Capacity Development Workshops on Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation in Guatemala

Final Report

United Nations Department of Economic and Social Affairs

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social, and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates, and analyses a wide range of economic, social, and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programs at the country level and, through technical assistance, helps build national capacities.

National Institute of Public Administration

INAP, 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.

Disclaimers

Websites: publicadministration.desa.un.org and unpan.un.org

Acknowledgments

Table of Contents

Background and Objectives

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.

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.

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 was 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"[1]. The lack of coordination and collaboration among the public sector entities has impacted the effective delivery of public services.

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]

Understanding that to achieve the SDGs, good governance, effective, inclusive and accountable institutions are necessary at all levels of government since most of the SDGs are related to public services. Moreover, and as clearly noted, "*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. A holistic strategy that triggers public servants' new mindsets and behaviors is thus essential to ensure government transformation and innovation in service delivery, leaving no one behind and promoting inter-generational equity*"[3].

Furthermore, public servants are the key drivers of change in public sector organizations. Public institutions or organizations do not bring about change. Public servants do. One of the most significant challenges in implementing the 2030 Agenda is to ensure that the new and or revamped institutions established to implement the SDGs are effective, i.e., that they achieve the goals for which they were set up, such as poverty eradication, food security, and climate change[4].

Supporting and strengthening the capacity of the public sector for digital transformation is the main goal of the toolkit on *Innovation and Digital Government for Public Service Delivery* part of the *Curriculum on Governance for the SDGs*. The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs. The Curriculum provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal level, to drive the transformational change needed to implement the 2030 Agenda[5].

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[1] Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022. Available at www.inap.gob.gt
[2] Prioridades Nacionales de Desarrollo (pnd.gt)
[3] 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
[4] 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
[5] United Nations Public Administration Network

The toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development "aims to provide a set of methodologies and tools that can contribute to a change in the environment, culture and mindset of public servants in implementing the Sustainable Development Goals (SDGs) in the context of the 2030 Agenda. The training toolkit approaches transforming mindsets in the public sector as the result of three interlinked factors: transforming mindsets (1) at the institutional level through new human resources laws, regulations, policies and regulations; (2) at the organizational level through a new organizational culture inspired by the principles of the 2030 Agenda; and (3) at the individual level through beliefs, values, competencies and skills"[6].
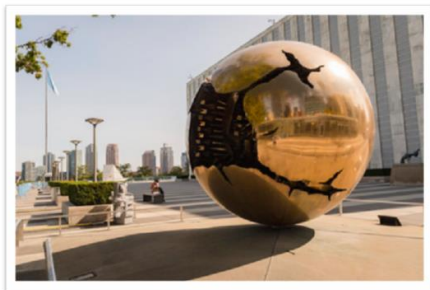
Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

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.

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."[7] Thus, this workshop was a good first step in supporting INAP's goals towards supporting the transformation of the public sector at all levels of government.

DPIDG had organized a series of online and in-person meetings in collaboration with other stakeholders, including the Latin American Center for Administration and Development (CLAD) and the Economic Commission for Latin America and the Caribbean (ECLAC) where the Curriculum of Governance for SDGs, as well as the Principles for Effective Governance were presented to directors and/or representatives of schools and institutes of administration of the Latin American and Caribbean region. A series of conversations with the Undersecretary for Open Government of Ecuador followed, and the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and Innovation and Digital Government for Public Service Delivery were identified as key to support Ecuador's Public Sector transformation in support of the government's Agenda for Digital Transformation.

A request by the Government of Guatemala was submitted to DPIDG by the National Institute for Public Administration (INA) to support the government efforts on capacity building for changing mindsets for innovation and digital transformation. Based on such request, the National Institute

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[6] United Nations Public Administration Network
[7] Modelo de Gestión de las Instituciones Públicas de Guatemala. INAP, 2022.

of Public Administration, UN DESA/DPIDG, with the support of the UN Resident Coordinator Office in Guatemala, organized 4 online Training of Trainers (ToT) and two in-person capacity development workshops on "Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation". The online Training of Trainers took place between 6 June and 4 December, and the in-person workshops took place on 7-8 September and 7-8 December, 2023 in Guatemala City, Guatemala.

The online ToT workshops were based on the Curriculum on Governance for the SDGs Toolkit on "Changing Mindsets for SDGs Implementation". Attended by a total of 15 educators and trainers of the INAP, the sessions were dedicated to better understand the modules, adapt them to the needs of Guatemala's public sector training needs, and to contextualize the activities and practical tools contained in the toolkit. The ToT online was followed up by an in-person workshop in Guatemala City where the toolkit activities were further contextualized and explained by UN DESA for INAP. INAP participants also worked on issues of innovation and its importance for public service delivery.

