



Key Messages and Outcome

Capacity Development Online Training of Trainers Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation”

6 June 2023

Organized by the National Institute of Public Administration of Guatemala (INAP), the UN Department of Economic and Social Affairs (UN DESA), and the UN Resident Coordinator’s Office in Guatemala, the objective of the online Training of Trainers (ToT) aimed to present the Trainers’ Guides and modules’ contents of the Changing Mindsets and Innovation and Digital Government toolkits to help build a pool of competent trainers from INAP who can subsequently train their civil servants on the topics and help them with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation.

The main strategic objective for this online workshop was to evaluate and then customize the translated (Spanish) training materials contained in the Toolkits to the needs of Guatemala as identified by INAP/Guatemala.

The ToT lasted for two-and-a-half hours, and it was conducted entirely in Spanish. It was composed of the following components:

- Pre-workshop preparation which included translating into Spanish the contents of both toolkits and their distribution to INAP’s trainers and educators

- Presentations by both UN DESA and the UN Resident Coordinator’s Office
- Open conversation with INAP authorities and trainers of the best ways to adapt the content to the scheduled in-person workshop
- Concrete follow-up actions at the country level

The work and support to several initiatives by the UN system in Guatemala was presented by the UN Resident Coordinator’s Office including an overview of Guatemala’s advances in the implementation of the SDGs and their connection and interrelationship with the country’s National Development Plan, as well as the UN initiatives to support digital transformation to advance the SDGs, to include the Roadmap to Digital Cooperation, the UN 2.0 Quintet of Change, and Our Common Agenda Policy Brief 5: A Global Digital Compact.

Guatemala

Latin America and the Caribbean



The UN RCO also described several initiatives on digital inclusion, health, and improved public service delivery being carried out by the Guatemalan public sector with the support of UN agencies such as UNICEF, UNDP, the Digital Public Goods Alliance, and UNODC, among others.

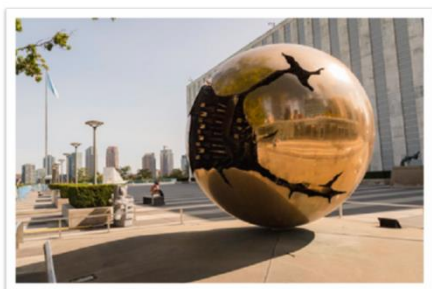
During the online workshop, participants from INAP were able to share the challenges to innovation, changing mindsets and digital transformation for the Guatemalan public service, including poor understanding of the topics, lack of resources, resistance to change, and human capital. The importance of committed leadership, reducing the digital divide, ensuring inclusion, and of working collaboratively and in cooperation with all levels of government in a whole-of-government and whole-of-society approach were also identified as important factors to implement public service reform. In that sense, INAP through its training and educational activities has a key role to play.

The need for developing the Curriculum on Governance for the SDGs and its toolkits was explained in the context of the importance of achieving the SDGs, the relevance of the Principles of Effective Governance developed by the UN Committee of Experts on Public Administration and how they can support the public sector around the world to achieve the SDGs.

The workshop enhanced the understanding that public servants are the key drivers of change in public sector organizations, and that public institutions or organizations do not bring about

change. Public servants do.¹ It also highlighted that “*promoting effective institutions involves more than formal changes to rules and structures. It requires, above all, new mindsets, capacities and competencies to ensure that the 2030 Agenda's principles and values guide public servants' behaviors and actions in delivering services and spearheading programmes to improve the quality of life of all people*”.² A presentation on the content of the “Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development” toolkit was made.

The toolkit is organized around five thematic groups from setting the scene to understand the importance of changing mindset and analyzing the role of public servants in achieving the SDGs to exploration of several mindsets (collaborative, learning, and leadership), strategies and tactics to promote new mindsets and skills are explored. The set of exercises, selected readings, self-assessment, and group activities are all designed to help participants understand the interlinkages between mindsets, innovation, and how changes in individual, organizational, and institutional cultures and values can support the delivery of public services and create public value.



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

Participants also shared and discussed the challenges to digital transformation of the public sector and the need to work in strengthening capacities in this regard. It was recognized that achieving digital transformation is a complex task that requires a whole-of-government approach that is citizen-centric. Several important reforms and approaches are needed including, among others, creating the necessary institutional framework and governance mechanisms, developing adequate regulatory frameworks providing the legal basis for digital transformation, designing the required infrastructure, promoting, and supporting human resources (the digital talent), changing the way the public sector interacts with not only citizens³ but also, the private sector, organized civil society, and academia.

The relevance and transformational possibilities that innovation and digital transformation offer the public sector around the world to innovate the way they operate, share information, make decisions and deliver services, engage and partner with citizens among others, was visualized through a brief presentation of the 2022 UN E-government survey results and the standing of Guatemala and the Americas on it.

