



Department of  
Economic and  
Social Affairs



INSTITUTO NACIONAL DE  
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NACIONES UNIDAS  
GUATEMALA

Capacity Development Training Workshop

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

**7 – 8 December 2023**

Clarion Hotel, 14 Calle 3-08 Zona 10,  
Guatemala City, Guatemala

**Second Capacity Development 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 (INAP)*

*UN Resident Coordinator’s Office in Guatemala*

*United Nations Department of Economic and Social Affairs (UN DESA)*

**7 – 8 December 2023**

**Hotel Clarion (tbc)**

**Guatemala City, 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. 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."<sup>1</sup>

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.

Working closely with INAP's Director and team, DPIDG has provided support, through Training of Trainers (ToT) workshops both online and in-person supporting the contextualization and adaptation of the Changing Mindsets for SDGs Implementation toolkit, part of the Curriculum on Governance for the SDGs which was developed by UN DESA/DPIDG. During these workshops, DPIDG strengthened the capacity of the Guatemalan Institute of Public Administration (INAP) technical team and educators on the use of the toolkit with an emphasis on innovation for improving public service delivery.

Through detailed presentations by DPIDG (both online and in-person) of the toolkit's modules and by practicing some of the toolkit's activities, the participants obtained a better understanding of its use furthering its contextualization.

Through presentation by experts and relevant stakeholders, the in-person workshop provided sound and innovative advice to INAP's technical team on the importance of changing mindsets for innovation and digital transformation for long-term institutional development and service provision.

At the end of the first in-person meeting the follow-up activities and commitments included:

1. DPIDG will continue offering online support for the contextualization and adaptation of the toolkits modules as per INAP's identified needs. Three additional online ToT were agreed upon:
  - a. 16 November
  - b. 20 November
  - c. 4 December
2. DPIDG to support the planning and delivery of an in-person workshop to be jointly organized with INAP for civil servants of several government agencies where the INAP educators and trainers, supported by UN DESA and the RC Office, will take the lead in conducting the capacity development training. The workshop has been scheduled for 7 -8 December.

In this second in-person capacity development workshop the training staff and educator of INAP, with the support of DPIDG, will use the toolkit on Changing Mindsets for SDGs Implementation and its content to

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<sup>1</sup> Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022.

enhance the knowledge and understanding of civil servants from different government agencies on the important role they play in the implementation of the SDGs and the importance of changing mindsets in support of innovation to improve public service delivery ensuring inclusion and leaving-no-one-behind. The workshop will also support INAP' significant efforts to mainstream Changing Mindsets toolkit into their training plans and programs.

## Objective

This in-person workshop, co-designed with the National Institute of Public Administration (INAP), and with the support of the UN Resident Coordinator's Office, will contribute to the strengthening of capacities of the Guatemala public sector to better understand the important role they play in implementing the SDGs with an emphasis on changing mindsets for innovation in the provision of government services.

More specifically, the objective of the workshop taking place in the city Guatemala City, is to support the INAP trainers and technical team on the practical use of the Changing Mindsets toolkit, part of the Curriculum on Governance for the SDGs to help them train Guatemalan government public servants with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation. INAP's first use of the toolkit is aimed at civil servants from the Ministry of Finance in charge of supporting small and mid-size enterprises and civil servants of government agencies which work, and are part of supporting, the achievement of SDGs 8, 9, 10, and 16.

Based on previous workshop experience, an effective delivery of the interactive workshop – involving exercises, the development of an action plan based on design thinking, joint activities and discussions - will require facilitation on the ground. The workshop will provide a platform to share solutions and will benefit from the presentations of innovations in changing mindsets introduced in other public institutions in support of SDGs implementation. The workshop will facilitate knowledge exchange, provide support, and promote peer-to-peer learning.

This 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 toolkit on Changing Mindsets for SDGs Implementation.
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 of the Changing Mindsets for SDG Implementation.
3. Provide sound and innovative advice to government officials and other relevant stakeholders, on the importance of changing mindsets for innovation 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 and changing mindsets in the public sector.
6. Learn and apply new concepts, tools, and approaches to support strategies, capabilities, and action planning.

## Format

In-person interaction among participants will facilitate the follow-up phase of the previous online and in-person workshops. It will include targeted, innovative, and customized training, including sessions to discuss the governments' priorities, assess the existing institutional arrangements in the country, and design a roadmap in support of changing mindsets for effective government public service delivery. The interactive workshop will be held in person in Guatemala City, Guatemala. It will be conducted entirely in Spanish.

### Target Audience

Government officials and practitioners who have a policy, leadership and/or implementation role in the government's innovation agenda from the Ministry of Finance in charge of supporting small and mid-size enterprises as well as civil servants of government agencies which work, and are part of supporting, the achievement of SDGs 8, 9, 10, and 16. Trainers and staff of the National Institute of Public Administration (INAP) in charge of training and professional education will also be part of the workshop both as instructors and participants.

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 divisional websites.

