're not fully there, we would more or less lean between 2 and 3, so there was some amount of disagreement with that one. Additionally, there was agreement on question 18 on cyber security

training. The need is definitely there, and it has been identified. There is agreement there as well with respect to question 19 transparent and effective password policy. It is agreement, the utilization of passwords. But having an established password policy well, that is a lot of conversation. So, we do utilize passwords. But having an established policy more or less needs to be examined.

But for all the other questions from 13 to 21 apart from 16, 18, and 19, there were disagreement. Additionally, in terms of the question of risk management committee. (Q15) This was in agreement. Of course, there is no established risk management committees in the respective agencies to deal with security. And in terms of the utilization of biometrics. (Q20) To aid in safety security that of course has been limited and utilization biometric and agencies, if use limited basically to time attendance register to do 3 o'clock in a clock. But apart from that task assigned or access to certain information or buildings more or less using biometrics, it's not fully utilized.

7). *Professional and Workshop Development*

a. More financing is needed, stability of internet as well as utilities. The issue is not only the Internet stability, but GPL, Regular flow of electricity, mindsets, and access to devices. We assume everyone has a device, but not everyone may have one. **The type of capacity or the type of trainers that are training is very important**. With regard to the statements that were provided, there were 2 that we agreed on, and number 1 and number 6. Number 7, apart from one colleague, most of the group would have agreed with it.

b. **Participants agreed that (Q1) ministries and agencies invest in digital learning, and in promoting a digital mindset**. In my ministry, we are currently in the final stages of our electronic single window, which is funded by the IDB and the government of Guyana, which will connect the registry the courts, our ministries and licensing and business. But we also know that government is working on a roadmap for 2030 in digital transformation, and that will be a holistic government to government, government to citizen, government to business. So, I think you can all safely agree that we are investing in digital learning and in promoting a digital mindset. Within that 2030 roadmap should be included training and for staff and for the users of the digital platforms.

c. **Lack of Government adequate financial support for ICT colleagues**. While there's financial support, we believe, more is required so we do not believe there is adequate financial support. So most chose No.3. And so, we agree that we have some support currently but there is definitely need for more resources if we are going to embrace a full digital transformation.

d. **Training for junior staff is inadequate**. Number 3 our ministry agency, civil servants, have received ICT training deployed by government or third-party providers. Well again, all of our colleagues in that group agree that we do. It is felt that the senior staff or senior officials get access more of that training than the junior one, and it could be financial reasons, the funding, and it could be also for availability of space. But there is a feeling that yes, there is training, but in terms of equity, and who accesses it, it seems to be more on a senior level than the junior level. So, we agree, but in terms of whether the statement says, Civil Servants have received ICT traning, it seems to be skewed to the upper level. So, you'll probably want to put 3 for number 3.

e. **Ministries, agencies, do not provide equal access to digital learning platform that supports skills. To promote digital transformation everyone has to be trained.**

f. **Ministries/agencies digital learning platform do not support development of soft skills**. I think we can all agree that this is not so. The training supports technology use but not necessarily what it's saying there - soft skills. So, we here in our group felt that it is designed for training, but not necessarily supporting soft

skills, as it relates to critical thinking, problem-solving and creativity. So, it is not necessarily that it is designed to bring all these skills, soft skills, but it is there for the benefit of the technology training, for the use of technology.

7. Key Mindsets for Innovation, Digital Government and Public Sector Transformation

Why Changing Mindsets and Competencies are needed to implement the SDGs and to promote Public Sector Innovation and Transformation[15]

"Mindsets affect the way we think, see (frame reality) and act.[16] Mindsets are important because they shape the way people behave, i.e., how they act or conduct themselves, especially towards others. According to Dweck (1986), our mindsets play a massive role in the way we think something is possible and, in the actions, we believe are available and purposeful to take. In other words, mindsets comprise the attitudes and beliefs, worldview, and self-perception that matter for individuals as psychological factors governing how choices are made and habits are formed. These include value-based, motivational, or non-cognitive factors that can matter even more than cognitive factors for day-to-day decision-making.[17]

A belief is what we hold to be true.[18] It is a conviction that not necessarily corresponds to reality that, however, influences a person's interpretation of and response to reality that, however, influences a person's interpretation of and response to events. Attitudes shape how we interact with the world based on how we see the world. So, while beliefs are in essence about how we see the world, attitudes are about how we interact with the world.[19]

New mindsets in the public sector should be built upon the key principles of the 2030 Agenda, including transformation, integration, leaving no one behind and universality and the 11 Principles of Effective Governance for Sustainable Development.[20] For example, to translate the 2030 Agenda principle of protecting the "planet" into action, a mindset change is required among public servants and society to manage natural resources. Suppose we want to revert or prevent further environmental degradation. People's beliefs and attitudes towards the environment must then change from seeing the environment as a resource to be overexploited to a resource to be protected and safeguarded.

Equally, if not more important, is the need to strengthen public servants' competencies, which should be aligned to the new mindsets required to implement the SDGs. A competency is defined as "a set of related

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[15] Based on the presentation delivered by Adriana Alberti, Chief of Programme Management and Capacity Development Unit, DPIDG, UN DESA and Stefania Senese, Programme Management Officer, DPIDG, UNDESA

[16] See Chapter 4 of the UNDESA Publication of Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

[17] Dweck, Carol S. et al. (2014) Academic Tenacity Mindsets and Skills that Promote Long-Term Learning. Bill & Melinda Gates Foundation. Retrieved from: https://ed.stanford.edu/sites/default/files/manual/dweck-walton-cohen-2014.pdf

[18] https://dictionary.cambridge.org/us/dictionary/english/belief

[19] The word was first used in 1930 to mean habits of the mind formed by previous experiences and mind was defined as deeply held beliefs, attitudes, and assumptions about who we are and the world around us) The nature of mindsets, Ash Buchanan, 2017 available at https://medium.com/benefit-mindset/the-nature-of-mindsets-18afba2ac890

[20] United Nations, 2015. Transforming our world: the 2030 Agenda for Sustainable Development A/RES/70/1. Accessed at: http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E

knowledge, skills and abilities that result in essential behaviors expected from those working for the Organization"[21]

In its work of developing a competency framework for public servants to achieve the SDGs, UN DESA, in collaboration with schools of public administration (Table 1.4), has identified key mindsets and associated competencies as critical to moving forward with the realization of the SDGs. They are forward-looking and describe officials' skills and attributes to build a new organizational culture and meet future challenges.

The competencies proposed in the UN DESA competency framework are designed to advance the achievement of all 17 Goals and 169 Targets of the 2030 Agenda. The framework helps to identify competencies that entail specific behaviors. Supporting mindset change calls for a practical focus on concrete behaviours associated with specific competencies that can function as vehicles for in-practice learning. Changing mindsets by doing and solving complex problems is a valuable approach. Playing out scenarios to do things differently and rehearsing what new behaviors would be like can bring about change in mindsets. UN DESA's competency framework is framed around the principles of the 2030 Agenda and the Principles of Effective Governance. It includes the following mindsets, beliefs, attitudes and competencies grouped around institutional effectiveness, accountability, and inclusiveness.

Institutional effectiveness is based on the principles of sound policymaking, competence, collaboration, and systemic robustness.

Table 4: Mindsets and Competency Framework for SDGs Implementation

INSTITUTIONAL EFFECTIVENESS			
MINDSETS	**BELIEFS**	**ATTITUDES**	**COMPETENCIES**
Agile Mindset	Change is possible and necessary to address multiple possibilities before quickly reaching a solution; failure is momentary, and any obstacles can be quickly overcome.	Is proactive, comfortable with the uncomfortable and complexity, uses inquisitive thinking and critical reasoning, adopts a holistic view of challenges, eager to learn and improve, willing to fail, and embrace constant change and encourage collaboration and trust.	To have an agile mindset, public servants need to develop **competencies in systems-thinking** to perceive the links, cause-effect relations, and dynamics affecting sustainable development; **risk-informed adaptation** to maintain effectiveness when experiencing change and continue delivering results within new structures or despite external shocks; **and collaboration** to perceive problems of common interest and positively conceive that dialogue, coordination, partnerships, and networks can address problems.
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.
Evidence-based Mindset	Data is critical to make good decisions.	Is driven and motivated to using, validating, and documenting data.	A competency associated with the evidence-based mindset is **data and information literacy** to recognize the need to locate, retrieve, analyze, and utilize data and information for problem solving as well as to promote transparency for better public policy and service design and delivery. **Public Financial Management (PFM)** competency is also needed for effective public administration and service delivery, especially in fragile and post conflict environments (see chapter 12).

Foresight Mindset	Present and future transformation in support of the SDG is possible. The future can be influenced, and trends anticipated if we ask the right questions, plan, and prepare for the future.	Is open to using techniques and methodologies for discovering and designing future trends to anticipate challenges and solutions.	A foresight mindset includes short and **long-term planning** to develop clear goals that are consistent with agreed strategies such as the 2030 Agenda and specific SDG targets; **forward looking and proactivity** to ensure anticipatory, flexible and action-oriented behaviors to implement potential solutions and address challenges. as well as **risk-management** competencies to identify and assess issues and risks and create a plan that allows to contain or control those identified and their consequences.
Results-oriented Mindset	Good decisions are those that are focused on results.	Is focused on taking actions and achieving results.	To develop a results-oriented mindset, public servants need to possess **results-based management** competencies to manage for results. Also, public servants need to have a **life-long learning** competency to share and apply knowledge learned across the organization to advance the realization of the SDGs. Finally, public servants need to **manage performance**, ensure that a set of outputs meet the goals effectively and efficiently, define strategic and operational objectives, and link them to resources.
Collaborative Mindset	Working with others results in higher impact.	Is willing to learn, co-create, share experiences, and have a dialogue with others.	By developing a collaborative mindset, public servants are better prepared to develop a skillset that focuses on **coordination, integration, and dialogue** across teams, levels of government, and functional areas. Public servants will be able to build **multi-stakeholder partnerships** by bringing together a range of partners with the opportunity to interact, learn from others, and collectively help strive to achieve the same goals.
Digital Mindset	If properly leveraged, digital technology can help address a multiplicity of challenges.	Is focused on leveraging the advantages of technology in support of governance transformation while addressing its risks.	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 literacy). 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. It also requires the ability to secure sensitive data.

Institutional accountability is based on the principles of integrity, transparency, and independent oversight.

Table 5: Mindsets for Institutional Accountability

MINDSETS	BELIEFS	ATTITUDES	COMPETENCIES
Ethical Mindset	The implementation of the principles of the 2030 Agenda will lead to sustainable development.	Doing the right for the right reason; is respectful of the views of others, and observes the ethical and legal standards of one's organization.	To develop an ethical mindset, public servants need to strengthen competencies in **professionalism, results-based management, lifelong learning and managing performance**. Public servants should be able to demonstrate professional competence and mastery of sustainable development both as a concept and value and understand its national application and relevance.
Open/Transparent Mindset	Trust, communication, and openness are essential for better decisions.	Is open to new ideas, readily shares non-classified information. Public servants should have the ability to combat misininformation.	Competencies of a transparent mindset include **ability to collect, manage, and share information** and data to increase budget transparency, promote disclosure and access to information.

Personal Accountability Mindset	Personal commitment, ownership, and responsibility for own actions and consequences are key to excellent performance.	Is committed to proactive actions and taking responsibilities to achieve results.	Competencies linked to this mindset include adaptability to respond to changing circumstances, learn new skills, and perform well **communication** to successfully work with new colleagues and new environments, to communicate effectively, listen attentively to others, and share information in a timely manner, **and managing resources** by allocating time and resources efficiently and effectively, translating strategies into plans for action; and monitor the progress of their work. Skills in collecting disaggregated data and statistical capacity, risk management, monitoring, and evaluation of policies and programmes for poverty eradication, among others, are critical for greater transparency and accountability.
Digital Mindset	If properly leveraged, digital technology can help address a multiplicity of challenges.	Is focused on leveraging the advantages of technology in support of governance transformation while addressing its risks.	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 literacy). 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. It also requires the ability to secure sensitive data.

Institutional inclusiveness is based on the principles of leaving no one behind, non-discrimination, participation, subsidiarity, and inter-generational equity.

Table 6: Mindsets for Institutional Inclusiveness

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.
Empathy Mindset	Understanding the experience and feelings of others is crucial to make decisions that leave no one behind.	Is attentive and focused on understanding the feelings and needs of others, particularly vulnerable groups and those that are left behind, and takes actions to address their needs.	Competencies of an empathy/relation mindset include emotional intelligence, socially conscious awareness, responsibility, and collaboration. **Emotional intelligence** is the ability to recognize, manage and communicate with emotional regulation, and respond appropriately to the emotions of other people. With **socially conscious awareness, responsibility, and collaboration competencies**, public servants will be able to develop an awareness of their own and communities' beliefs, values, and expectations and ensure a culture of caring, being flexible to recognize the different needs of employees, and the people. Finally, they will be able to collaborate with stakeholders from different backgrounds.

Responsive Mindset	Public Institutions exist to respond to people's needs and protect human rights, and fundamental freedoms for all.	Putting people first by effectively anticipating and responding to their needs and creating an enabling environment for sustainable development.	Very important competencies linked to this mindset are the abilities to **respect, protect and promote human rights and fundamental freedoms for all**, and **ensure equitable access to public service delivery** provided on general terms of equality (without distinction of any kind, as to race, color, sex, language, religion, political or other opinions, national or social origin, property, birth, disability or other status).
Inter-generational Equity Mindset	Young and old generations deserve to live in a sustainable planet and have their needs met.	Is compliant with the principle of environmental, social, and economic equity.	Competencies that are linked to an intergenerational equity mindset include the abilities to **construct administrative acts** that balance the short-term needs of today's generation with the longer-term needs of future generations. Also, **skills in management and planning** are critical for long-term public debt management, long-term territorial planning, and spatial development, and ecosystem management. Finally, skills in **assessing the impact** of the SDGs are critical for the decision-making process.
Digital Mindset	If properly leveraged, digital technology can help address a multiplicity of challenges.	Is focused on leveraging the advantages of technology in support of governance transformation while addressing its risks.	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 literacy). 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. It also requires the ability to secure sensitive data.

7.1. Strategies for Institutional Coordination in Support of Policy Coherence & System Thinking and the Need for Agile and Collaborative Mindsets[22]

Relation between policy & institutional coherence vs. digital government

- Assumption: "digitization will change the institutional culture of a government/ culture"

- IT designers understand technology, but not the realities of government & Government officials and politicians understand the realities of government, but not the technology

- A management structure to implement the strategic decisions for transformation needs to be established

- Developing effective work processes require understanding of how policies are interconnected

- Progress toward coherence requires inter-office coordination/ agreement on who will do what

- Human Resource Development Planning is required: availability of qualified staff

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[22] Based on the presentation delivered by Veronique Verbruggen, Senior Inter-regional Advisor, DPIDG, UN DESA

Institutional coherence as a precondition for policy coherence

- Systematically identify relevant linkages across the sectors and domains and consider those linkages in design of policies

- Policies are consistent across sectors and scales (from local to global);

- Involvement of relevant stakeholders in design, implementation, monitoring and evaluation;

- Adequate resources are provided for implementation at all levels and at all scales.

