

Capacity Development Online Training of Trainers Workshop

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

8 August 2023

9:00 am – 11:30 am (Ecuador time)

10:00 am – 12:30 pm (New York time)

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”

8 August 2023

The Office of the President of Ecuador, the Ministry of Telecommunications and Information Society, and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government, with the support of the UN Resident Coordinator’s Office, organized a Training of Trainers (ToT) workshop where the content in Spanish of the UN DESA’s Curriculum on Governance for the Sustainable Development Goals (SDGs) and the main modules of the toolkits on Innovation and Digital Government for Public Service Delivery and the Digital Transformation were presented.

The main strategic objective for this online workshop was to evaluate and then customize the translated (Spanish) training materials contained in the Toolkit on Innovation and Digital Government for Public Service Delivery to the needs of Ecuador’s public sector as identified by Ecuador’s Ministry of Telecommunications and Information Society, particularly given the country’s recent enactment of necessary legislation and regulatory frameworks for digital transformation.

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 the trainers previously identified by the Ministry of Telecommunications and the Office of the President of Ecuador.
- Presentations by UN DESA on the Principles of Effective Governance, the Curriculum on Governance for the SDGs, brief overview of UN's e-government survey, and the translated Curriculum toolkit.
- Open conversation with Ecuadorean authorities and trainers on the best ways to adapt the content to the scheduled in-person workshop.
- Concrete follow-up actions.

During the online workshop authorities and trainers from the Ministry of Telecommunications and Information Society and the Office of the President, shared the challenges to innovation, changing mindsets and digital transformation for digital transformation in Ecuador, including poor understanding of digital transformation in the public sector, challenges of interoperability, lack of understanding of new legal frameworks, tendencies of working in silos, rural/urban divide, lack of appropriate resources, excessive bureaucratization and complex processes which hinder innovation, lack of skilled human capital, and access to funding. Thus, 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 noted as important initiatives for the improvement of public service delivery through digital transformation.

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 public sector members around the world to achieve the SDGs.

The workshop enhanced the participants' understanding that public servants at all levels of government 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.

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 Ecuador and the Americas on it.

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

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

Participants also shared and discussed the challenges to digital transformation of the public sector in Ecuador and the need to work in strengthening capacities in this regard. It was recognized that achieving digital transformation is a complex task that requires more than just funding and digital infrastructure, but also a whole-of-government approach that is citizen-centric. Regarding the possibilities of improving service delivery through digital transformation. Several challenges were identified by workshop participants including:

1. Updating regulations, norms, and guidelines
2. Ensuring political support to implement the necessary reforms and changes
3. Investing in human capital via training and continuous upskilling and reskilling
4. Addressing the issues related to costs and access to the required technology and infrastructure
5. Involving citizens in decision-making and investing in a digital citizen (in this regard, it was mentioned that several workshops have been held in Ecuador to gather inputs from citizens, academia, the private sector, and other relevant stakeholders about what to expect from digital transformation)
6. Accessing and enhancing the availability of funding

The online workshop resulted in:

- A better understanding by participants on the use and application of the Innovation and Digital Government for Public Service Delivery toolkit.
- A commitment by participants to continue working with UN DESA on understanding the use of the toolkits, to be applied to an in-person workshop scheduled for October 11 – 12, 2023 taking place in Quito. It was agreed that four additional online workshops, to work on each toolkit's modules separately, will be organized where UN DESA will further assist in customizing the contents to the needs of Ecuador. The proposed dates are:
 - August 29
 - September 12
 - September 18
 - September 26
- Development of an interactive learning program based on one or several country challenges.
- Continued commitment by Ecuador's Ministry of Telecommunications and Information Society and the Office of the President to develop an action plan to strengthen skills at individual and organizational levels of the public sector.

A follow-up in-person workshop in Quito, Ecuador will be organized bringing together government officials from relevant ministries and other stakeholders to discuss innovation and digital transformation

for SDGs implementation. In addition to the Resident Coordinator Office in Ecuador, other UN agencies such as UNDP will be part of the in-person workshop to increase collaboration and understanding of the UN work in Ecuador.