The main objective of the second in-person workshops, attended by 49 government officials and practitioners from several government agencies of the Ministry of Finances of Guatemala, who have a policy, leadership and/or implementation role in the government's public service delivery agenda to improve public service delivery - was to discuss the governments' priorities regarding innovation and in the public sector and the importance of changing mindsets to support a culture of innovation and agility in government. The workshop also provided an opportunity to assess the existing institutional arrangements in the country, and design roadmaps for changing mindsets for innovation, collaboration and agile public sector for effective public service delivery using the Changing Mindsets for SDGs Implementation toolkit as contextualized during the online trainings and the first in-person workshop. All workshops and ToT were hybrid and included targeted, innovative, and customized training sessions, as well as presentations from national and international experts.

Setting the Scene: Training of Trainers and the Curriculum on Governance for SDGs Implementation

Training of Trainers (ToT) Online Workshop

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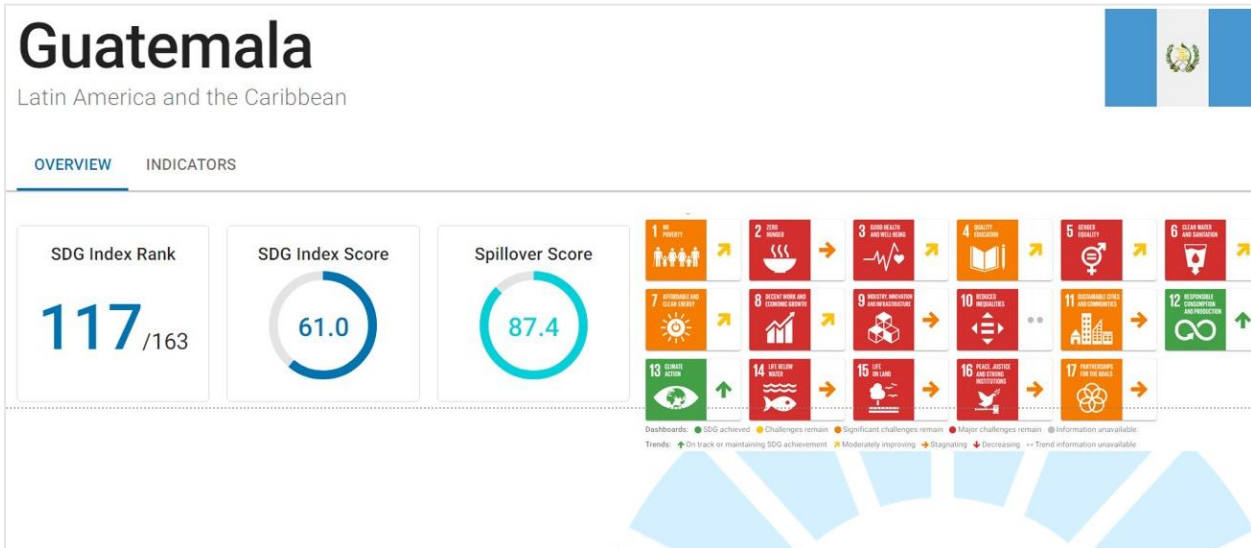
The UN RCO also described several initiatives on digital inclusion, health, and improved public service delivery being carried out by the Guatemalan public sector with the support of UN agencies such as UNICEF, UNDP, the Digital Public Goods Alliance, and UNODC, among others.

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 online 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[8]. 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[9]". 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.

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 citizens[10] 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 that can assist countries in advancing governance transformation for sustainable development was presented.

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[8] 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
[9]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

[10] Government Digital Transformation Guide. Inter-American Development Bank, 2022

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.

First In-Person Capacity Development Workshop

At the request of INAP, DPIDG conducted a first two-day capacity development workshop[11] on the use of several modules of the toolkits contained in the Curriculum on Governance for SDGs Implementation. The Training of Trainers (ToT) hybrid workshop entitled "Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation" was held at the headquarters of INAP in Guatemala City and attended by 31 participants, including all educators and training staff of the INAP as well as by the Director. The workshop was a follow up of the already mentioned online Training of Trainers (ToT) on the use of the toolkit where the need for contextualizing it was identified. The ToT was co-organized with INAP's authorities and the RC Office in Guatemala.

In his opening remarks, the UN Resident Coordinator in Guatemala emphasized the importance of innovation in the public sector to promote and accelerate the implementation of the SDGs and the role of public administration schools and institutes in installing values and attitudes that promote a new way of addressing public service delivery challenges. The Director of INAP stressed the importance of changing mindsets for improving public service delivery and the change of paradigm it meant.

The most pressing challenges in public sector innovation and digital governance to advance the SDGs were discussed in the context of a presentation by the Development Coordination Officer of Partnerships and Funding for Development of the RCO in Guatemala. INAP participants were encouraged through a series of interactive exercises to discuss and analyze how innovation can be implemented in the public sector. Among the most pressing challenges to innovation in the public sector resistance to change, risk aversion, and lack of time and space to innovate were identified.