Figure 21: Whole-of-Government and Whole-of-Society
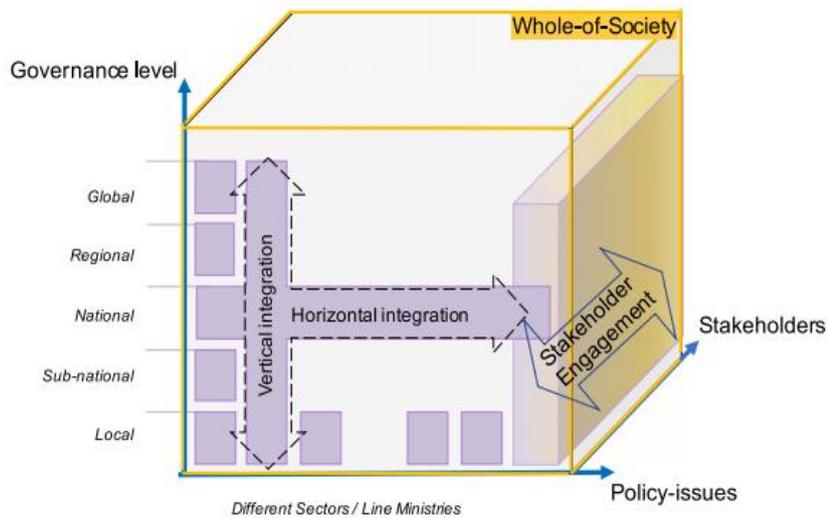
Source: World Public Sector Report 2018. Whole-of-Government and Whole-of-Society Approaches on Page 7

Box 4: Incongruence between organizational structure vs. interdependence of policy problems

Key recommendations on how to move your administration up the scale – where to start?

- Establishing a high-level interagency committee, hosted by a high-ranking ministry, or preferably by the center of government.

- Establishing a coordinated institutional mechanism.

- Conducting simulation and mapping exercises: "integrated policy analysis".

- Arranging multi-stakeholder consultation forums

- Ensuring SDGs are visible and mainstreamed in national policy, development strategy and planning, and budgeting.

- Requesting strategic impact assessments of draft policy bills

- Imposing sectoral mandates and reporting requirements

- Engaging in international cooperation and peer learning

Readiness Assessment on Institutional Arrangements for Policy Coherence: 9 Building Blocks[23]

Box 5: Checklist of the Readiness Assessment on Institutional Arrangements for Policy Coherence

Building Block 1: Political Commitment
Institutionalization of political commitment towards policy coherence
The country has institutionalized its commitment towards policy coherence for sustainable development at the highest political level through a vision, legal and normative frameworks.

Building Block 2: Transformational Leadership, Human Resources and Changing Mindsets
Transformational leadership, human resources, and changing mindsets for policy coherence
The country has mechanisms in place to promote transformational leadership, human resources and changing mindsets for policy coherence.

Building Block 3: System Thinking and Policy Linkages
System thinking and policy linkages: integration of the social, economic and environmental dimensions of sustainable development and systematic assessment of policy effects
The country has mechanisms in place that allow relevant public institutions to integrate the three dimensions of sustainable development and systematically assess the policy effects and cross-sectoral linkages throughout the policy and planning process.

Building Block 4: Organizational Structures and Processes
Organizational structures and processes for Inter-ministerial coordination/ integration
The country has an institutional mechanism in place that periodically brings together relevant ministries and government entities to enhance coherence across sustainable development related policies including sectoral policies.

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[23] Readiness Assessment https://unpan.un.org/capacity-development/otc/self-assessment-tools/self-assessment-questionnaire/

7.2. Challenges of Institutional Coordination and Promoting an Agile and Collaboration Mindset for SDGs in Guyana

The points below are an extract of participants' discussions.

Figure 22: Institutional Coordination and an Agile and Collaboration Mindset for SDGs Challenges
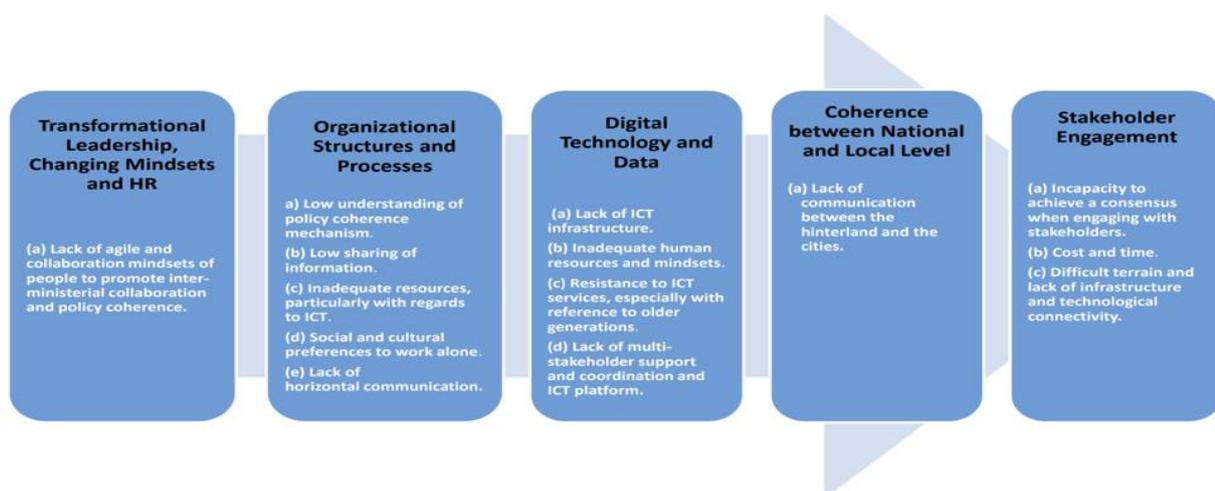
1). Transformational Leadership, Changing Mindsets and HR

(a) **Inadequate mindsets of people**. The group agreed that although human resources may be in place and leadership is committed to make policies and implement them, it is crucial to have the right mindsets. To do so, there is a need to have multi-stakeholder support.

2). Organizational Structures and Processes

(a) **Low understanding of policy coherence mechanisms**. There are still some uncertainties in terms of policy coherence mechanisms. The group mentioned that the Ministry of Finance is the coordinating structure. However, there are some information gaps in terms of policy coherence.

(b) **Low sharing of information**.

(c) **Inadequate resources, particularly with regards to ICT**.

(d) **Social and cultural preferences to work alone**. Working alone can create an additional barrier to effective coordination of coherent policies.

(e) **Lack of horizontal communication**. The group mentioned that information sharing occurs vertically, but there should also be horizontal involvement. For example, sharing information and progress report on how these policies are being developed would be essential to have a buy-in from stakeholders.

3). Digital Technology and Data

(a) **Lack of ICT infrastructure**. The government is currently looking at an overall ICT master plan, but the group thinks it will incorporate all the SDGs in the national development plan. However, there is a lack of infrastructure regarding implementing a digital framework. Especially in the Hinterland areas, there is not enough access to the Internet or appropriate equipment.

(b) **Inadequate human resources and mindsets**. The group mentioned that a training was undertaken, but many public servants are from the older generations; they see ICT as a threat. So, there is definitely going to be a need for change management to get the buy-in and to change the mindsets, of course, to embrace ICT instead of being scared of it.

(c) **Resistance to ICT services, especially with reference to old generations**. There have been efforts to provide banking system services for pensioners. However, they are reluctant to access those services because of their mindset. So, it is crucial to promote some awareness programs and promote a digital mindset.

(d) **Lack of multi-stakeholder support and coordination and ICT platform**. There is a need to be multi-stakeholder support and coordination and an ICT platform where data can be accessed, and decision-making will be guided.

4). Coherence between National and Local Level

(a) **Lack of communication**. Generally, participants found that there is coordination and collaboration, especially in the preparation of budgets, where there is a national objective at hand, and programs and activities are designed to achieve this. However, activities from respective agencies overlap. The challenge is with data. Even though public officials plan and implement, there is a breakdown in the communication along those lines. Agencies are so focused on achieving their specific objective that sometimes they forget to look at the big blue picture of what the national objective ought to be, and they do not communicate. But generally, the plans are aligned, whether at the national or regional level.

5). Stakeholder Engagement

(a) **Incapacity to achieve a consensus when engaging with stakeholders**. As the government and stakeholders may have different priorities or things that they want to see prioritized, navigating that process could be a barrier. It could take some time to work through.

(b) **Cost and time**. Stakeholders' engagement requires cost and time. Now we are in an age where technology is moving forward, where we can now send surveys and these things to be filled out. However, while there is that there are instances where they may not be as effective, especially concerning hinterland regions, which might not have the infrastructure for those kinds of things or those kinds of engagement.

(c) **Difficult terrain and lack of infrastructure and technological connectivity**. The difficulty of terrain for a person to be able to come to physical meetings and have discussions, and lack of technological connectivity. We are currently working on these, but things can still pose a challenge for the government and stakeholders to engage effectively.

Transformational Leadership Mindset

(a) **Resistance to change**. People are afraid of change. Persons have their own inhibitions as it relates to what the change will entail. Therefore, the question, "Why must I change? "They see all the risks that come with change so that you may get that resistance level. And here we are talking about people at varying levels within an organization.

- The group feels that people must be willing to accept change. There may be actions that are required, such as training, awareness sessions, communicating the change, identifying the benefits that can accrue, not only personally, but also to the organization, and to the country.

- We thought that we should clearly identify the steps. Make people comfortable, or accepting that this change is necessary, this change is needed. So, we would seek to open the lines of communication, find ways to get buy-in, so that persons are more responsive and feel more responsible and a part of this changing initiative. We thought it's also important to give an opportunity for persons to know themselves.

- We talked about self-assessment, so we would want to ensure that persons understand themselves and develop the mindset that is needed.

(a) Lack of Trust. Trust with new people or within a new environment can be a challenge.

(b) Misuse of power and punitive mentality. The group identified misuse of power from higher offices and a culture of punishment rather than a rewarding one.

- Where persons in higher offices may be misusing their power, and that becomes a threat in the organization and obviously will impact how we can change, how people operate or think or moving forward. One of the things that we spoke about and we think out of this can be a strategy that changes the punitive mentality. We immediately see one mistake, and we pull the workers and employees and highlight that, we punish you to speak, whether it is verbally or in writing and that kind of, they may be doing 100 things right. But if you do one thing and that is the main thing. If you are late 15 min to work this is highlighted, but if you work 3 hours in the afternoon this is not praised. So, if we keep doing that, then what employee will probably be fearful to even suggest new things, because the feeling is that if we go out of the norm or what is the expected, we are going to be penalized.

(c) Lack of a general plan for change and reluctance to accept feedback for a positive change. It is crucial to have a broad view of what and why we want to change, which needs to be conceptualized initially, considering relevant stakeholders, so it also aids to motivate others. Therefore, it is essential to have multi-directional feedback from stakeholders.

(d) Cultural adjustment. It is important to recognize that the major challenge would be the cultural adjustment, the shift from the current way of doing business and operating in the team setting and providing services to the public.

Developing an Evidence-based Mindset: Fostering a culture of evidence-based policymaking through research, training, and policy engagements

(a) Preconceptions for evidence-based thinking and approach. Participants believe that some employees may find that the time to collect data and use it is a tedious mechanism. The challenge is to move towards data-driven or research type-driven methods.

(b) Inadequate systems in place to collect data and inadequate training. Inadequate systems in place to collect the data, which can be subjected to misinterpretation, and lead to the inaccurate implementation of policies. Public servants should have an evidence-based mindset; however, they haven't been trained on this.

(c) Lack of availability of data and inadequate resources. Participants think it would be helpful to continue to improve their data collection systems so that they can have improvements over time and as an ongoing process. This may require more resources to make decisions accordingly.

7.3. Transformational Leadership for the SDGs and Mindsets needed for Innovation[24]

Key messages on Transforming individuals

- Transforming individuals' mindsets involves transforming **competencies and mindsets** (the hardest part).
- Leadership is a key factor– leaders must embrace new competencies and mindsets themselves first.
- Good leadership makes a difference.
- Leadership (doing the right things) is different from management (doing things right).
- Leadership is not just about personal charisma or about one person on top of a pyramid - everybody can be a leader.
- Leadership is more about making change happen than it is about managing the status quo.
- Transformational leadership transforms institutions, organizations, individuals, and societies.
- For the 2030 Agenda, it is essential to have clear top-down and vibrant bottom-up planning, decision-making and communication structures, and processes.
- Leaders should have a good understanding of their own selves.

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[24] Based on the presentation delivered by Lois Parkes Leadership Development and Institutional Strengthening Specialist, CARICAD

Transformational leadership also transforms institutions, establishing new organizations or strengthening organizations, laws and rules to effectively support the implementation of the SDGs.

Institutional development involves organizational design, systems design, policies, laws, rules and regulations, leadership development, human resources development, and changing mindsets to positively change behavior and culture in organizations and in society.

Some people will upskill and shift their own mindsets faster than others. These "early adopters" are vital for others to emulate and so envelop transformation in a new culture.

New orientations for competencies and mindsets

- **Innovation** – regularly imagining and implementing new things that add value.

- **Citizen engagement** – systematically involving citizens in many stages and levels of public service.

- The new orientations are best led by leaders with an **Innovation/Experimental Mindset** (which is a combination of Learning, Collaborative and Leadership Mindsets).

Figure 23: From Autocratic to Transformational Leadership
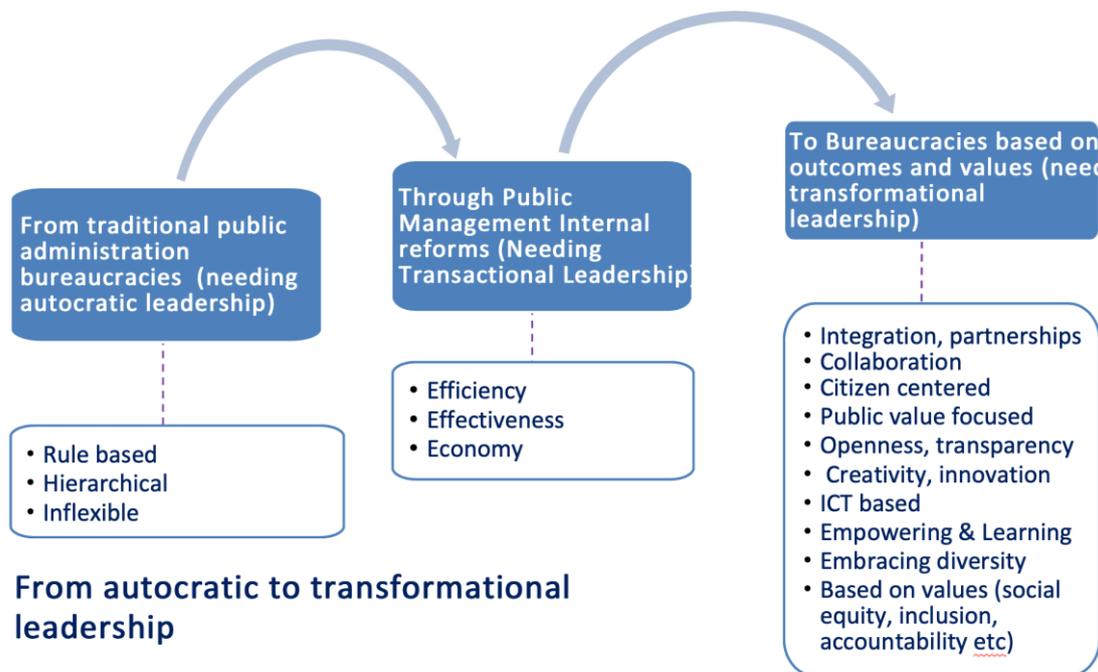
7.4. Evidence-based Mindset: Fostering a culture of evidence-based policymaking through research, training, and policy engagements[25]

Good Policy Requires Rigorous Evidence

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[25] Based on the presentation delivered by Anna Mysliwiec, Policy Manager, J-PAL

Figure 24: Global Knowledge: 1025 Completed Randomized Evaluations in 88 Countries

Innovation, Digital Government, and Changing Mindsets for Public Sector Transformation in Guyana| March 2022
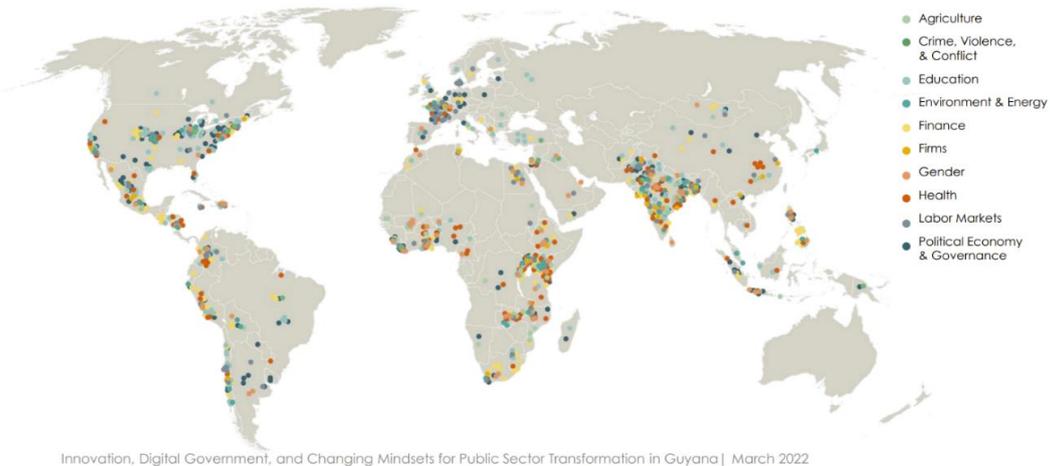
Yet despite the availability and appetite for rigorous research, an 'evidence-policy gap' persists.

