

Capacity Development Training of Trainers Workshop

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

7 - 8 September 2023

Ciudad de Guatemala, Guatemala

Capacity Development 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*

In person

7 – 8 September 2023

Instituto Nacional de Administración Pública
Boulevard los Próceres 16-40 zona 10
Ciudad de Guatemala, Guatemala

Concept Note and Agenda

Background

The 2030 Agenda for Sustainable Development highlights the need to build effective, accountable, and inclusive institutions at all levels, in line with Sustainable Development Goal (SDG) 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 SDGs. Thus, the importance of building transparent, accountable, innovative, and citizen-oriented institutions to accomplish sustainable development.

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.

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 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.”¹

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.²

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 Index³. 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”.

The mission of the UN Department of Economic and Social Affairs’ (UN DESA) Division for Public Institutions and Digital Government (DPIDG) is to advance effective, accountable, and inclusive governance and public institutions for sustainable development, including through innovation, digital government, and digital transformation. UN DESA’s 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.

It is on this context and, at the request of the Guatemala Institute for Public Administration (INAP), that on 6 June 2023, UN DESA, INAP/Guatemala, and the UN Resident Coordinator’s Office in Guatemala,

¹ Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022.

² [Prioridades Nacionales de Desarrollo \(pnd.gt\)](#)

³ *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>

organized an online Training of Trainers (ToT) aimed to present the Trainers' Guides and modules' contents of the Changing Mindsets and Innovation and Digital Government toolkits developed by UN DESA 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 SDG 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

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 insufficient 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.

One of the major results from the online workshop was 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. An important request from INAP was not only to receive further support on better understanding the use and application of the toolkit, but especially, support on its adaptation to the Guatemalan public sector needs. To respond to this request, a two-day in-person workshop with INAP educators, trainers, experts, and technical staff will be held on 7 – 8 September 2023 in Guatemala City.

Objective

The main strategic objective for this in-person workshop will be to work with INAP's trainers, educators, experts, and technical staff to evaluate and then customize the translated training materials contained in the Toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development (which were originally presented during an online workshop) to the needs of Guatemala as identified by INAP and help them develop the necessary skills to be able to carry-on the training of Guatemala's civil service on the important role they play in SDG implementation.

This two-day 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 SDG Implementation.
2. Strengthen the Guatemalan Institute for Public Administration (INAP) engagement and capacities in institution building and public service delivery to promote the implementation of the 2030 Agenda for Sustainable Development after the COVID-19 pandemic through ToT of identified modules within the available toolkits of the Curriculum on Governance for SDG Implementation.
3. Provide sound and innovative advice to INAP's technical team and other relevant stakeholders, on the importance of changing mindsets for innovation and digital transformation for long-term institutional development and service provision.
4. Uncover challenges and identify building blocks for changing mindset in the public sector.
5. Learn and apply new concepts, tools, and approaches to support strategies, capabilities, and action planning.

Format

Based on the previous online workshop experience, an effective delivery of the interactive workshop – involving exercises, translating, and adapting the toolkit resources, customize the exercises, the development of an action plan based on design thinking, joint activities and discussions - will require facilitation on the ground.

In person interaction among participants will facilitate the follow-up phase of the previous online workshop and lay the ground for a wider workshop with representatives of several government agencies planned to take place in November 2023 where INAP staff, with the support of UN DESA, will take the lead.

The workshop will take place at the INAP's facilities and will be conducted entirely in Spanish. To enhance the impact of this workshop, the key findings and lessons learned will be disseminated to all regions through the UN Public Administration Network (UNPAN) and the DPIDG websites, as well as through the task forces of public administration schools.

Target Audience

Trainers, educators, experts, and technical staff 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 toolkit, contributing to its adaptation to the institution's needs and objectives. They will learn how to use the ToT Manual's Guide developed for the Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development toolkit.

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 be able to advance and strengthen the capacity of the Guatemalan public sector in support of SDG implementation.

Draft Agenda

7 – 8 September 2023

Day 1	
09:00 - 09:30	<p>Opening Remarks</p> <ul style="list-style-type: none">• Mr. Miguel Barreto, UN Resident Coordinator• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA (video)• Mr. Alvaro Diaz, Gerente, INAP/Guatemala <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
09:30 – 09:45	<p>Group Picture</p>
09: 45 – 10:30	<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
10:30 – 10:45	<p>Coffee break</p>
10:45 – 11:30	<p>What are the most pressing challenges in terms of Public Sector Innovation and Digital Government to advance the SDGs in Guatemala?</p> <p>Tour de Table</p> <ul style="list-style-type: none">• RCO Guatemala• INAP participants <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
11:30 – 12:30pm	<p>Conversations on Innovation: how to promote innovation in the public sector</p> <ul style="list-style-type: none">• Ms. Rita Grandinetti, Director, Innovation Lab, University of Rosario, Argentina
12:30pm – 14:00	<p>Lunch</p>
14:00 – 16:00	<p>Review of the Training Materials of the Toolkit on Changing Mindsets for SDGs Implementation (Agenda, Facilitator's Guidance Manual, Activities)</p> <ul style="list-style-type: none">• Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA• INAP staff• Ms. Rita Grandinetti, Director, Innovation Lab, University of Rosario, Argentina
16:00 – 16:30	<p>Wrap up of first day</p>

Day 2	
09:00 – 09:30	<p>Welcome and goals for second day Facilitated by Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
09:30 - 12:30 pm	<p>Interactive Discussion on the use and contextualization of the Toolkit</p> <ul style="list-style-type: none"> • INAP Trainers • Ms. Rita Grandinetti, Director, Innovation Lab, University of Rosario, Argentina • Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA
12:30pm – 14:00	<p>Lunch</p>
14:00 – 16:00	<p>Interactive Discussion on the use and contextualization of the Toolkit (cont.)</p> <ul style="list-style-type: none"> • INAP Trainers • Ms. Rita Grandinetti, Director, Innovation Lab, University of Rosario, Argentina • Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA
16:00 – 16:30	<p>Closing Remarks</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA (video) • RCO representative (TBC) • Mr. Alvaro Diaz, Gerente, INAP/Guatemala

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