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[11] https://unpan.un.org/events/capacity-development-person-training-trainers-workshop-changing-mindsets-innovation-digital

The importance of supporting an environment conducive to innovation was discussed, and several current initiatives in Guatemala were described including,

- The National Innovation Award (Innovation in public management)

- The establishment of the Public Innovators Group (GAE) – led by the Presidential Digital Transformation Commission

- Initiative in support of Municipal digital transformation (strengthening technical capabilities and supporting the creation of an environment of innovation at the local level).

- Emphasizing People-centered design on government initiatives like the ones used by the Ministry of Public Health and Social Assistance and SESAN to improve child nutrition.

The main findings of the OECD Observatory of Public Sector Innovation (OPSI) 2023 report were also presented and shared with participants including new forms of accountability for a new era of government; new approaches to public service provision; new methods to protect identities and strengthen equity; and new ways to engage citizens and residents.

The Director of Innovation of PolicyLab at the University of Rosario, Argentina provided a substantial presentation on institutions and innovation. Through an interactive presentation the participants were able to discuss the importance of learning from failures, adaptability to change, people-centered innovation, the difficulties of changing working cultures that encourages working on silos, lack of inter-institution communication and coordination mechanisms, and most importantly, the reasons to innovate. What is the purpose of innovation, what is the final objective, and why leadership and innovation champions are essential to accomplish changes in the public sector. Using the image of the Gauss curve was used to understand that when promoting innovation reforms in the public sector (like in any other) there would be strong supporters and strong opponents at each end, and that our task is to generate support in those in the middle so they can see the benefits of innovation to improve public service delivery. Innovation requires a change of mindsets.
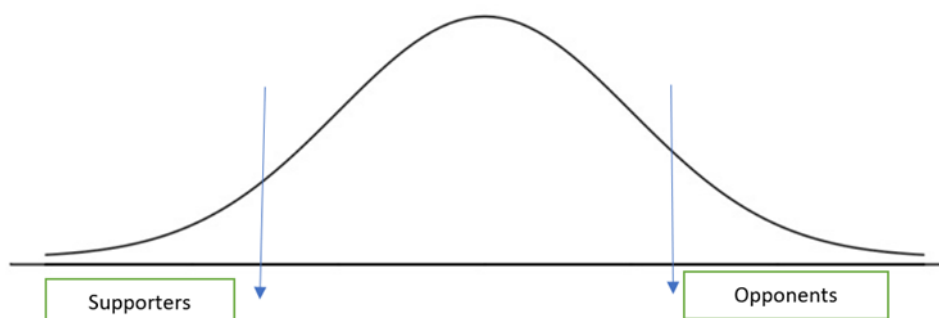
A Guatemalan expert on public administration education and training presented on the results of the analysis of the toolkits and the proposed modules to be contextualized and adapted to the training needs of INAP and the institution's civil service training reforms. A series of activities

were identified as important for better understanding of the toolkit and implementing them together to better visualize them.

DPIDG proceeded to a detailed presentation and revision of the toolkits modules as identified by INAP and provided support on the implementation of the activities. Throughout the sessions, concerns, and questions on the use of the toolkit were discussed and comparative perspectives and lessons learned from previous workshops were shared with INAP's participants. Clarifications of terms and definitions was also extensively covered, alternatives to readings and PowerPoint slides were also suggested. Several examples from Guatemala were considered for inclusion to better contextualize and adapt the toolkit.

During the closing of the workshop the UN RCO representative stressed the need to continue working towards supporting public sector innovation and highlighted the importance of visualizing initiatives such as the workshop to support an environment of change and innovation in the public sector.

It was recognized that by contextualizing and adapting the content of the Changing Mindsets for SDGs Implementation toolkit the workshop 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 of the toolkit's modules and practicing the some of the toolkit's activities, the participants obtained a better understanding on the use of the toolkit. A deep analysis of the contents of the toolkits, including PowerPoint presentations, exercises, and readings allowed for the modules to be linked to specific examples and topics of importance to Guatemala's public sector including issues of innovation, the importance of changing mindsets, inclusion, and how to improve public service delivery.

Follow up activities agreed upon after the first hybrid workshop included that DPIDG would continue offering online support for the contextualization and adaptation of the toolkits modules as per INAP's identified needs, in preparation for a second 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, would take the lead in conducting the capacity development training.