Why does the 'Evidence-Policy Gap' Persist?

- Low prioritization of, and limited capacity for, evidence-informed policymaking
- Financial constraints
- Political uncertainty
- Difficulty finding the right evidence and applying it to a new context
- Behavioral biases in decision-making ([Banuri et al. 2019](#))
- Lack of bureaucratic incentives to leverage and apply evidence

An "evidence-based mindset" is necessary to bridge the gap.

Three strategies to develop an evidence-based mindset:

Strategy 1. Generating tailored evidence to solve specific problems identified by policymakers

Example: What can governments do to reduce corruption in their bureaucracies?

1) Share program information with beneficiaries

Sharing program information with beneficiaries can effectively reduce leakage[26]

- Subsidized rice program Rastra (formerly Raskin) in Indonesia
- Tested impact of providing ID cards with information on program benefits
- Leakages reduced by **33-58%**
    - Esp. when adding price; publicizing information
- Government scaled up program based on results in 2013, ID cards now reach 65+ million   people

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[26] [Banerjee, Abhijit, Rema Hanna, Jordan Kyle, Benjamin A. Olken, and Sudarno Sumarto. 2018](#)

2) Streamline program delivery with technological innovations

Innovations in program delivery

- In 2017, *same program*[27] evaluated a reform to transition from in-kind to a non-cash e-voucher system
- Voucher amount deposited to a debit card, redeemable at registered retailers
- Increased amount of intended subsidy eligible households received by 45%
- Improved targeting, reduced poverty among low-income households

Devil is in the details[28]

- In India, a move to digital payments had differing results based on system details:
    - Andhra Pradesh: biometric authentication systems led to a faster and less corrupt payments process without adversely affecting program access
    - Jharkhand: it did not reduce leakages and reduced benefits for those who had not previously registered an ID by 10.6% (nearly 300k people lost access)
- Key difference: Beneficiary experience + flexibility

Strategy 2. Leveraging existing evidence from around the world to inform local decision-making

Key questions to ask when applying evidence from one context to another

- What is the theory of change behind the RCT?
- Do the local conditions hold for that theory to apply?
- How strong is the evidence for the general behavioral change?
- What is the evidence that the implementation process can be carried out well?

Strategy 3. Institutionalizing a holistic culture of evidence use

Developing an evidence-based culture is an iterative process of diagnosis, testing, and learning.

Figure 25: The Approach to an Evidence-based Culture

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[27] Banerjee, Hanna, Olken, Satriawan, and Sumarto 2021

[28] Muralidharan, Niehaus, and Sukhtankar 2016; Muralidharan, Niehaus, Sukhtankar 2020a; Muralidharan, Niehaus, Sukhtankar 2020b; Banerjee, et al 2020

7.5. Inclusive Mindset to Leave No One Behind[29]

Importance of Promoting an Inclusive Mindset to Leave No One Behind

In general, mindsets provide the basis for decisions, where humans cognitively make choices based on habits, beliefs, values, and behavioral biases. Among a variety of mindsets, building an inclusive mindset in the public sector has become a priority for ensuring inclusiveness and leaving no one behind due to the increased social inequality between different social groups and even within the same social group. An inclusive mindset embraces assumptions, perspectives, and behaviors that are based on and promote inclusiveness.

Promoting an Inclusive Mindset to Leave No One Behind is important as it can transform the mindsets of public servants for building an inclusive and people-centered society. An 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, and there is a need for a holistic approach at the individual, organizational, and institutional/societal levels.

What is an Inclusive Mindset?

Table 7: Inclusive Mindset

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.

Box 6: The 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**

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[29] Based on the presentation delivered by Mi Kyoung Park, Governance and Public Administration Officer, DPIDG/ UNPOG, UN DESA

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

Such vulnerabilities are compounded by a number of newly emerging challenges arising from climate change, urbanization, public health emergencies, such as COVID-19, as well as the 4th Industrial Revolution and the accelerated pace of digital transformation. The latter risks further exacerbating existing digital divides between rural and urban, youth and older persons, and men and women, which in return will further widen socio-economic inequalities. This situation has led many countries to step up their efforts to implement a national strategy for building an inclusive society. This includes possible actions to unlock the full potential of all people by leveraging society's collective intelligence and by mobilizing whole-of-society efforts, including by empowering vulnerable groups as agents of change and promoting the well-being of all.

There is a wide range of challenges in the public sector towards developing an inclusive mindset, the major challenges are:

- ➢ **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

Developing an inclusive mindset in the public sector requires strategies and approaches to enhance capacities at individual, organizational, and institutional levels:

- ● **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**

Challenges, required competencies, and strategies needed to promote an inclusive mindset in the public sector to leave no one behind are summarized in the Table below.

Table 8: Challenges, Required Competencies, and Strategies for Promoting an Inclusive Mindset

CHALLENGES	REQUIRED COMPETENCIES	STRATEGIES
• Lack of commitment to inclusion • Implicit biases, prejudice, stereotypes and discrimination • Lack of capacities to address the challenges of vulnerable groups • Lack of capacity for collaboration with other stakeholders and empowering those who are vulnerable or in vulnerable situations	• Emotional intelligence • Communication • Respect for diversity, including flexibility and adaptability • Negotiation and facilitation • Engagement and collaboration with other stakeholders	• Strategy 1: Raising awareness of why an inclusive mindset is 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

Developing an inclusive mindset in the public sector is key to leaving no one behind and building an inclusive society, particularly considering the multi-dimensional and dynamically evolving vulnerability of different groups. Moreover, vulnerable groups, especially people living in poverty, the working poor, women and children, persons with disabilities, and other marginalized groups, have been disproportionately hit by the COVID-19 Pandemic. The impact of the pandemic on vulnerable groups will have not only immediate consequences but also indirect and long-term consequences. In this context, building an inclusive mindset in the public sector has become an even more urgent task than in the past. Changes in public servants' values, beliefs, attitudes, and behaviors towards inclusion are critical for a public sector that effectively addresses the needs of those furthest left behind.

To know more information about the Inclusive mindset, please access the Report on 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 and the Toolkit on Government Innovation for Social Inclusion of People in Vulnerable Situations.

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

https://unpan.un.org/node/585

7.6. Innovation/Experimental Mindset[30]

What is an Innovation/Experimental Mindset?

An Innovation mindset is based on a methodology that thrives with teamwork, user/stakeholder–centricity, co-creation, prototyping solutions and failing frequently, learning and moving on. The growth mindset is essential for innovation. The growth and fixed mindset is a term coined by psychologist Carol Dweck. In her book "Mindset - changing the way you think to fulfil your potential", Dweck details the importance of people (from students to CEOs) having a growth mindset.

A **growth mindset** is one that enables people to see opportunities to learn from all situations - love challenges, fear not learning, is motivated by self-development, and finds lessons and inspiration in the success of others.

A **fixed mindset**, on the other hand, is only willing to enter into new and unfamiliar situations and challenges if they believe they will succeed. A fixed mindset is valued for being right and validation, often blaming others and giving up if things do not go right and feeling threatened and jealous of the success of others.

A growth mindset is better for experimentation. The experiment requires trying new things (even if you are not 100% sure they will work), it requires curiosity and motivation to learn what works and what doesn't.

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.

Table 9: 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.

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

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[30] Based on the presentation delivered by Stefania Senese, Governance and Public Administration Officer, DPIDG, UN DESA and Ana Thorlund, Governance and Public Administration Expert, DPIDG/ UNPOG, UN DESA

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

The box below listed how to encourage learning in your organization.

Box 7: How to Encourage Learning in the Organization

Supportive learning environment	Concrete learning processes and practices	Reinforcing leadership behavior
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.	When leaders actively question and listen to employees—prompting dialogue and debate—people feel encouraged to learn.
Appreciation of differences: learning occurs when people become aware of opposing ideas.	It requires the generation, collection, interpretation and dissemination of information. I.e. experiments, intelligence gathering, technological trends, education and training.	If leaders signal the importance of spending time on problem identification, knowledge transfer, and reflective post-audits, these activities are likely to flourish.
Openness to new ideas: Employees should be encouraged to take risks and explore the untested.	Knowledge must be shared across individuals, groups or the whole organization - moving laterally or vertically.	When leaders demonstrate through their own behavior a willingness to entertain alternative points of view, employees feel emboldened to offer new ideas and options.
Time for reflection: when people are overstressed their ability to think analytically and creatively is compromised. They need protected time to do this.		

The UN Public Service Awards, which is the most prestigious international recognition of excellence in public service, rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide.

What has been learned through the United Nations Public Service Awards is that every country can innovate; the public sector innovates; ICT facilitates innovation, and innovation breeds innovation.

Case Studies/Good Examples

- **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 "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

7.7 Digital Data Governance and Digital Mindset[31]

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 is including

- Census and survey data
- Administrative data
- Open government data
- Geospatial data
- Real-time data
- Big data

The different types of data are public data, private business data, and personal data.

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[31] Based on the presentation delivered by Wai Min Kwok, Senior Governance and Public Administration Officer, DPIDG, UN DESA

Figure 26: Types of Data
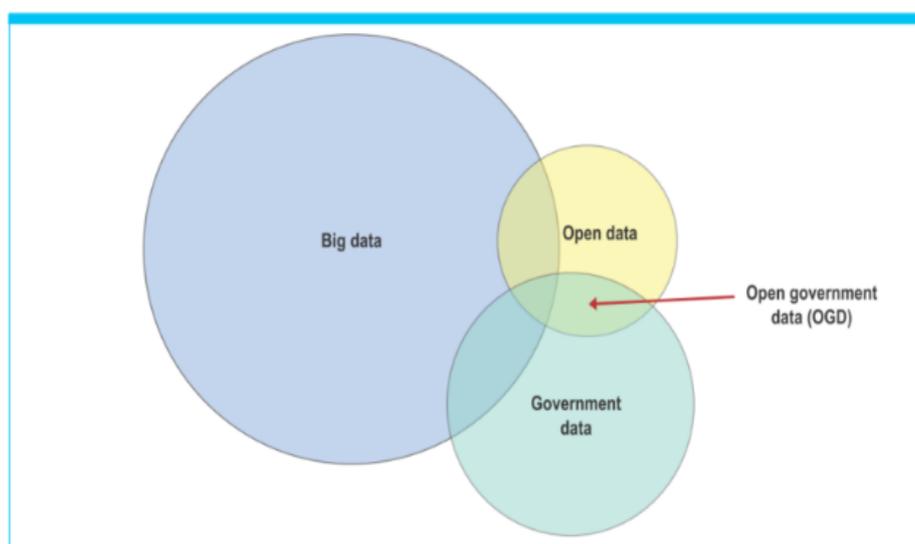
Table 10: The Principles of Effective Data Governance for Sustainable Development

Essential elements and related principles	Commonly used strategies to operationalize the 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.

Figure 27: How Can Data Support Sustainable Development?
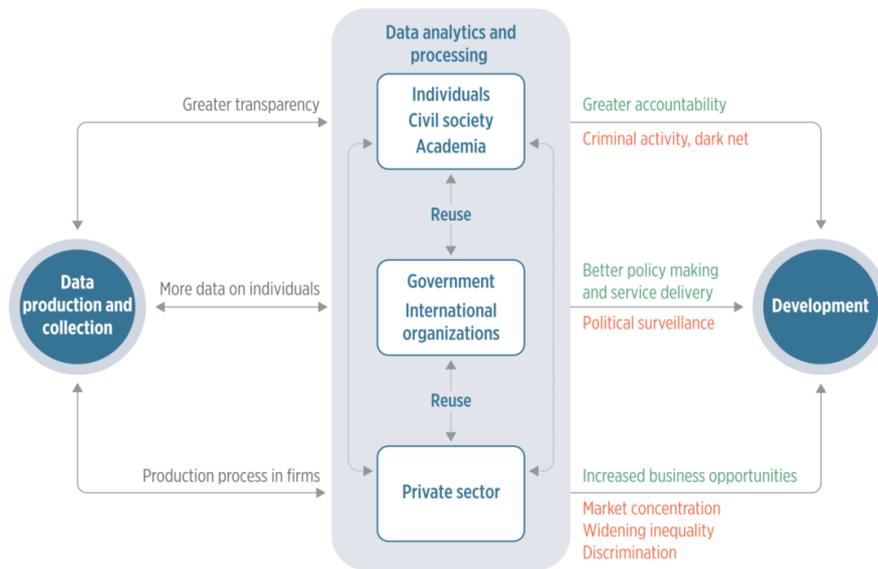
Source: WDR 2021 team.
Note: Positive impacts are shown in green; negative impacts are shown in red.

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.

Box 8: Data Governance Framework
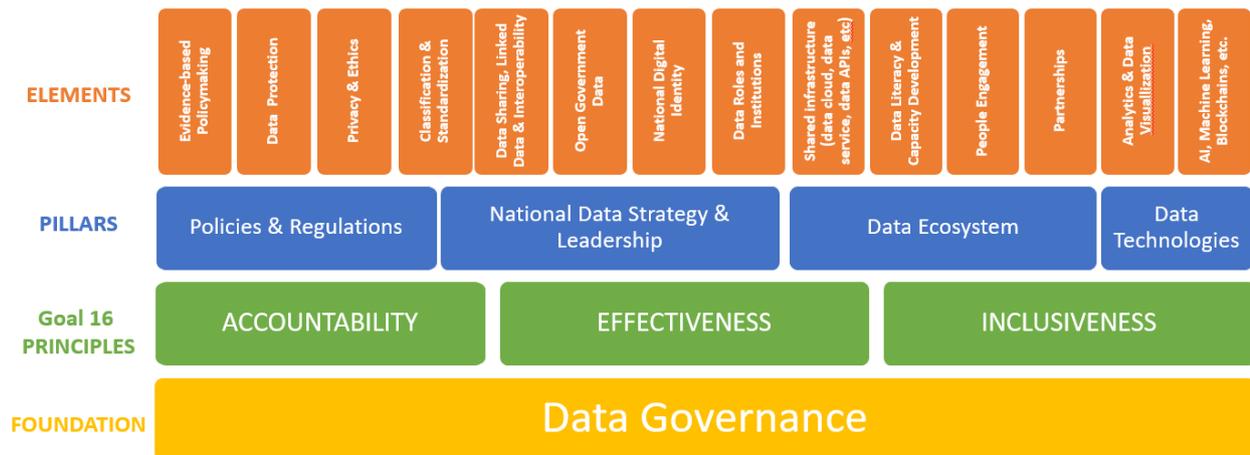
Key Elements of Data Governance Frameworks

Table 11: 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
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
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 pursual 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.

