

## Capacity Development Online Training of Trainers Workshop

# Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation

**6 June 2023**

10:00 am – 12:30 pm (Guatemala time)

12:00 pm – 02:30 pm (New York time)

## Capacity Development Online Training of Trainers Workshop on

# “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation”

*Organized by*

*National Institute of Public Administration of Guatemala (INAP)  
United Nations Department of Economic and Social Affairs (UN DESA)  
United Nations Resident Coordinator Office in Guatemala*

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Zoom link: <https://us02web.zoom.us/j/86336674010?pwd=WlY4OFkvaHAzdUxDOXJMOHZERms5UT09>

# Concept Note and Agenda

## Description of Event

The National Institute of Public Administration (INAP) of Guatemala and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the Resident Coordinator Office in Guatemala are co-organizing a Training of Trainers (ToT) workshop with the objective of presenting the content in Spanish of UN DESA's Curriculum on Governance for the Sustainable Development Goals (SDGs) and the main modules of the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery and the Digital Transformation. The workshop will be held online (via Zoom meetings) on 6 June 2023.

The toolkits are part of the Curriculum on Governance for the SDGs which was developed by UN DESA/DPIDG. DPIDG's mission is to advance effective, accountable, and inclusive governance and public institutions for sustainable development, including through innovation, digital government, and digital transformation. The Curriculum on Governance for the SDGs aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs.

The National Institute of Public Administration (INAP) is the technical body of the Public Administration system of Guatemala, responsible for generating and ensuring that a permanent process of administrative development is executed, in order to increase the capacity of public institutions and dependencies, so that they are efficient and effective in their administration and services. INAP was created in 1980, with the purpose of being the strategic arm for the strengthening and modernization of public administration. Based on the need to promote institutional strengthening to provide quality public services through comprehensive processes and to increase the confidence of Guatemalan society in the public sector, a new "Institutional Service Model" was developed in 2021 with four main areas of action, including Research and Consulting, Certifications, Courses and Diplomas, and Postgraduate Studies.

## Background

The 2030 Agenda highlights the need to build effective, accountable, and inclusive institutions at all levels, in line with Goal 16. General Assembly resolution 60/34 of 17 March 2006 also emphasized "the need to improve the efficiency, transparency and accountability of public administration". Strong public institutions and efficient service delivery are crucial to the achievement of all Sustainable Development Goals (SDGs). Thus, the importance of building transparent, accountable, innovative, and citizen-oriented institutions to accomplish sustainable development.

In its seventeenth session in 2018, the Committee of Experts on Public Administration (CEPA) adopted 11 principles of effective governance. The principles, endorsed by the Economic and Social Council in its resolution 2018/12, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to achieve the Sustainable Development. CEPA has developed a wide range of commonly used strategies for operationalization of the principles. One of the principles is on competence which highlights that to perform their functions effectively, institutions are to have sufficient expertise, resources, and tools to deal adequately with the mandates under their authority. Commonly used

strategies to operationalize this principle include the promotion of a professional public sector workforce, strategic human resources management, leadership development and training of civil servants, performance management, results-based management, financial management and control, efficient and fair revenue administration and investment in e-government. The principles of leaving no one behind; non-discrimination; broad participation; and intergenerational equity, are also critical to support improvements in local governance capabilities to reach the SDGs.

The online workshop will build on, and consolidate, previous work undertaken by UN DESA on launching the Curriculum on Governance for SDGs Implementation in Latin America and the Caribbean (November 2022). It also builds on the activities undertaken by DPIDG, in cooperation with the Center for Latin American Administration and Development (CLAD), on enhancing the integration of the 2030 Agenda into national policy frameworks, including the operationalization of the 11 principles of effective governance for sustainable development. INAP/Guatemala has actively participated in these activities.

Even though Guatemala has made great progress in planning for results and performance-based budgeting in the public sector, gaps in strengthening the public sector remain. The current government has made public sector capacity building a priority.

The National Institute for Public Administration (INAP), attached to the Presidency, is the technical government agency in charge of providing training, capacity building tools and techniques to the Guatemalan public sector to make them more efficient and effective in the delivery of public services to all of society.

In 2022, a new administrative structure has been put into place to improve service delivery with a focus on the important role of public institutions. Presently, INAP is concentrating its efforts in implementing this new way of delivering services through strengthening mechanisms, methodologies, and approaches that will be conducive to institutional strengthening.

As the INAP's development plan states, "The effectiveness of the management of public institutions depends on the clarity of the institutional mission, the characterization and standardization of the services offered to the population, the approach taken to provide said services, the standardization of the substantive processes, of the organizational structure and its relationship with the substantive processes, of the physical, human, financial and technological resources that are available. But, above all, of the management capacity of its officials which depends on the level of knowledge that they have (knowledge about public administration), the attitude or disposition they have to achieve results (their willingness to do), the abilities and skills they have to do what they must do correctly (know how to do), and the ability to guide others to do it (know how to lead and make others want to do it)"<sup>1</sup>. The lack of coordination and collaboration among the public sector entities has impacted the effective delivery of public services.