In this context, the content of the toolkit on "*Innovation and Digital Government for Public Service Delivery*", organized around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning, and other activities

¹ Changing Mindsets to Realize the 2030 Agenda for Sustainable Development: How to promote mindsets and behaviors in public institutions to implement the Sustainable Development Goals. Published by UN DESA, 2021. p18

² Changing Mindsets to Realize the 2030 Agenda for Sustainable Development: How to promote mindsets and behaviors in public institutions to implement the Sustainable Development Goals. Published by UN DESA, 2021. p14

³ Government Digital Transformation Guide. Inter-American Development Bank, 2022

that can assist countries in advancing governance transformation for sustainable development was presented⁴.

The online workshop resulted in:

- A better understanding by INAP authorities and trainers on the use and application of the Changing Mindsets for SDGs Implementation and on Innovation and Digital Government for Public Service Delivery toolkits.
- Increased knowledge of the UN system work in Guatemala in support of innovation, digital transformation and strengthening of government capacities in support of the 2030 Agenda and the SDGs.
- A commitment by INAP trainers and authorities to continue working with UN DESA on understanding the use of the toolkits, in particular the Changing Mindsets one, to be applied to an in-person workshop scheduled for September 2023.
- Development of an interactive learning program based on one or several country challenges.
- Continued commitment by INAP to develop an action plan to strengthen skills at individual and organizational levels of the public sector in Guatemala.

Annex I: Agenda

Agenda

6 June 2023

<p>10:00 am- 10:15 am (Guatemala)</p> <p>12:00 pm – 12:15 pm (New York time)</p> <p>(15 min)</p>	<p>Opening Remarks</p> <ul style="list-style-type: none"> • Mr. Miguel Barreto, UN Resident Coordinator (video) • Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA • Mr. Alvaro Diaz, Gerente, INAP/Guatemala <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
<p>10:15 am – 10:25 am (Guatemala)</p> <p>12:15 pm - 12:25 pm (New York time)</p> <p>(10 min)</p>	<p>Purpose of the Training of Trainers</p> <ul style="list-style-type: none"> • Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA

⁴ [United Nations Public Administration Network](#)

<p>10:25 am – 10:40 am (Guatemala)</p> <p>12:25 pm - 12:40 pm (New York time)</p> <p>(15 min)</p>	<p>What are the most pressing challenges in terms of Public Sector Innovation and Digital Government to advance the SDGs in Guatemala? Tour de Table</p> <ul style="list-style-type: none"> • Mr. Estuardo Pineda, Development Coordination Officer, Partnerships and Funding for Development, RCO Guatemala • INAP participants <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA</p>
<p>10:40 am – 11:30 am (Guatemala)</p> <p>12:40 pm - 01:30 pm (New York time)</p> <p>(40 min)</p>	<p>Presentation of the Training Materials of the Toolkit on Changing Mindsets for SDGs Implementation (Agenda, Facilitator's Guidance Manual, Activities)</p> <p>Presentation of the Training Materials of the Toolkit on Innovation and Digital Government for Public Service Delivery (Agenda, Facilitator's Guidance Manual, Activities)</p> <ul style="list-style-type: none"> • Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA
<p>11:30 am - 12:30 pm (Guatemala)</p> <p>01:30 pm - 02 :30 pm (New York time)</p> <p>(60 min)</p>	<p>Interactive Discussion on the use of the Toolkits</p> <ul style="list-style-type: none"> • INAP Trainers <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA</p>
<p>12:30 pm (Guatemala)</p> <p>02:30 pm (New York time)</p>	<p>Closing Remarks</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA • Mr. Estuardo Pineda, Development Coordination Officer, RCO Guatemala • Mr. Alvaro Diaz, Gerente, INAP/Guatemala

Annex II: List of participants

Name	Title	Department
Alvaro Diaz Coronado	Gerente	Gerencia
Nery Diaz	Sub Gerente	Gerencia
Arlin Jimenez	Asesor Profesional	DIFOGI/INAP
Antonio Gonzalez	Jefe del departamento	DIFOGI/INAP

Nancy Gonzalez	Asesor profesional	DIFOGI/INAP
Patricia Rosales	Servicios profesionales en Gestión de Recursos Humanos	DIADI/INAP
Jeimy Godoy Berganza	Directora de la Unidad de Cooperación	UC/INAP
Guillermo de León	Servicios Profesionales en Tecnología de la Información	DIADI/INAP
Maria Rene León	Directora Dirección de Investigación y Análisis para el Desarrollo Institucional	DIADI/INAP
Hellen Berenice Díaz	Directora para el Fortalecimiento Institucional	DIFOGI/INAP
Francisco Leal	Asesor	Gerencia
Peri Blind	Head of Office RCO Team	UN Resident Coordinator's Office, Guatemala
Estuardo Pineda	Development Coordination Officer, Partnerships and Development Finance (PDFO)	UN Resident Coordinator's Office, Guatemala

Contact Information

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