Key Messages of 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.**

Digital Mindset

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.

Figure 28: Digital Mindset
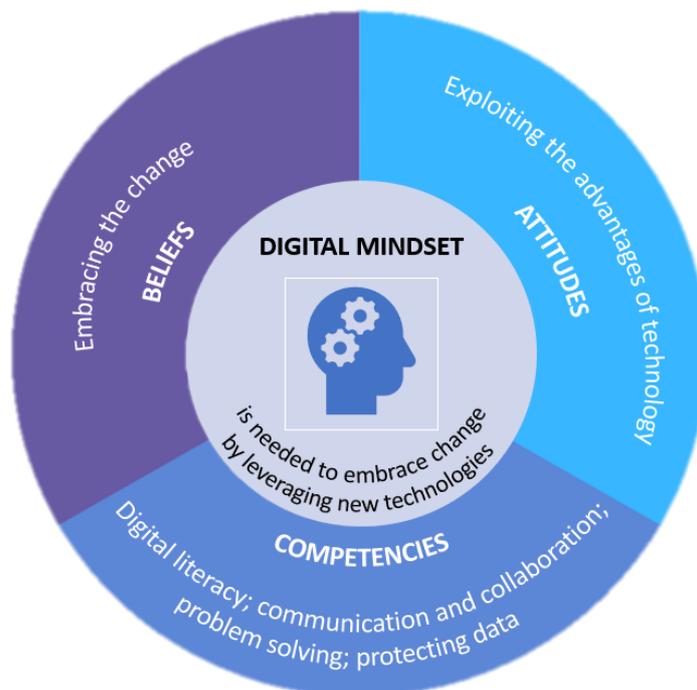
Training Toolkit on Data Governance

8. Summary of Each Day

DAY ONE (22nd MARCH 2022)

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

Day One centred on content and discussions on the vision for public sector transformation in Guyana. It was highlighted that this is the start of exceptional things for the public service as there is an abundance of resources that need to be supported by an advanced/modernized public service framework. The Ministry of Public Service, as the chief employer, was charged with promoting transformation and incremental restructuring towards improved service delivery across government. It was noted that a comprehensive Transformation Plan must be developed to charter a clear path, as a nation that embraces and implements innovative measures, to ensure we have a concrete plan for this journey of innovation. A whole-of-government approach was also discussed e.g., the UN is working with the Office of the Prime Minister, National Data Management Authority on infrastructure through the Hinterland, Poor and Remote Communities Access project. SDG 16 and 17 were seen as critical in terms of regional and international alignment for the transformation and sound institutions; primarily centred on the principle of Leave No One Behind. CARICAD's framework for Public Sector Transformation (2015) and its subsequent Action Planning toolkit were presented for consideration, in addition to advice that the Public Sector Roadmap/Strategy be incubated by an interim Group of Permanent Secretaries. Challenges were highlighted in the areas of financing

(so consider diversification and align with LCDS), legislative (bipartisan approach at the individual, local and national level is required … listen to the people (e.g., laws for effective public service management (updated Rules/Regulations), sustainable, happy villages: access to water, roads, care for the elderly, otherly-abled and vulnerable) and Institutional (sound institutions that would require a cross-cutting approach e.g., Ministry of Home Affairs working with Ministry of Foreign Affairs on border and consequent safe communities)

DAY TWO (23rd MARCH 2022)

Innovation and Digital Government

Since 2003, the Division for Public Administration and Development Management (DPADM) (now renamed Division for Public Institutions and Digital Government) has been publishing the United Nations E-Government Survey to share knowledge about global e-government trends and issues, and innovative practices as well as challenges and opportunities for e-government development. The biennial Survey is the only report in the world that assesses the e-government development status of all 193 United Nations Member States. It serves as a tool for decision-makers to identify their areas of strengths and challenges in e-government and to guide e-government policies and strategies. The Survey is being used as an impartial reference by policymakers, government officials, United Nations agencies and other global and regional organizations to benchmark e-government development in all regions and guide policy formulation and implementation. For the last Report (2020) Guyana was ranked below the global average – a situation similar in the region that needs to be improved. Main areas of the EGDI are the underpinning legislative framework, interoperability infrastructure and the e-participation index (this focuses on ensuring the citizens are engaged). CARICOM has a role in promoting regional integration in terms of digital transformation within context of its strategic framework and is a close/key partner. Of importance is the Single ICT Space (for which CARICOM is drafting template/related omnibus legislation) for member states. Legislative and regulatory framework is critical, and leaders are advised to understand the relationship with information in the context of digital transformation strategies (and in moving from concepts of (e) to (m) technologies. The regional Legal Affairs Council to be petitioned to include digital (ICT) legislation on its agenda for the region.

DAY THREE (23rd MARCH 2022)

Key Mindsets for Innovation, Digital Government and Public Sector Transformation

Key mindsets and challenges were discussed at the individual, organizational and institutional level. These include addressing issues related to communication and information sharing, need for a robust whole-of-government ICT infrastructure, effective change management strategies/training, addressing cultural preferences to work alone/in silos, trust whereby ICT is not seen as a threat to norms/job roles, shifting to a data-driven/evidence-based/innovative/inclusive mindset. It was also noted that the work programmes of Ministries/Agencies are to an extent aligned with the SDGs by virtue of being compliant with Ministry of Finance requirements, as that Ministry has overall responsibility for expenditure and monitoring/evaluation. The process of transformation was discussed to be one that will take time and be marked by mistakes, but the emphasis should be on an iterative, agile mindset outlook in the public sector. Inherent challenges with an evidence-based approach to policy making such as inadequate evidence, inaccurate implementation of the policy, lack and/or gap in the data also arose. Target 17.4 was noted as very important: assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress.

DAY FOUR (29th MARCH 2022)

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

It was acknowledged that the virtual workshop followed a non-linear and unpredictable format, with the overarching principle being one of No One Left Behind with a focus on inclusive mindsets and the UN DESA Competency Framework. Challenges discussed were the need for digital training, access to ICT connectivity/devices/training, education for farmers (mindset outlook), need for an inclusive mindset awareness, lack of commitment at the highest level of the organization, lack of collaboration in the public sector, resistance to change, abuse of dominant positions and influence, archaic/outdated legislation and regulatory environment to support transformation of this magnitude, lack of team building training, silo-approaches to problem solving, risk-averse performance partially influenced by the environment, no visible champions of change, no strongly communicated/visible national data management agenda, critical need for role(s) of Chief Information Officers, leveraging digital/public sector transformation to improve ease of doing business/delivering services, working in a standards based environment, going green (paperless, carbon footprints etc.,) towards the emergence of the green-economy, digitization to be data driven, promote capacity building, securing the data, coordinating national registries, mindsets for policy making e.g., evidence-based and digital, removing the apprehension associated with introduction of change/new technologies.

DAY FIVE (30th MARCH 2022)

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

It was highlighted that digital transformation activities should be considered for inclusion as a Line Item in every Ministry/Agency budget (2023). Provide the legal and regulatory environment, as well as incentives for e.g., middle managers to adopt ICT in their daily work practices and teams. Consider public service ICT recognition for efforts of effective adoption and so encourage innovation (within scope) before/in parallel with government support and expectations. Work towards policy coherence, communicating where there are overlapping areas. Encourage mindset change at the individual level e.g., agile mindsets. Ministries/Agencies to share ICT projects developed, being developed etc., and work closely/centrally with the Office of the Prime Minister, National Data Management Authority, which has key legislative/policy mandate in terms of digital transformation. GOAL, CEIT in addition to traditional Public Service training should be coordinated to support capacity development efforts for the digital/public sector transformation. Each Ministry/Agency should also have training strategies/budget. Also, closer whole-of-government collaboration and validation by peers/users of the systems being developed. Question existing processes and involve everyone from a bottom-up view. Digital data governance is also critical. Explore framework/role of Chief Information Officers – data management department in each Ministry/Agency. Seek commitment and source of a fund for which by 2023 there could be access for digitizing service delivery on a whole-of-government basis.

DAY SIX (31st MARCH 2022)

The Way Forward: Priorities and Actions for Change

On the final day, the Permanent Secretary of the Ministry of Public Service collated the advice on action planning to address the challenges from Day Five and presented a Road Map for Public Sector Transformation in Guyana (Innovation, Digital Transformation and Changing Mindsets). The journey towards Public Sector transformation is reflected below in Figure:

Based on the recommendations in the above-mentioned presentation, the participants were invited to engage in ranking of the priority areas for actions in view of the challenges emerging from the preceding five (5) days of workshop activities. The detailed results are on page 105.

At the conclusion of the day's activities the following action items/next steps were agreed upon by all present:

Draft a Cabinet Note on the outcomes and recommendations from the workshop and seek approval for formally a Committee of Permanent Secretaries to lead the incubation of Guyana's Public Sector Transformation Strategy (see Attachment Six for the detailed Terms of Reference for same as authored by CARICAD). Permanent Secretaries nominated are:

a.   Ministry of Public Service: Ms. Soyinka Grogan, MS

b.   Ministry of Public Works: Mr. Vladim Persaud

c.   Ministry of Education: Mr. Alfred King

d.   Ministry of Tourism, Industry and Commerce: Ms. Sharon Roopchand-Edwards

e.   Ministry of Human Services and Social Security: Ms. Shanielle Hossein-Outar

f.   Ministry of Housing & Water: Mr. Andre Ally

g.   Ministry of Local Government: Ms. Prema Roopnarine

h.   CARICOM as key partner: Ms. Jennifer Britton

Participants agreed that all Permanent Secretaries, Deputy Permanent Secretaries, Regional Executive Officers, Heads of Departments will have a role in the strategy development and implementation efforts as the Ministry of Public Service will aim to lead in the formation of sub-working groups of the committee that will respond to sector specific/priority driven area).

Key partners were identified as the Office of the Prime Minister, National Data Management Authority that has responsibility for the telecommunication and ICT sectors, especially in view of ongoing efforts to launch a revised ICT Strategy for Guyana, CARICOM and CARICAD; in addition to UN DESA and UN Resident Coordinator in Guyana.

Some key challenges are summarized here below. The Annexes provided further information on the recommendation, roadmap and prioritization of actions to be undertaken.

Box 9: 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.**

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

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

Public 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.

Table 12: Value vs Feasibility

RED is where most value probably lies

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

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.

Turning Guyana's Challenges into Actions

Box 10: Challenges of Digital Government Transformation in Guyana
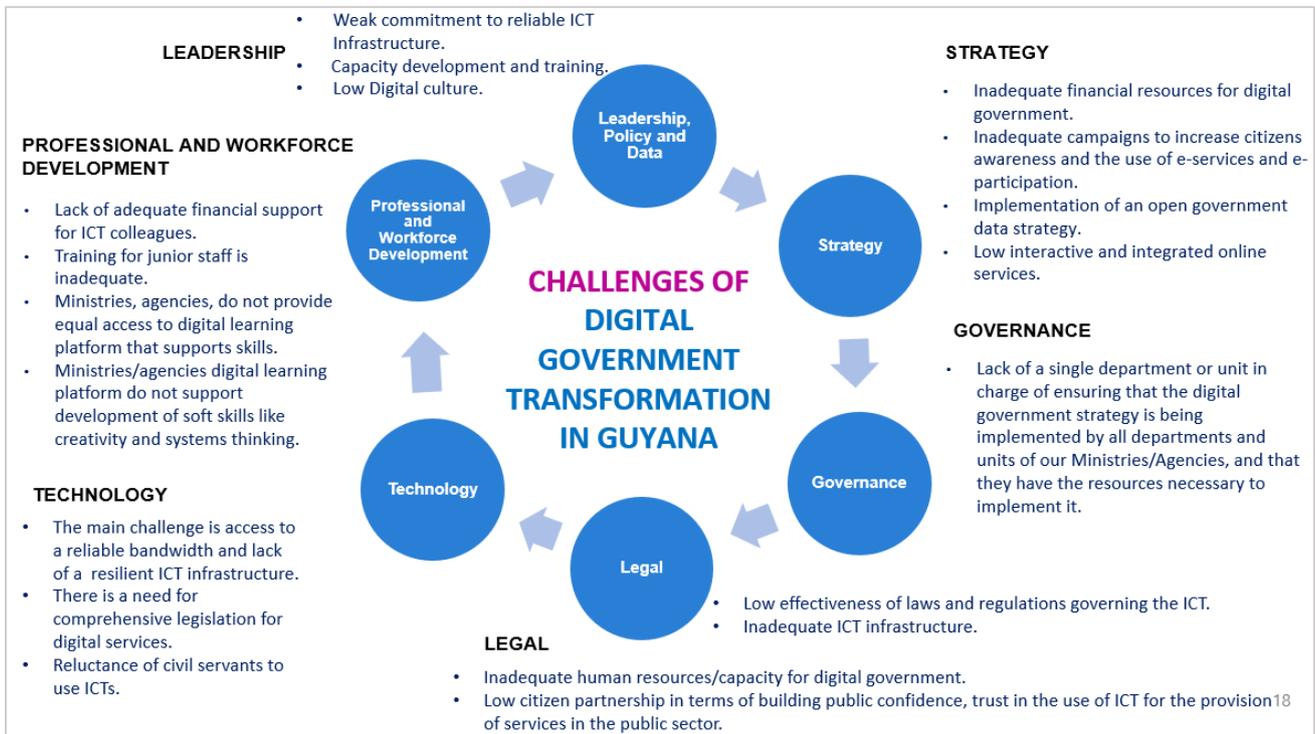
Figure 29: Key Mindsets for Innovation, Digital Government for Public Sector Transformation
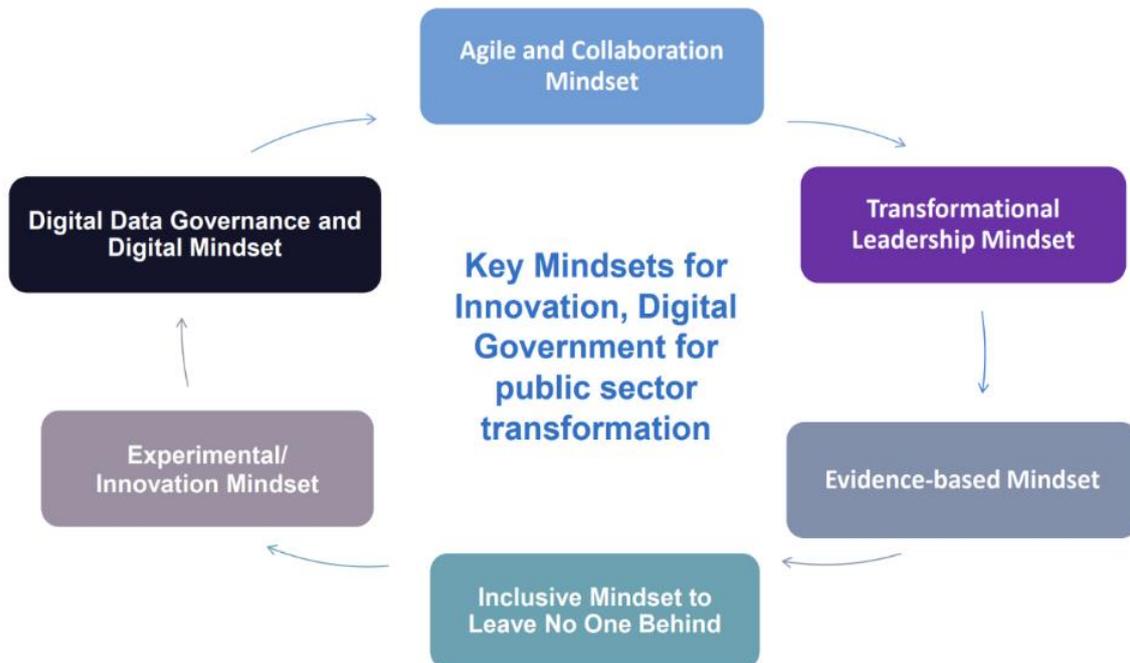
Box 12: Transformational Leadership Mindset Challenges

Box 11: Evidence-based Mindset Challenges

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.