Annex I: Agenda

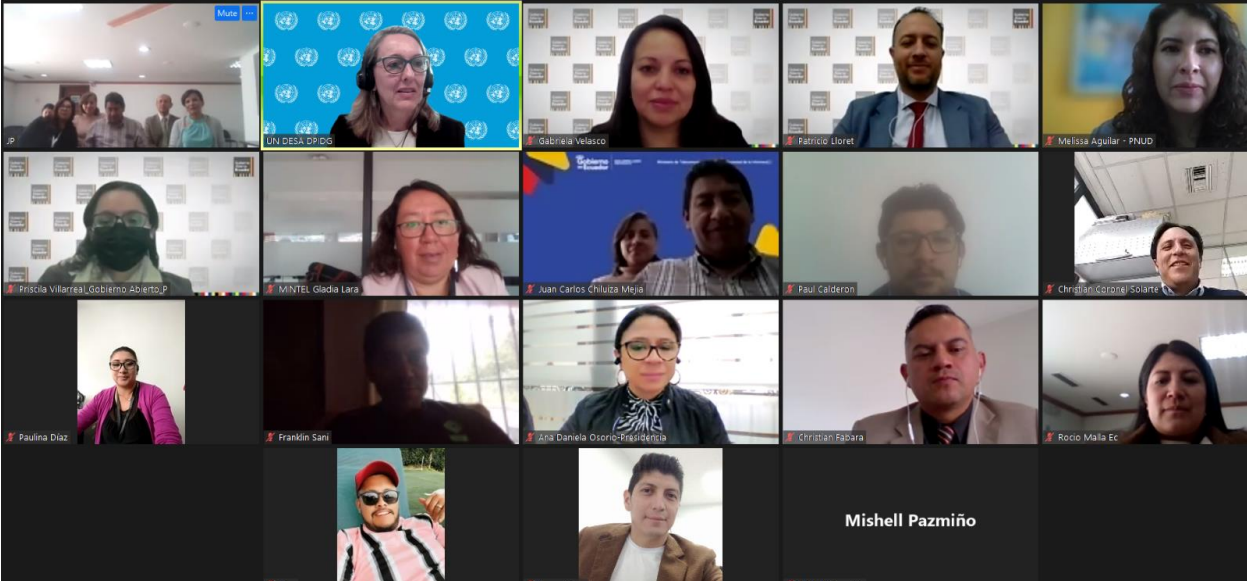
<p>9:00 am- 9:15 am (Ecuador)</p> <p>10:00 am – 10:15 am (New York time)</p>	<p>Opening Remarks</p> <ul style="list-style-type: none"> • Mr. Patricio Lloret, Office of the President, Ecuador • Mr. Byron Viera, Ministry of Telecommunications and Information Society <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
<p>9:15 am – 9:25 am (Ecuador)</p> <p>10:15 am - 10:25 am (New York time)</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
<p>9:25 am – 9:40 am (Ecuador)</p> <p>10:25 am - 10:40 am (New York time)</p>	<p>What are the most pressing challenges in terms of Public Sector Innovation and Digital Government to advance the SDGs in Ecuador?</p> <p>Tour de Table</p> <ul style="list-style-type: none"> • Ministry of Telecommunications trainers and other participants <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
<p>9:40 am – 10:30 am (Ecuador)</p> <p>10:40 am - 11:30 am (New York time)</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 Adviser on Innovation and Digital Government, UN DESA
<p>10:30 am - 11:30 am (Ecuador)</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"> • Ministry of Telecommunications trainers and other participants <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>

11:30 am (Ecuador) 12:30 pm (New York time)	Closing Remarks <ul style="list-style-type: none"> • Mr. Patricio Lloret, Office of the President, Ecuador • Mr. Byron Viera, Ministry of Telecommunications and Information Society
--	---

Annex II: List of participants

Name	Institution	Title
CHRISTIAN CORONEL SOLARTE	DIRECCIÓN GENERAL DE REGISTRO CIVIL, IDENTIFICACIÓN Y CEDULACIÓN	ANALISTA DE CLIMA Y CAMBIO DE CULTURA ORGANIZACIONAL 3
MISHELL PAZMINO	DIRECCIÓN GENERAL DE REGISTRO CIVIL, IDENTIFICACIÓN Y CEDULACIÓN	ANALISTA DE SERVICIOS, PROCESOS Y CALIDAD
Paulina del Rocío Díaz Gómez	DIRECCION NACIONAL DE REGISTROS PUBLICOS DINARP	DIRECTORA DE PLANIFICACIÓN
Alex Wladimir Guayasamin Asimbaya	DIRECCION NACIONAL DE REGISTROS PUBLICOS DINARP	Asistente de Planificación
Paúl Calderón	DIRECCION NACIONAL DE REGISTROS PUBLICOS DINARP	Analista de Planificación
Edwin Pucuna Coba	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista de Innovación - Gobernanza Electrónica
Silvia Proaño	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Analista de desarrollo de capacitación
Juan Francisco Yépez	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista estratégico
Gladia Mireya Lara Lara	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista
Toshoce Loaiza	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Analista Senior de Desarrollo de Servicios Electrónicos
Christian Fabara	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista
Luis Córdova	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Analista técnico de la Dirección de Supervisión y Evaluación de Empresas de Telecomunicaciones y Asuntos Postales
Rocío Malla Bustamante	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Analista Técnico

Franklin Jhonson Sani Nuñez	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista de Desarrollo de Capacitación de Gobierno Electrónico
Dorys Maura Lara Pazmiño	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista de Seguimiento al Plan Nacional de Gobierno Electrónico
Juan Carlos Chiluzza Mejía	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista
Johanna Pazmiño	Ministerio de Telecomunicaciones y de la Sociedad de la Información MINTEL	Especialista
Ana Daniela Osorio Moreira	Presidencia de la República - D. Gobierno Abierto	Analista de Gobierno Abierto 2
Gabriela Velasco Rengifo	Presidencia de la República - D. Gobierno Abierto	Analista
Priscila Villarreal	Presidencia de la República - D. Gobierno Abierto	Especialista
Ana M. Grijalva	PNUD	Responsable de Exploración - Lab Aceleración
Enrique Crespo	PNUD	



Contact Information

UN DESA/DPIDG

Mr. Juwang Zhu Director

Division for Public Institutions and Digital Government (DPIDG)

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

Ms. Adriana Alberti

Chief, Programme Management and Capacity Development Unit

DPIDG/UN DESA

E-mail: alberti@un.org

Ms. Cristina Rodriguez-Acosta

Inter-Regional Adviser on Governance and Public Administration

DPIDG/UN DESA

E-mail: cristina.rodriuezacosta@un.org

Office of the President, Republic of Ecuador

Mr. Patricio Lloret

Undersecretary

Open Government Undersecretariat

E-mail: lloretp@presidencia.gob.ec

Ministry of Telecommunications and Information Society

Johanna Pazmiño

Specialist

Department of Simplification of Procedures and Electronic Governance

E-mail: johanna.pazmino@mintel.gob.ec