### Thematic Focus

Based on the previously identified challenges and needs, the Capacity Building Workshop will cover the following topics:

**Session 1** – Principles of Effective Governance for Sustainable Development. Challenges and Opportunities for SDGs Implementation in Guatemala: INAP's institutional arrangements in support of Changing Mindsets for SDGs Implementation based on UNDESA's Curriculum on Governance. Why is changing mindsets critical to the implementation of the SDGs?

**Session 2** – Exploring new mindsets. New Competencies framework for Collaborative, Learning, and Leadership mindsets. New Mindsets for innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for Development Solutions

**Session 3:** - Identifying Priorities and New Approaches for Inclusive Service Delivery. Mapping the SDGs.

**Session 4:** Changing Mindsets for public sector innovation and digital transformation: Collaborative mindset, learning mindset, leadership mindset, experimental mindset

**Session 5:** Integrating Mindsets and Developing a Road Map and Action Planning for Changing Mindsets for Public Sector Innovation to Realize the Sustainable Development Goals.

### Expected Results

By using the toolkits in an in-person workshop, the INAP trainers and educational staff will enhance their understanding of the use of the Changing Mindsets toolkit supporting its mainstreaming into the training activities of the INAP.

Participants of the workshop will have an enhanced understanding of the importance of their active role in the implementation of the SDGs, and an increased understanding of the importance of changing mindsets in support of innovative practices in support of improving public service delivery.

## Proposed Agenda

7 – 8 December

	Day 1
08:00 am- 08:25 am  (15 min)	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>• Mr. Miguel Barreto, UN Resident Coordinator in Guatemala</li> <li>• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</li> <li>• Mr. Alvaro Diaz Coronado, Director, National Institute for Public Administration</li> </ul>
08:25-08:30	<b>Group picture</b>
08:30-12:15	<b>Session 1 – Principles of Effective Governance for Sustainable Development. Challenges and Opportunities for SDGs Implementation in Guatemala: INAP’s institutional arrangements in support of Changing Mindsets for SDGs Implementation based on UNDESA’s Curriculum on Governance. Why is changing mindsets critical to the implementation of the SDGs?</b> <ul style="list-style-type: none"> <li>• <b>Challenges and Opportunities for SDGs Implementation in Guatemala: INAP’s institutional arrangements in support of Changing Mindsets for SDGs Implementation based on UNDESA’s Curriculum on Governance</b> Mr. Alvaro Diaz Coronado, Director, National Institute for Public Administration</li> <li>• <b>Principles of Effective Governance for Sustainable Development - Why is changing mindsets critical to the implementation of the SDGs?</b> Ms. Adriana Alberti, Chief, DPIDG, UN DESA</li> </ul>
12:15-13:30	<b>Lunch Break</b>
13:30-16:45	<b>Session 2 – Exploring new mindsets. New Competencies framework for Collaborative, Learning, and Leadership mindsets. New Mindsets for innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for Development Solutions</b> <ul style="list-style-type: none"> <li>• <b>New Mindsets for innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for Development Solutions</b> Ms. Cristina A. Rodriguez-Acosta, Interregional Adviser, DPIDG/UNDESA</li> <li>• <b>Resistance to Change: A Conversation</b> Ms. Maria Rene de Leon, INAP</li> </ul>

	<p><b>Session 3</b> - Identifying Priorities and New Approaches for Inclusive Service Delivery. Mapping the SDGs.</p> <ul style="list-style-type: none"> <li>• Pollack Game (INAP/UNDESA)</li> <li>• Mapping the SDGs (INAP/UNDESA)</li> </ul>
<b>16:45-17:00</b>	<b>Reflections and Closing</b>
	<b>Day 2</b>
<b>08:00-12:30</b>	<p><b>Welcome and Brief Summary of previous day activities.</b></p> <p><b>Session 4:</b> Changing Mindsets for public sector innovation and digital transformation: Collaborative mindset, learning mindset, leadership mindset, experimental mindset.</p> <ul style="list-style-type: none"> <li>• <b>Collaborative Mindset:</b> Tennis Game and Reflexion on dream/nightmare activity (INAP/UNDESA)</li> <li>• <b>Learning Mindset:</b> Sticks activity and Learning/Failing (INAP/UNDESA)</li> <li>• <b>Leadership Mindsets</b> Mr. Estuardo Pineda, RCO Guatemala Mr. Armando Guio, Colombia</li> </ul> <p>Dark matter activity (INAP/UNDESA)</p>
<b>12:30-13:30</b>	<b>Lunch</b>
<b>13:30-16:30</b>	<p><b>Session 5:</b> Integrating Mindsets and Developing a Road Map and Action Planning for Changing Mindsets for Public Sector Innovation to Realize the Sustainable Development Goals</p> <ul style="list-style-type: none"> <li>• Importance of frameworks and organizational capacity (INAP/UNDESA)</li> <li>• Quick Dating activity (INAP/UNDESA)</li> <li>• Road Map and Action Planning (UNDESA/INAP)</li> <li>• Presentation and conversations of Action Plans</li> </ul>
<b>16:30-17:00</b>	<p><b>Reflections and 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 Coronado, Director, National Institute for Public Administration</li> </ul>

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