Box 13: Inclusive Mindset Challenges

Box 14: Innovation Mindset Challenges

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.

Box 15: Digital Mindset Challenges

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.

Annexes

Annex I. Recommendations on Promoting Digital Government Transformation, Policy Coherence and New Mindsets in Guyana

Promoting Digital Government Transformation in Guyana

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.

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)

Promoting Institutional Arrangements for Policy Coherence

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

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

Promoting New Mindsets to Achieve Guyana's Vision and the SDGs

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)

Promoting an 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

Promoting a 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.

Actions to Promote New Mindsets for innovation and digital government at the individual level in Guyana

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.

Actions to Promote New Mindsets for innovation and digital government at the organizational level in Guyana

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.

Actions to Promote New Mindsets for innovation and digital government at the institutional level in Guyana

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.

Annex II. Results of the Action Prioritization Survey

Promote Digital Government Transformation in Guyana Leadership (Prioritize 1-5 , 1 high priority, 5 the low priority)

Mentimeter

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

Promote Digital Government Transformation in Guyana Strategy (1 high priority, 5 low priority)

Mentimeter

1st	Budget for digital transformation
2nd	promote actual public awareness campaigns and active stakeholders' engagement in public service and digital transformation
3rd	access, use, and share information interlinking of Ministries
4th	ensure that online services are interactive and integrated
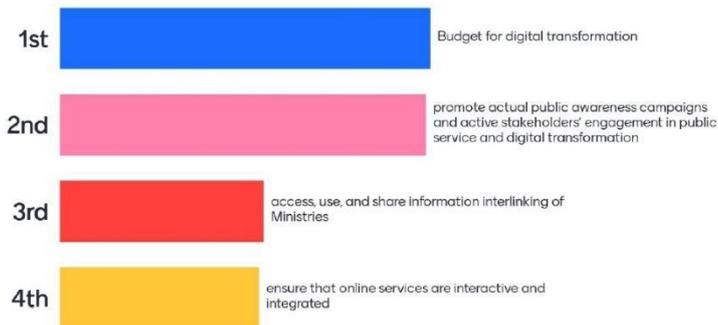
Promote Digital Government Transformation in Guyana Governance

Mentimeter

1st	organize Training on Agile and Collaboration Mindsets of the officials
2nd	promote capacity development of officials at the specific agencies
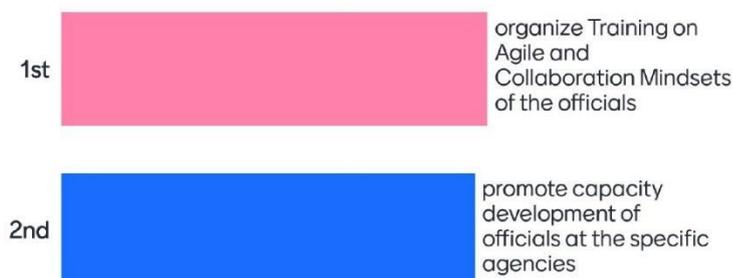
Promote Digital Government Transformation in Guyana Prioritize Legal

Mentimeter

1st	Review/develop new legislation, amending all regulations, policies; enforcement of regulations
2nd	Review of the current programmes that we are offering and offer more training
3rd	Encourage new service providers to enhance ICT infrastructure across the country
4th	Awareness Campaign and incentives to private partners

Promote Digital Government Transformation in Guyana Technology

Mentimeter

1st	Availability of funding for this programme; Procurement of key equipment; Having agreements that support resilient infrastructure
2nd	More service providers; Incentives to private providers for better bandwidth

Transformational Leadership, Changing Mindsets

Mentimeter
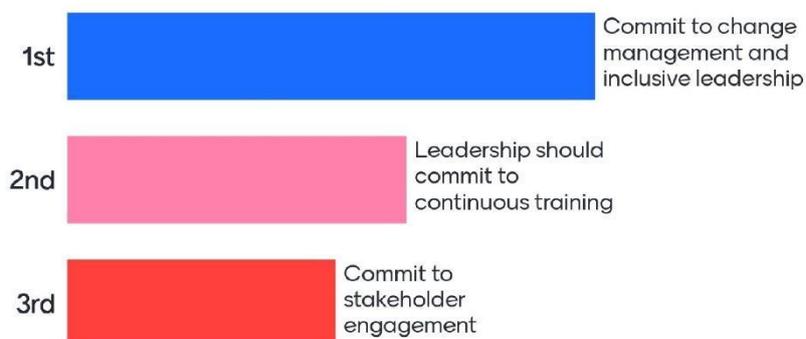
1st	Commit to change management and inclusive leadership
2nd	Leadership should commit to continuous training
3rd	Commit to stakeholder engagement

Promote Institutional Arrangements for Policy Coherence Organizational Structures and Processes

Mentimeter

Rank	
1st	Invest in ICT infrastructure and training of our people
2nd	Make budget requests; Partnering with other sectors, and Work with international bodies; Training
3rd	Organize mechanisms for stakeholder engagement, training sessions
4th	Ensure sharing is done across all sections so that no one is left behind and establish a unit to disseminate info
5th	Include Stakeholder engagement; point of contacts in each Ministry
6th	Promote Sensitization and Awareness raising
7th	Conduct team building activities, presentations from activity managers
8th	Promote benefits of teamwork and collaboration
9th	Provide incentives for teamwork, inclusive environment, team building activities

Promote Institutional Arrangements for Policy Coherence Digital Technology and Data

Mentimeter

Rank	
1st	Budgetary actions: funding to be available
2nd	Decision should come from highest level to get the formal buy-in
3rd	Financial investment in ICT
4th	Regulatory framework amended/ legal amendments
5th	Investing in our human resources, including the older generation to embrace digital technology.
6th	Public awareness and changing legislation to address concerns
7th	Training, Stakeholder engagements

Coherence Between National and Local Level

Mentimeter

Rank	
1st	Government should make Investments to all villages have access to ICT and trained persons
2nd	Financial support

Promote Institutional Arrangements for Policy Coherence Stakeholder Engagement

Mentimeter

1st	Engaging stakeholders
2nd	Investment in ensuring all villages have access to ICT
3rd	Public awareness
4th	Utilising e-services where possible

Promote New Mindsets to Achieve Guyana's Vision and the SDGs - Tranformational Leadership Mindset

Mentimeter

1st	Have consultations with stakeholders to develop change
2nd	Develop use of a system that is modern, inclusive and digitized
3rd	Promote stakeholder involvement
4th	Conduct leadership training
5th	Promote sensitization seminars

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

Mentimeter

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

Digital Mindset

Mentimeter

1st	Promote a vision for digital transformation and embrace digital mindsets
2nd	Educate people in the departments because the benefits of using the cloud will be tremendous
3rd	Go paperless - Environment- We want to go green
4th	Move to cloud storage

Actions to Promote New Mindsets for Innovation and Digital Government Transformation - Individual Level

Mentimeter

1st	Update Public Service Code of Conduct and public service charters
2nd	Design and adopt a Public Service Charter for Innovation in Public Management
3rd	Training is required to change the mindsets
4th	Design and deploy training on experimental mindsets, creativity and evidence-based decision-making
5th	Establish capacity building trainings to promote socially conscious leadership values, mindsets, and behaviours
6th	Conduct training on the SDGs
7th	Develop a new competency framework to guide public servants' recruitment
8th	HR Department to have a more strategic role
9th	Giving support to staff to engage
10th	Promote communication campaigns
11th	Establish an Award programme at the national level

Actions to Promote New Mindsets for Innovation and Digital Government Transformation– Organizational Level

Mentimeter

1st	Design changes in the public sector organizational culture, environment and choice architecture to foster changes in mindsets, such as inclusive
2nd	Assess by using diagnostic tools public servants' mindsets, their values, inspiration and behaviors

Actions to Promote New Mindsets for Innovation and Digital Government Transformation – Institutional Level

Mentimeter

1st — Need for holistic approach in change of mindsets, not only a few ministries

2nd — Devise new policies and regulations to ensure that human resources strategies for recruitment, advancement in career have the new mindsets needed

3rd — Create a link between personal performance goals and appraisal indicators to organizational goals and mindsets

4th — Develop a caring culture in the public sector

5th — Promote networking with schools of public administration and academia

Annex III. Roadmap for Innovation, Digital Government, and Innovation in support of Public Sector Transformation in Guyana

Areas for Change	Priority Action 1	Priority Action 2	Priority Action 3	Priority Action 4
Promote Digital Government Transformation in Guyana - **Leadership**	There should be a commitment from the leadership at the top level to invest in ICT infrastructure	Digital technology should be promoted among leaders, to motivate people, and create an inclusive culture ICT training should be included in all agencies' budget	A competency framework to identify and strengthen the appropriate knowledge, skills and attitudes required for Innovation and Digital government should be established	There should be one consistent training for all Ministries
Promote Digital Government Transformation in Guyana - **Strategy**	prioritize budget for digital transformation	promote actual public awareness campaigns and active stakeholders' engagement in public service and digital transformation	promote access, use, and share information interlinking of Ministries and agencies for data sharing purposes.	ensure that online services are interactive and integrated rather than just putting online information.
Promote Digital Government Transformation in Guyana - **Governance**	organize Training on Agile and Collaboration Mindsets of the officials.	promote capacity development of officials at the specific agencies.		
Promote Digital Government Transformation in Guyana - **Legal**	Review/develop new legislation, amending all regulations, policies; enforcement of regulations	Review the current programmes that we are offering and offer more training, and more scholarships on HR digital governance.	Encourage new service providers to enhance ICT infrastructure across the country.	Awareness Campaign and incentives to private partners.
Promote Digital Government Transformation in Guyana - **Technology**	Availability of funding for this programme; Procurement of key equipment; Having agreements that support resilient infrastructure.	More service providers; Incentives to private providers for better bandwidth.		
Promote Digital Government Transformation in Guyana - **Professional and Workforce Development**	Include appraisals, transfers and promotions in one centralized platform accessible to all			
Promote Institutional Arrangements for Policy Coherence - **Transformational Leadership, Changing Mindsets and HR**	Commit to change management and inclusive leadership	Leadership should commit to continuous training	Commit to stakeholder engagement	
Promote Institutional Arrangements for Policy Coherence - **Organizational Structures and Processes**	Invest in ICT infrastructure and training of our people Make budget requests; Partnering with other sectors, and Work with international bodies; Training	Organize mechanisms for stakeholder engagement, training sessions Ensure sharing is done across all sections so that no one is left behind and establish a unit to disseminate info	Include Stakeholder engagement; point of contact in each ministry Promote sensitization and Awareness-raising Conduct team-building activities, presentations from activity managers	Promote benefits of teamwork and collaboration Provide incentives for teamwork, an inclusive environment, team building activities
Promote Institutional Arrangements for Policy Coherence – **Digital Technology and Data**	Budgetary actions: funding to be available	Decisions should come from the highest level to get the formal buy-in	Regulatory framework amended/legal amendments	Public awareness and changing legislation to address concerns

		Financial Investment in ICT	Investing in our human resources, including the older generation to embrace digital technology	Training, Stakeholder engagements
Promote Institutional Arrangements for Policy Coherence – **Coherence between National and Local Level**	Government should make Investments in all villages to have access to ICT and trained persons	Financial support		
Promote Institutional Arrangements for Policy Coherence - **Stakeholder Engagement**	Engaging Stakeholders	Investment in ensuring all villages have access to ICT	Public awareness	Utilizing e-services where possible
Promote **Transformational Leadership Mindset**	Have consultations with stakeholders to develop change	Develop the use of a system that is modern, inclusive, and digitized	Promote stakeholder involvement	Conduct leadership training Promote sensitization seminars
Promote **Experimental/Innovation Mindset**	Ensure that the government structures support innovative thinking and failure	Create a culture of creativity and a growth mindset	Promote training in schools on agriculture science and partner with the education ministry and encourage children to change	Establish Awards for excellence in public service
Promote **Digital Mindset**	Promote a vision for digital transformation and embrace digital mindsets	Educate people in the departments because the benefits of using the cloud will be tremendous	Go Paperless – Environment – We want to go green	Move to cloud storage
Actions to promote new mindsets for innovation and digital government transformation – **Individual level**	Update Public Service Code of Conduct and public service charters Design and adopt a public service charter for innovation in public management Training is required to change the mindsets	Design and develop training on experimental mindsets, creativity and evidence-based decision-making Establish capacity building training to promote socially conscious leadership values, mindsets, and behaviors	Develop a new competency framework to guide public servants' recruitment Conduct training on the SDGs HR Department to have a more strategic role	Giving support to staff to engage Promote communication campaigns Establish an award programme at the national level
Actions to promote new mindsets for innovation and digital government transformation – **organizational level**	Design changes in the public sector organizational culture, environment and choice architecture to foster changes in mindsets, such as inclusive	Access by using diagnostic tools public servants 'mindsets, their values, inspiration and behaviors		
Actions to promote new mindsets for innovation and digital government transformation – **Institutional level**	Need for a holistic approach in charge of mindsets, not only a few mindsets	Design new policies and regulations to ensure that human resources strategies for recruitment, advancement in career have the new mindsets needed	Create a link between personal performance goals and appraisal indicators to organizational goals and mindsets	Develop a caring culture in the public sector Promote networking with schools of public administration and academia

Promote Digital Government Transformation in Guyana

Priority Areas	Actions	Timeline	Responsible Ministry/Agency	Contributing Ministry/Agency	Key Outcomes
Leadership	There should be a commitment from the leadership at the top level to invest in ICT infrastructure	5 years	Office of the PM	All Ministries, regions, agencies etc	Access to the Internet for all.
	Digital technology should be promoted among leaders, to motivate people, and create an inclusive culture governance.	Continuous	Ministry of Education, schools system, etc	All Ministries, regions, agencies etc	Everyone embrace a digital culture
	ICT training should be included in all agencies' budget	Continuous	Public Ministries	All Ministries, regions, agencies etc	All of the parties will be adequately trained
	A competency framework to identify and strengthen the appropriate knowledge, skills and attitudes required for Innovation and Digital government should be established				
	There should be one consistent training for all Ministries				
Strategy	Office of the Prime Minister Prioritize budget for digital transformation	Continuous	Ministry of finance	All ministries and regions, agencies	Strategy/programmes can be implemented without financial challenges
	Promote actual public awareness campaigns and active stakeholders' engagement in public service and digital transformation	Continuous	Department of Public Information, Office of the Prime Minister	All ministries and regions, agencies	Information reaching everyone in a timely manner
	Promote access, use, and share information interlinking of Ministries and agencies for data sharing purposes.		Office of the Prime Minister	All ministries and regions, agencies	Implementation of the open government data strategy
	Ensure that online services are interactive and integrated rather than just putting online information.	Continuous			
Governance	Organize Training on Agile and Collaboration Mindsets of the officials.	Continuous	Office of the PM	Office of the PM	NDMA equipped and resourced to champion the digital Government transformation
	Promote capacity development of officials at the specific agencies.				
Legal	Review/develop new legislation, amending all regulations, policies; enforcement of regulations	continuous	Legal Affairs	All agencies	Better laws, better enforcement
	Review the current programmes that we are offering and offer more training, and more scholarships on HR digital governance.	5 years	PSM and University of Guyana	All agencies	A more enhanced and effective system
	Encourage new service providers to enhance ICT infrastructure across the country.	2 years the least	Office of the PM	All agencies	Better quality and availability of services
	Awareness Campaign and incentives to private partners.	continuous	Office of the PM	All agencies	Improve awareness and confidence in the digital transformation process among the society
Technology	Availability of funding for this programme; Procurement of key equipment; Having agreements that support resilient infrastructure	continuous	Ministry of Finance	All agencies	Better ICT Infrastructure and service delivery
	More service providers; Incentives to private providers for better bandwidth.	continuous	Office of the PM	All agencies	Improve accessibility and service delivery
Professional and Workforce Development	Include appraisals, transfers and promotions in one centralized platform accessible to all.				