The need for innovation and changing mindsets in the delivery of public services in the public sector of Guatemala, from the local, to regional, to national levels is considered essential to achieve the SDGs. As stated in INAP's plans, "Public services must be available to a large number of people and for this reason, their design for the creation of value through innovation and the implementation of solutions that

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<sup>1</sup> Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022. Available at [www.inap.gob.gt](http://www.inap.gob.gt)

respond to the needs of citizens and servants is today an imperative in the public sector and is a responsibility that corresponds to the central level of institutional management.”<sup>2</sup>

Guatemala’s National Development Plan (NDP) also identifies creating effective, accountable, and transparent institutions at all levels as national priority and uses as an indicator the percentage of the population who is satisfied with their latest experience with services delivered by the public sector.<sup>3</sup>

The UN Common Country Analysis (CCAs) for Guatemala, also points out to the weakness of the country’s public sector to deliver services to the population which greatly contributes to the country’s poor ranking in the States’ Fragility Index<sup>4</sup>. It further states that, “This undoubtedly points to the need to improve the capacities of the public sector at different levels in terms of targeting capacity, execution and efficiency of spending, among others, particularly in the area of social protection”.

This online workshop, co-designed with INAP and the UNCT, will contribute to the strengthening of capacities of the Guatemalan public sector and support the role of INAP as the provider of knowledge and help disseminate the adoption and mainstreaming of the Curriculum on Governance for SDGs Implementation in the region.

## Objective

The objective of the online workshop is to equip the INAP’s trainers on the use of the Curriculum on Governance for the SDGs toolkits to help them train Guatemala’s public servants with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation.

The main strategic objective for this online workshop is to evaluate and then customize the translated (Spanish) training materials contained in the Toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery and the Digital Transformation to the needs of Guatemala as identified by INAP/Guatemala.

This online capacity development workshop will also aim to:

1. Enhance capacities of the Member State to strengthen public institutions and public services delivery to support the implementation of the SDGs using the Curriculum on Governance toolkits on Changing Mindsets for SDGs Implementation, and Innovation and Digital Transformation for Public Service Delivery.
2. Strengthen INAP’s engagement and capacities in institution building and public service delivery to promote the implementation of the 2030 Agenda after the pandemic through ToT of identified modules within the available toolkits of the Curriculum on Governance for SDGs Implementation.

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<sup>2</sup> Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022.

<sup>3</sup> [Prioridades Nacionales de Desarrollo \(pnd.gt\)](https://pnd.gob.gt/)

<sup>4</sup> According to the State Fragility Index, 21 in 2019 Guatemala had a score of 81.4/120 (where zero is the best score), which places the country in the second worst position in Latin America, corresponding to position 57/178. CCA Guatemala. Available @ <https://guatemala.un.org/es/136331-analisis-comun-de-pais-actualizacion-al-2021>

3. Provide sound and innovative advice to government officials and other relevant stakeholders, on the importance of innovation and digital transformation for long-term institutional development and services provision.
4. Uncover challenges and identify building blocks for public sector transformation.
5. Start defining a Roadmap and Action Plan for innovation, digital government transformation and changing mindsets which will be further discussed during the proposed in-person workshop.
6. Learn and apply new concepts, tools, and approaches to support strategies, capabilities, and action planning.

### **Format**

The interactive workshop will be held online via Zoom platform and will last 2.5 hours. It will be conducted entirely in Spanish. A follow-up in person workshop is expected to take place to further strengthen capacities in the area of innovation and changing mindsets.

### **Target Audience**

Trainers and educators of Guatemala's National Institute of Public Administration (INAP) in charge of training and professional education of the civil service.

### **Expected Results**

It is expected that the trainers and educational staff of the INAP will analyse the contents of the toolkits, contribute to its adaptation to the institution's needs and objectives; and learn how to use the ToT developed for both toolkits.

By doing so, the INAP trainers and educational staff will enhance their understanding of the use of the Curriculum on Governance toolkits and the use of ToT tools to advance and strengthen the capacity of the Guatemalan public sector in support of SDGs implementation.

This online workshop will help define the objectives and goals of the in-person workshop which is scheduled for 5-7 September 2023.

## 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><b>Opening Remarks</b></p> <ul style="list-style-type: none"> <li>• Mr. Miguel Barreto, UN Resident Coordinator (video)</li> <li>• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</li> <li>• Mr. Alvaro Diaz, Gerente, INAP/Guatemala</li> </ul> <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><b>Purpose of the Training of Trainers</b></p> <ul style="list-style-type: none"> <li>• Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</li> </ul>
<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><b>What are the most pressing challenges in terms of Public Sector Innovation and Digital Government to advance the SDGs in Guatemala?</b></p> <p><b>Tour de Table</b></p> <ul style="list-style-type: none"> <li>• UNCT presentation (TBC)</li> <li>• Facilitated by Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA</li> </ul>
<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><b>Presentation of the Training Materials of the Toolkit on Changing Mindsets for SDGs Implementation (Agenda, Facilitator's Guidance Manual, Activities)</b></p> <p><b>Presentation of the Training Materials of the Toolkit on Innovation and Digital Government for Public Service Delivery (Agenda, Facilitator's Guidance Manual, Activities)</b></p> <ul style="list-style-type: none"> <li>• Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA</li> </ul>
<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><b>Interactive Discussion on the use of the Toolkits</b></p> <ul style="list-style-type: none"> <li>• Facilitated by Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA</li> <li>• INAP Trainers</li> </ul>
<p>12:30 pm (Guatemala)</p> <p>02:30 pm (New York time)</p>	<p><b>Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</li> <li>• RCO representative (TBC)</li> <li>• Mr. Alvaro Diaz, Gerente, INAP/Guatemala</li> </ul>

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