Promote Institutional Arrangements for Policy Coherence

Priority Areas	Actions	Timeline	Responsible Ministry/Agency	Contributing Ministry/Agency	Key Outcomes
Transformational Leadership, Changing Mindsets and HR	Commit to change management and inclusive leadership	1-3 years	MoF	All Ministries, Regions, Agencies	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.
	Leadership should commit to continuous training	1-3 years	MoF	All Ministries, Regions, Agencies	
	Commit to stakeholder engagement	1-3 years	MoF	All Ministries, Regions, Agencies	
Organizational Structures and Processes	Invest in ICT infrastructure and training of our people	1-3 years	MoF/NDMA/OPM/PSM	All Ministries	Trained employees and infrastructure allowing for e-services in a more efficient and decentralised manner
	Make budget requests; Partnering with other sectors, and Work with international bodies; Training				Improved ICT infrastructure Better service delivery Improved inter-agency interaction
	Organize mechanisms for stakeholder engagement, training sessions	1-3 years	MoF	All Ministries	Common understanding of policies and how we can help each other
	Ensure sharing is done across all sections so that no one is left behind and establish a unit to disseminate info				better decision making More inclusive Less disconnected and better involvement
	Include Stakeholder engagement; point of contact in each ministry	1-3 years	NDMA	All Ministries	Access to data and inter-agency sharing
	Promote sensitization and Awareness-raising				
	Conduct team-building activities, presentations from activity managers	1-3 years	All Ministries	All Ministries	Shared knowledge and efficient service delivery
	Promote benefits of teamwork and collaboration				Better efficiency and results; Less specialization and change in culture Increased productivity
	Provide incentives for teamwork, an inclusive environment, team building activities	1-3 years	PSM	All Ministries	Teamwork towards innovative ideas and a transformative public sector
Digital Technology and Data	Budgetary actions: funding to be available				
	Decisions should come from the highest level to get the formal buy-in				Utilize benefits of better infrastructure To speed up delivery, speed, time, efficiency

	Financial Investment in ICT	1-5 years	NDMA/MoF/Min of Amerindian/OPM	All Ministries	ICT infrastructure to allow for data sharing as well as access for hinterland areas and e-services
	Regulatory framework amended/legal amendments				
	Investing in our human resources, including the older generation to embrace digital technology	1-5 years	PSM/MoE/NDMA	All Ministries	Skilled workforce to provide efficient services in keeping with government's policies
	Public awareness and changing legislation to address concerns	1-5 years	All Ministries	All Ministries	Confident population embracing E-services, the need for merged ICT services with the human aspect still present
	Training, Stakeholder engagements	1-3 years	MoF	All Ministries	More collaborative workplans, digital platform allowing access to data
Coherence between National and Local Level	Government should make Investments in all villages to have access to ICT and trained persons	1-5 years	NDMA/Min of Amerindian/OPM	All Ministries	Shared information and access to services in hinterland areas
	Financial support;				better communication and faster delivery and access of services
Stakeholder Engagement	Engaging Stakeholders	1-3 years	MoF	All Ministries	Supportive stakeholders and coordination of efforts towards the implementation of the policies
	Investment in ensuring all villages have access to ICT	1-5 years	NDMA/Min of Amerindian/ MoE/MoPW	All Ministries	Shared information and access to services in hinterland areas
	Public awareness				
	Utilizing e-services where possible	1-3 years	All Ministries	All Ministries	Supportive stakeholders and coordination of efforts towards the implementation of the policies

## Promote New Mindsets for Innovation and Digital Government Transformation

Priority Areas	Actions	Timeline	Responsible Ministry/Agency	Contributing Ministry/Agency	Key Outcomes
Promote Transformational Leadership Mindset	Have consultations with stakeholders to develop change	Medium to long term	Ministry of Public Service	All Ministries	comprehensive action plan for change, how it will benefit all stakeholders and implementation by all involved
	Develop the use of a system that is modern, inclusive, and digitized	Ongoing	Ministry of Public Service	All Ministries	smooth transition of cultural change adapting to a new modern and digital environment
	Promote stakeholder involvement				
	Conduct leadership training	Short to medium term	Ministry of Public Service	All Ministries Al All Ministries l Ministries	to moderate behavior as it relates to the use of modern behavior of management, ensure everyone is treated fairly
	Promote sensitization seminars				
Promote Experimental Mindset	Ensure that the government structures support innovative thinking and failure				
	Create a culture of creativity and a growth mindset				
	Promote training in schools on agriculture science and partner with the education ministry and encourage children to change				
	Establish Awards for excellence in public service				
Promote Digital Mindset	Promote a vision for digital transformation and embrace digital mindsets				
	Educate people in the departments because the benefits of using the cloud will be tremendous				
	Go Paperless – Environment – We want to go green				
	Move to cloud storage				

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Actions to promote new mindsets for innovation and digital government transformation at the Individual, Organizational, and Institutional Levels

Priority Areas	Actions	Timeline	Responsible Ministry/Agency	Contributing Ministry/Agency	Key Outcomes
Individual-level	Update Public Service Code of Conduct and public service charters				
	Design and adopt a public service charter for innovation in public management				
	Training is required to change the mindsets				
	Design and develop training on experimental mindsets, creativity and evidence-based decision-making				
	Establish capacity building training to promote socially conscious leadership values, mindsets, and behaviors				
	Develop a new competency framework to guide public servants' recruitment				
	Conduct training on the SDGs				
	HR Department to have a more strategic role				
	Giving support to staff to engage				
	Promote communication campaigns				
	Establish an award programme at the national level				
Organizational level	Design changes in the public sector organizational culture, environment and choice architecture to foster changes in mindsets, such as inclusive				
	Access by using diagnostic tools public servants 'mindsets, their values, inspiration and behaviors				
Institutional level	Need for a holistic approach in charge of mindsets, not only a few mindsets				
	Design new policies and regulations to ensure that human resources strategies for recruitment, advancement in career have the new mindsets needed				
	Create a link between personal performance goals and appraisal indicators to organizational goals and mindsets				
	Develop a caring culture in the public sector				
	Promote networking with schools of public administration and academia				

Annex IV. Workshop Participant Feedback Survey

Innovation, Digital Government, Changing Mindsets for PS Transformation in Guyana

15 responses in total

Gender pie chart: Male, 6, 40%; Female, 9, 60%. Legend: Male, Female, Prefer not to say
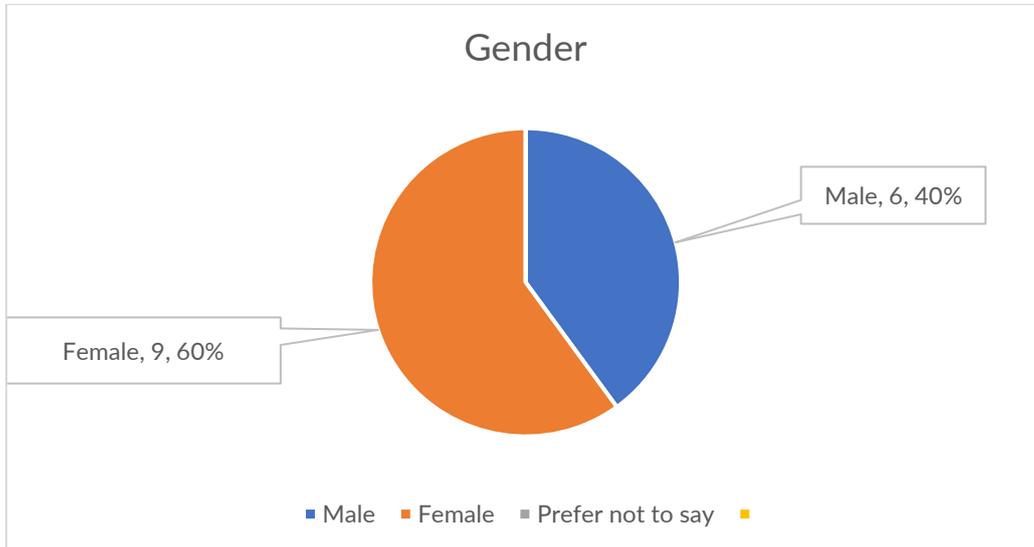
Country - Guyana
Country category

Country category pie chart: Small Island Developing States (SIDS), 4, 27%; Landlocked Developing Country (LLDC), 1, 6%; Other, 10, 67%. Legend: Least Developed Country (LDC), Small Island Developing States (SIDS), Landlocked Developing Country (LLDC), Other
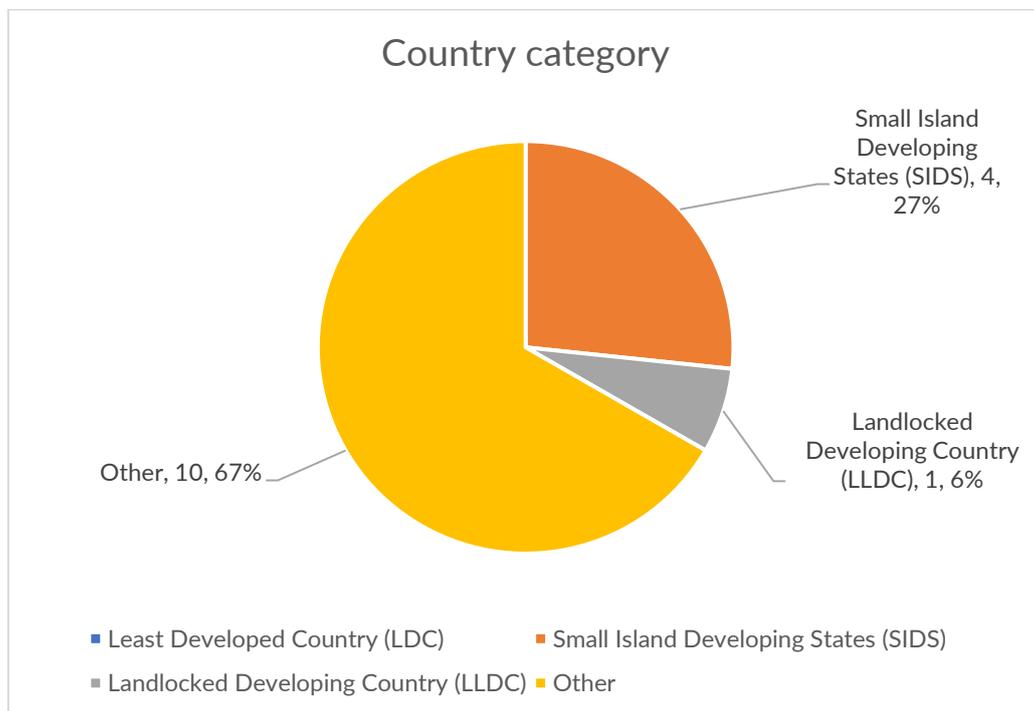
What Ministry/ National school of public administration/ Organization do you work for?

Guyana Revenue Authority*2

Ministry of Education *2

Guyana Office for Investment

Ministry of Agriculture *2

National Agricultural Research and Extension Institute

Public/Police Service Commission

Ministry of Local Government & Regional Development *2

Ministry of Legal Affairs

Ministry of Human Services and Social Security

National Assembly of the Parliament of Guyana

Ministry of Home Affairs

Which region is your organization from? 15 responses – 100% - Americas

What is the type of your organization?

Type of Organization

Local or Regional Government, 2, 13%

National Government, 13, 87%

■ Local or Regional Government   ■ National Government
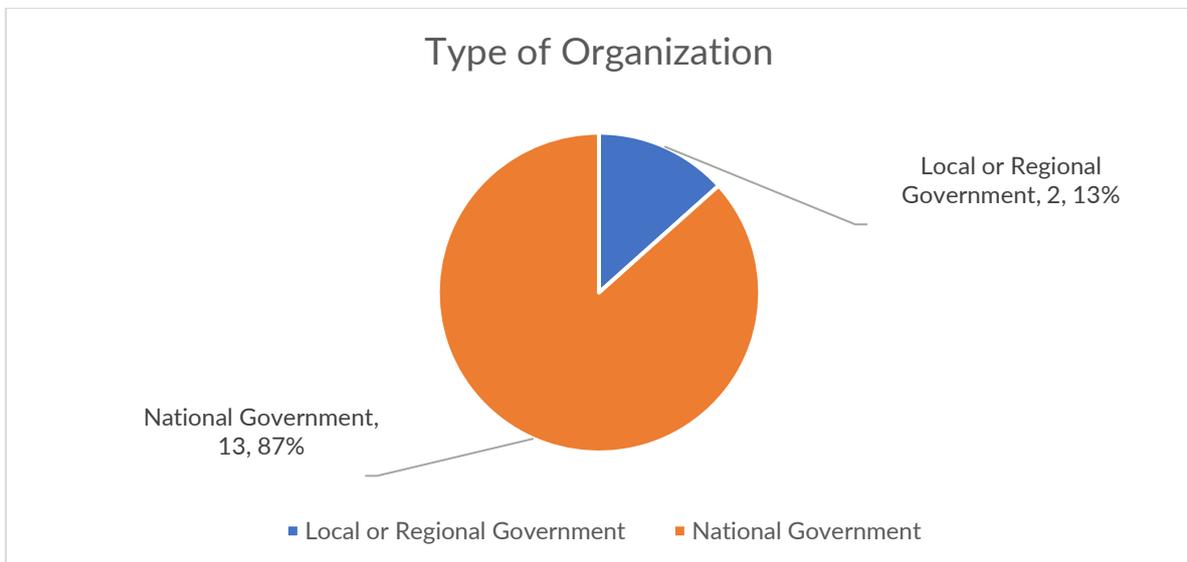
Title/ position

Deputy Commissioner-General

Permanent Secretary *4

Deputy Chief Executive Officer

Deputy Permanent Secretary (Administration) *2

Secretary

Deputy Permanent Secretary *2

Regional Executive officer

Deputy Clerk of the National Assembly

Manager Trade Policy

Information and Computer Research Scientist (System Administrator)

Level of satisfaction

The Workshop enhanced my understanding of:

The Workshop enhanced my understanding of

| | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
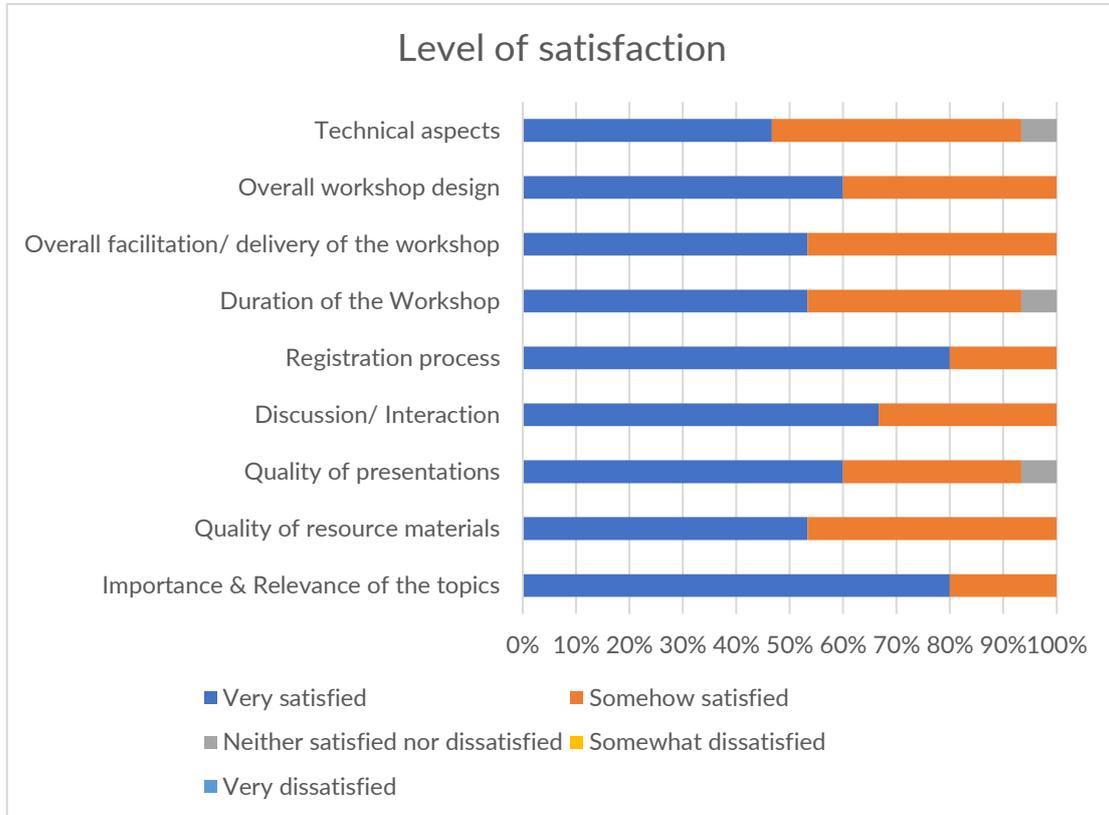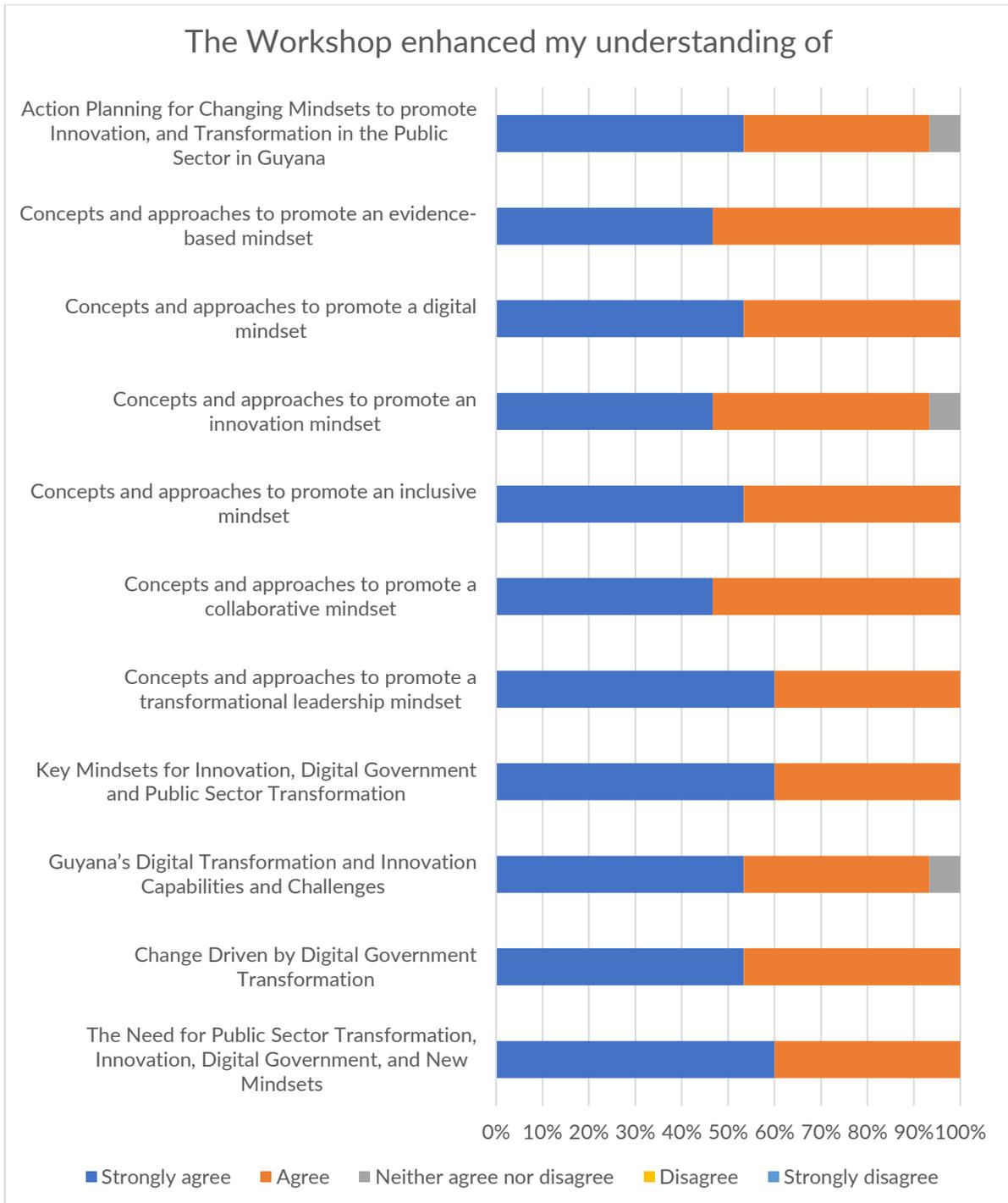
Overall, how satisfied were you with the Workshop?
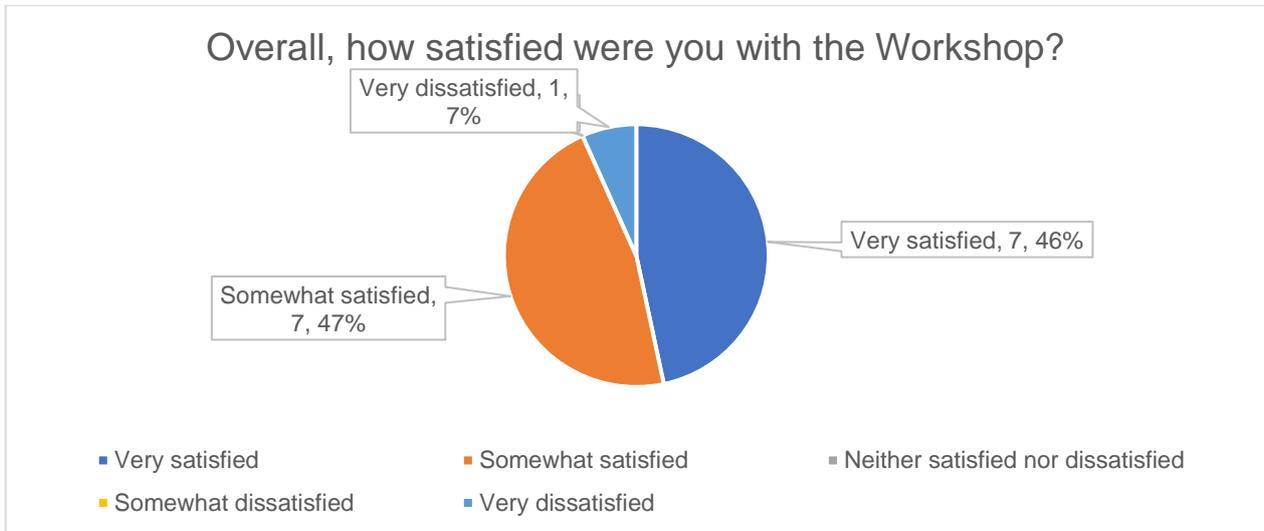
What did you like most and least about the Workshop?

- It allowed for lots of group discussions and idea sharing across Ministries. However, the presentations were too rushed and were not very interactive.

- The topic on Change driven by Digital Government Transformation

- "I mostly like the interactive session"

- The collaboration among the various ministries. Having a consolidated approach.

- I like most the practical suggestions towards achieving Guyana's Digital Transformation

- I like mostly the Interaction and breakout groups

- The interaction with the other agencies on the topics

- "Most - that the content presented was relevant.

   Least - that the time wasn't sufficient for the content presented."

- "The assembly and presentation of experts in the field.

   Too much materials were presented over short periods for internalizing and time too short for quality group discussions. "

- All the sessions were very informative, interactive and allows for full participation form everyone.

- "The Workshop was concise and comprehensive.

   Information shared was current and relevant to the subject matters."

- "- Collaboration with colleagues from different agencies to analyze topics for presentation. This also fostered insights on different perspectives of how data was/should be analyzed and complied for submission.

  - The least I liked was the duration of the presentations which required at times more data for analysis. However, holistically it was intriguing coming from a private sector background because of the buy-in from senior level which is imperative for the requisite alignment."

- "What I liked most was that the workshop was very informative - the presentations provided information needed for participants to understand the realities and scope of what is required for the achievement of the related SDGs. Additionally, the workshop adequately provided for inputs from participants. Many thanks to the Government, facilitators and presenters.

  A minor observation was that at one time the volume of activity seemed a lot for one day so the day felt rushed but the break between the two weeks provided an opportunity to reflect on what was discussed."

- It allows wide participations, and also the enthusiasm shown by the participants to embrace change

- Detailed and most information presentations with excellent teamwork

How can it be improved?

- Less generic presentations, and more specific to Guyana as well as more interaction between facilitators and participants

- Future workshops can be improved by having face to face sessions which would encourage more interaction of participants.

- "dual training (face to face as well as virtual)"

- Face-to-face workshops or having persons turn on their cameras during the sessions particularly the group activities. The quality of the experience is somewhat diminished by not always knowing who is talking.

- There should be more local presenters E.G There should have been a presentation from the Guyana Revenue Authority GRA, since GRA has made significant progress towards digital transformation. It is more relatable when one sees what a local Government Agency is doing

- Need for a middle management session

- follow up on the discussion

- I suggest longer time or less content so that focus can be maintained. This is a critical transformation and as such comprehensive content is needed.

- Materials used to support presentations should be given before the two blocks and or 24 hrs. before each presentation. more time should be given for group work.

- Sharing of the materials to be presented prior to all the sessions.

- Workshop was well executed.

- It can be improved by incorporating role plays which will bring out the push backs from the buy-in with regard to implementation of strategic policies. This will ultimately enhance service delivery and production in the public sector.

- I think it can be improved by possibly reviewing the volume of activity for a given day so that there may be less time constraints. Given general time constraints, there wasn't much of an issue.

- The workshop was well delivered

- Having more participants engaging in the group discussions

What follow-up actions will you take to implement the knowledge gained?

- More inclusive management, move to digitalization as much as possible.

- Digital transformation of the Public Sector

- Discuss/bring awareness to the immediate staff.

- Share with my managers and also take steps to have more involvement and innovation in solutions to problems encountered.

- A lot depends on centralized decisions e.g the acceptance of digital signatures for official documents, however what is within the powers of the Parliament Office to implement we will implement

- Start by introducing technology in smaller groups within the Ministry to improve efficiency.

- A summary of the discussions and a roadmap design on how to implement [element would be very helpful in providing guidance in the implementation of the discussions

- I will definitely use the strategies learnt to create the mind set change needed within my department. I will also be the change agent and lead by example to garner the buy in from my colleagues for this transformation.

- "working on identifying and developing a list of areas for adaptive and transformative changes, identify a team leader and team for champion changes in the ministry. Develop and communicate a plan for adaptive changes.

  Team up with the MoPS to craft a national blueprint for digital mindset and digital government transformation. "

- I will now look at issues in a different perceptive, try to utilized more technology in the executing of my duties.

- "Training of staff members.

  Continuous improvements on our current ICT infrastructure and improvement on the capacity building of IT and support staff.

  Implementations of ICT policies and procedures.

  Dissemination of information of the Agency's vision on digital innovation and transformation."

- Coming from the private sector I only see it one way, so I am eagerly awaiting the transformation. I always make the comparison and earnestly try to change mindsets of individuals to understand how integral service is and should only be delivered with high standards.

- I will willingly participate in follow-up activities as required which may include stakeholder engagements, planning inclusive of budgeting, training and capacity development among others.

- share the knowledge and implement what was learnt with the staff of the region

- Currently we are going countrywide training various Extension staff on using digital data input. This will continue.

How likely are you going to apply what you have learned in the Workshop?

How likely are you going to apply what you have learned in the Workshop ?

Somewhat likely, 4, 27%

Very likely, 11, 73%

- Very likely
- Somewhat likely
- Neither likely nor unlikely
- Somewhat unlikely
- Very unlikely

How likely am I to apply the learnings in my work?

How likely am I to apply the learnings in my work?

Somewhat likely, 4, 27%

Very likely, 11, 73%

■ Very likely   ■ Somewhat likely   ■ Neither likely nor unlikely
■ Somewhat unlikely   ■ Very unlikely
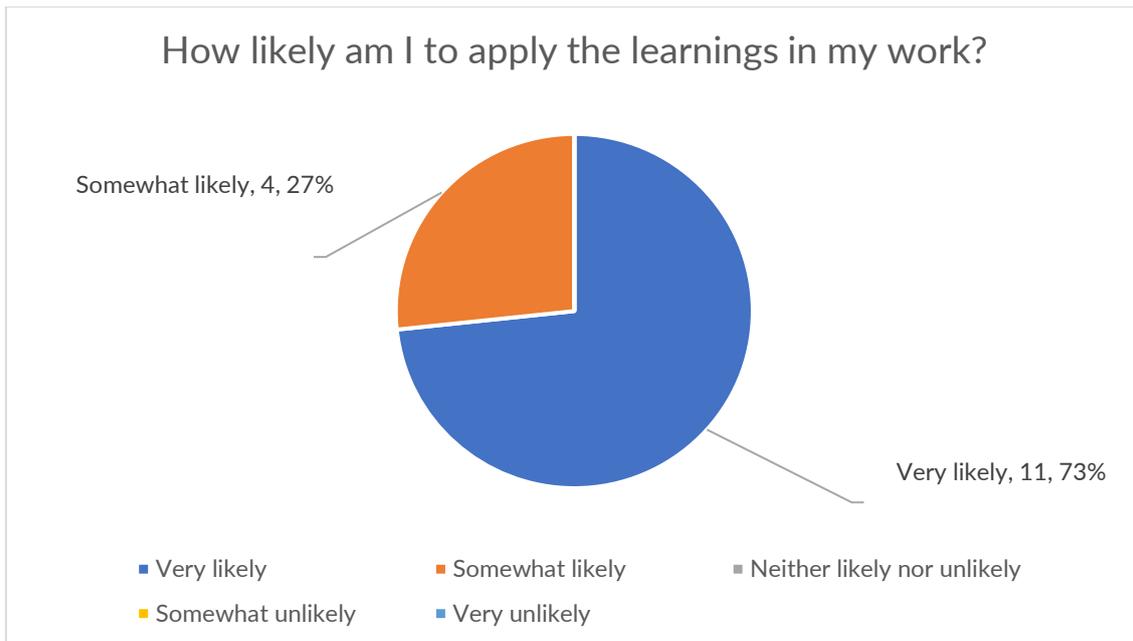
What are my commitments and the changes I will make?

- To embrace the opinions of others and to look at failure as a learning experience. To be a more transformative and inclusive leader.

- Encourage and promote the innovation and changing of mindset in the office

- I will focus on how the ministry can improve the delivery services in the agriculture sector

- Share with my managers and also take steps to have more involvement and innovation in solutions to problems encountered.

- I will implement what is in the powers of the Parliament Office to implement

- Changing my mindset and approach to influence cultural   change in the public service

- There is scope for improvement in the national action plan

- I will Champion the cause.

- In a phased way ....digitalize all related HR operations as well as procurement of works .

- An entire shift in my mindset. try to embrace failure and staff's mistakes. Not to be too hard on my staff.

- I am committed to creating and managing the change within the Agency for the realization of the 2030 SDG goals.

- I will continue to coach staff towards shifting of their mindsets towards embracing the emerging new Public Service. Because this requires the right attitude, the agility and openness towards change which is pivotal for this Sector.

- I will provide needed support to facilitate implementation of this program and be more conscious and encourage use of existing digital services.

- Committed to ensure change in the mindset of the staff, firstly with the middle managers

- I will strive to promote a positive mind set towards Digital Government and will continue to train staff to become technologically advanced.

Would you be interested in a follow-up capacity development activity of training?

- Not right now as we have many things to put in place as a government before these changes can take effect.

- Yes, for the extension services programme.

- Yes. I would like some practical examples on implementing an innovative mindset within an organisation

- Yes. It should be expanded to other levels in the public service.

- There is scope for improvement in how the department applies the national action plan

- Definitely. This type of training needs to be consistent in an effort to bring about the transformation intended.

- "Yes . would like to master related knowledge , skills and competences to be able to champion digital transformation in the public service at every level."

- Additional training on changing mindset and digital governance.

- "Yes! I would would greatly appreciate a follow-up capacity development activity of training.

  The workshop brought about an opportunity for all the PS and DPS and other key stakeholders., brainstorming exercises were excellent, exchanging of views and ideas were most welcome. To assemble at such forum creates an avenue for individuals to garner insights and knowledge of the inner workings of sister agencies."

- Yes because as we embark on the trajectory towards transformation, it will be integral to have follow up capacity building sessions which ultimately boost the ability to integrate change management into a some what new culture for the public service.

- Yes. Training that would enhance my technological abilities in the context of Digital Government, which I believe is already considered a vital step for all, and possibly a Training of Trainers opportunity.

- Yes, certainly would love being a part of a system that can effectively transform Guyana into the technological age.

I would be interested in capacity development support in the following areas.

I would be interested in capacity development support in the following areas.

Capacity Development Support Area

- Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development
- Transparency, Accountability and Ethics in Public Institutions
- Institutional Arrangements and Governance Capacities for Policy
- Effective National to Local Public Governance for SDG Implementation
- Government Innovation for Social Inclusion of Vulnerable Groups
- Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience
- Innovation and Digital Government for Public Service Delivery
- All of the above
- A combination of a few of the above toolkits
- Other

I would like to receive more information on the following

- Social Inclusion for vulnerable groups.

- Change in Digital Government Transformation and Innovation and changing mindset

- yes, Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience.

- How to cultivate / implement an innovative mindset within an organisation

- All in 21

- The information will support the development of the department

- Strategies for the implementation of digital transformation.

- Possible templates and models for developing plans for both digital mindset /government , adaptive as well as transformation changes

- Grateful if additional information on the above can be sent to my email address.

- It would be much appreciated if current publications on the related subjects can be shared.

- It is pivotal for change as it is necessary to walk the talk.

- Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

- The more information I receive will better enable me to learn more and to transfer this knowledge to my colleagues.

Annex V. Workshop Reading List

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

- The Sustainable Development Goals Report 2021 – by UN DESA

- UN Highlights the role of the public service in achieving SDGs – by UN

- Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development – Chapter 1 and Chapter 2 - by UN DESA

- Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development – Slides: Setting the scene: Why is changing mindsets critical to the implementation of the SDGs? – UN DESA

- Getting Work Done: What Government Innovation Really Looks Like - by New America

- How to get better leadership in government - by Christian Bason

- Toolkit on Innovation and Digital Government for Public Service Delivery – Module 1.4. Innovation, Digital Transformation and Digital Government by UN DESA

Day 2 – Innovation and Digital Government

- Digital Government Capability Assessment – by UN DESA

- Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development – Chapter 3 - by UN DESA

- Compendium of Digital Government Initiatives in response to the COVID-19 Pandemic 2020 – by UN DESA

- UN e-Government Survey 2020 - Chapter 7 – UN DESA

- Building Collaborative Digital Government Systems – by Sharon S. Dawes and Theresa A. Pardo

- Toolkit on Innovation and Digital Government for Public Service Delivery - Module 1.5. Realizing Digital Government Transformation – by UN DESA

- Toolkit on Innovation and Digital Government for Public Service Delivery – Module 2.2. Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery – by UN DESA

- Getting Work Done: What Government Innovation Really Looks Like (New America, 2018) - by Hana Schank, Sara Hudson.

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

- [Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development](#) – by UN DESA DPIDG
- [Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development – Chapter 4 and Chapter 5](#) - by UN DESA
- [The Challenge of Systems Leadership](#) - by Rachel Sinha
- [Interview with Chris Argyris](#) (p,12) – by Chris Argyris
- [The nature of mindsets" (2017) article in "Benefit Mindset"](#) – by Ash Buchanan
- [Mindsets for Social Innovation (2018)](#) - by Aimee Hadrup - Innovation Unit Experimental problem solving
- [Hacker's Toolkit](#) – by UNDP and Nesta
- [Skills, attitudes and behaviours that fuel public innovation – by Nesta](#)
- [Common Competency Framework for Implementing the SDGs](#) – by UNDESA

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

- [Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development – Chapter 6](#) - by UN DESA
- [Case Study - e-Mutation System: A Digital Bangladesh Initiative](#) - UNPSA 2020 Winner Case
- [Developing innovation craft in the public sector – by Jesper Christiansen](#)
- [Common Competency Framework for Implementing the SDGs](#) – by UNDESA
- ["Innovation for Successful Societies'](#) - Case Studies compiled by Princeton Universities

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

- [Toolkit on Innovation and Digital Government for Public Service Delivery - Module 2.5. Introduction to Components of Action Planning Part 1](#) – by UN DESA
- [Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development – Chapter 15](#) - by UN DESA
- [Toolkit on Innovation and Digital Government for Public Service Delivery, Module 4.4. Action Planning Part 2](#) – by UN DESA

Annex VI. List of Participants

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Annex VII. Workshop Daily Agenda

DAY ONE (22nd MARCH 2022): Setting the Scene- The 2030 Agenda for Sustainable Development: The Need for Public Sector Transformation, Innovation, Digital Government, and New Mindsets

OBJECTIVES

- Develop an understanding of the key role of public administration in implementing the SDGs and the need for new mindsets
- Explore the role of innovation in public sector transformation to realize the SDGs
- Discuss Guyana's vision for public sector transformation to achieve the SDGs
- Discuss Challenges and Opportunities of Public Sector Innovation and Transformation in Guyana

AGENDA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Welcoming Remarks	Hon. Dr. Jennifer Westford MD, MP, JP, COA, OMS	Former Minister of Public Service, Adviser	Ministry of Public Service
	Ms. Yesim Oruc	Resident Coordinator in Guyana	UN
	Mr. Juwang Zhu	Director	DPIDG, UN DESA
	Mr. Devon Rowe	Executive Director Member	CARICAD UN CEPA
	Ms. Jennifer Britton	Deputy Programme Manager ICT4D	CARICOM Secretariat
Realizing the 2030 Agenda for Sustainable Development and the Samoa Pathway. Promoting Post COVID 19 Recovery and Resilience	Adriana Alberti	Chief	DPIDG, UN DESA
	Anya Thomas	Economic Officer	DSDG, UN DESA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Ibero-American Charter on Innovation for Public Management	Raquel Gonzales	Project Manager	CLAD
Guyana's vision for public sector transformation to achieve the SDGs	Hon. Dr. Jennifer Westford MD, MP, JP, COA, OMS	Former Minister of Public Service, Adviser	Ministry of Public Service
Challenges and Opportunities of Public Sector Innovation and Transformation in Guyana	Devon Rowe	Executive Director Member	CARICAD UN CEPA
Roundtable Discussion on Advancing Political Commitment and Key Enablers for Change in Support of the 2030 Agenda and Samoa Pathway	Hon. Dr. Jennifer Westford MD, MP, JP, COA, OMS	Former Minister of Public Service, Adviser	Ministry of Public Service
Facilitator Day One Break-out Groups: 2030 Agenda, Innovation and Vision for Public Sector Transformation in Guyana Soyinka Grogan, Permanent Secretary, Ministry of Public Service, Guyana	Soyinka Grogan	Permanent Secretary	Ministry of Public Service

DAY TWO (23rd MARCH 2022): Innovation and Digital Government

OBJECTIVES

- Develop an understanding of the key role of public administration in implementing the SDGs and Learn about Global, Regional and National E- Government Trends
- Discuss Guyana's Digital Transformation and Innovation Capabilities and Challenges

AGENDA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Global, Regional and National E-Government Trends and How to Address the COVID-19 Recovery and Beyond through Digital Initiatives	Vincenzo Aquaro	Chief, Digital Government Branch	DPIDG, UN DESA
Change Driven by Digital Government Transformation in the Caribbean Region -Overview of the Regional Vision, Strategies and Challenges	Ms. Jennifer Britton	Deputy Programme Manager ICT4D	CARICOM Secretariat
What are Guyana's Digital Transformation and Innovation Capabilities and Challenges? (A situation analysis)	Keping Yao	Senior Governance and Public Administration Officer	UN DESA, DPIDG/UNPOG
	Mi Kyoung Park	Governance and Public Administration Officer	UN DESA, DPIDG/UNPOG
Break-out Groups on Digital Government Capability Assessment	Mi Kyoung Park	Governance and Public Administration Officer	UN DESA, DPIDG/UNPOG

DAY THREE (23rd MARCH 2022): Key Mindsets for Innovation, Digital Government and Public Sector Transformation

OBJECTIVES

- Recognize that all people have mindsets that influence behaviors and attitudes
- Connect the SDGs with new mindsets.
- Recognize how implementing the SDGs requires policy coherence at many levels and agile and collaboration mindset.
- Discuss the importance of Transformational Leadership for the SDGs and a transformational leadership mindset
- Learn about the need for developing an Evidence-based Mindset

AGENDA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Why Changing Mindsets and Competencies are needed to implement the SDGs and to promote Public Sector Innovation and Transformation	Adriana Alberti	Chief	DPIDG, UN DESA
Strategies for Institutional Coordination in support of Policy Coherence & System Thinking and the Need for Agile and Collaborative and breakout groups	Veronique Verbruggen	Senior Inter-regional Advisor	DPIDG, UN DESA
Transformational Leadership for the SDGs and Key elements of a Transformational Leadership Mindset and breakout groups	Lois Parkes	Leadership Development and Institutional Strengthening Specialist	CARICAD
Developing an Evidence-based Mindset: Fostering a culture of evidence-based policymaking through research, training, and policy engagements	Anna Mysliwiec	Policy Manager	J-PAL

DAY FOUR (29th MARCH 2022): Key Mindsets for Innovation, Digital Government and Public Sector Transformation (Cont.)

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

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Why Changing Mindsets and Competencies are needed to implement the SDGs and to promote Public Sector Innovation and Transformation	Adriana Alberti	Chief	DPIDG, UN DESA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Inclusive Mindset to Leave No One Behind	Mi Kyoung Park	Governance and Public Administration Officer	UN DESA, DPIDG/UNPOG
Experimental/Innovation Mindset	Stefania Senese	Programme Management Officer	DPIDG, UN DESA
	Ana Thorlund	Governance and Public Administration Expert	UNPOG, UN DESA
Digital Data Governance and Digital Mindset	Wai Min Kwok	Senior Governance and Public Administration Officer	DPIDG, UN DESA
Facilitator	Alfred King	Permanent Secretary	Ministry of Education, Guyana

DAY FIVE (30th MARCH 2022): Key Mindsets for Innovation, Digital Government and Public Sector Transformation (Cont.)

OBJECTIVES

- Discuss the Key Elements of an Action Plan for Changing Mindset 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, Evidence-based, Inclusive, Innovation, and Digital Mindsets
- Actions to Promote New Mindsets for Innovation and Digital Government Transformation at the Individual Level, Organizational Level, Institutional level

AGENDA

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
How to Practically Apply the Learnings and Key Elements of an Action Plan Presentation and breakout groups	Prof. Jacob Opadeyi	Consultant	Ministry of Public Service
Facilitator	Vladim Persaud	Permanent Secretary	Ministry of Public Works

DAY SIX (31st MARCH 2022): The Way Forward: Priorities and Actions for Change

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

Agenda Item	Presenter/Facilitator Name	Presenter/Facilitator Designation	Presenter/Facilitator Agency
Presentation of the Outcomes of the Sessions and Recommendations and The Way Forward for Innovation, Digital Transformation and Changing Mindset in Guyana's Road Map	Soyinka Grogan	Permanent Secretary	Ministry of Public Service
Prioritization and Decision-Making for Innovation, Digital Government and Changing Mindsets for Public Sector Transformation in Guyana by Facilitator	Sharon Roopchand-Edwards	Permanent Secretary	Ministry of Tourism, Industry and Commerce
Closing Remarks	Soyinka Grogan	Permanent Secretary	Ministry of Public Service
	Ms. Yesim Oruc	Resident Coordinator in Guyana	UN
	Adriana Alberti	Chief	DPIDG, UN DESA
	Mr. Devon Rowe	Executive Director Member	CARICAD UN CEPA
	Ms. Jennifer Britton	Deputy Programme Manager ICT4D	CARICOM Secretariat

Annex VIII. List of Speakers and Facilitators

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

Mr. Alfred King, Permanent Secretary, Ministry of Education, Guyana

Mr. Vladim Persaud, Permanent Secretary, Ministry of Public Works, Guyana

Ms. Sharon Roopchand-Edwards, Permanent Secretary, Ministry of Tourism, Industry & commerce, Guyana

Mr. Jacob Opadeyi, Director of Guyana Online Academy of Learning (GOAL) and consultant at the Ministry of Public Service, Guyana

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The team wishes to thank all speakers for their insightful interventions, sharing of experiences and inspiration from their respective institutions.