Several online ToT followed the first in-person workshop where DPIDG continued to offer support to the INAP educators and trainers on how best to contextualize the contents of the Changing Mindsets for SDGs Implementation to the needs and priorities of the Guatemalan public sector. Special attention was given to the modules on innovative/agile, digital, collaborative, and learning mindsets.
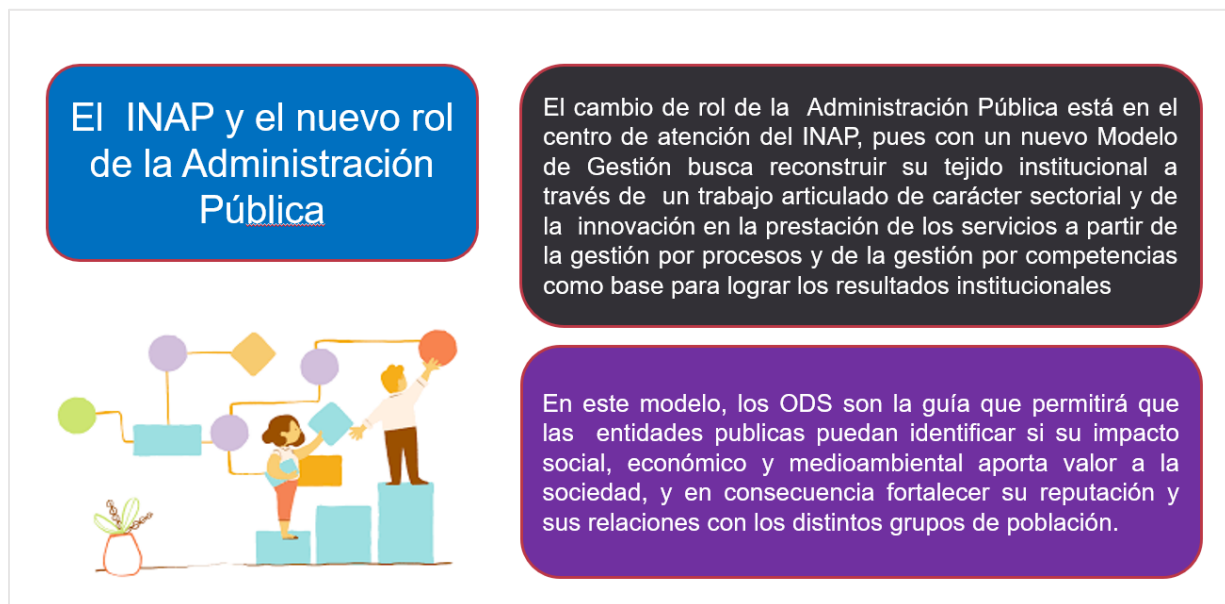
Second In-Person Capacity Development Workshop

The second in-person workshop, co-organized by DPIDG/UNDESA, INAP, and the Resident Coordinator Office in Guatemala was held in Guatemala City on 7-8 December 2023. Aimed at government officials and practitioners from the Ministry of Finances who have a policy, leadership and/or implementation role in providing, and improving, public service delivery through the support of small and medium-size enterprises, its main objective was to discuss how changing mindsets can support innovation in the delivery of services, assess priorities, analyze

the existing institutional arrangements in the country that might facilitate innovation across government agencies, and design roadmaps for government transformation for effective public service delivery using the Changing Mindsets toolkit as contextualized during the previous in-person and online trainings. This was the first time in which INAP's trainers and educators were implementing the toolkit with a government agency based on the support provided by DPIDG. The workshop included targeted, innovative, and customized training sessions, as well as presentations from national and international experts, self-assessments, and interactive dialogues. Action plans on how to support a change in mindsets to facilitate an environment of innovation were drafted and worked on by the participants. At the end of the two-day workshop, INAP committed to continue using the toolkit and mainstream it into their curriculum for future training of public sector employees of other government agencies.

Setting the Scene: Challenges and Opportunities for SDGs Implementation in Guatemala

During the first session, and given the reforms put in place by INAP to modernize not only its teachings and approaches but, most importantly, to support the transformation of the public sector as an agent of change, able to promote mindsets of innovation, collaboration, and agility in government, the Director of INAP presented the new vision of the institution and introduced why these type of changes were important to improve the implementation of the SDGs in Guatemala.

The new vision of the role of the public sector in improving public service delivery was highlighted, as well as the reforms needed for this vision to be put in place, the importance of changing approaches, strategies, and in essence a whole set of new mindsets was explained. In this model, the SDGs are the guide that will allow public entities to identify whether their social, economic and environmental impact contributes to public value for the whole of society, and consequently strengthen their reputation and their relationships with different population groups.

El INAP y el nuevo rol de la Administración Pública

El cambio de rol de la Administración Pública está en el centro de atención del INAP, pues con un nuevo Modelo de Gestión busca reconstruir su tejido institucional a través de un trabajo articulado de carácter sectorial y de la innovación en la prestación de los servicios a partir de la gestión por procesos y de la gestión por competencias como base para lograr los resultados institucionales

En este modelo, los ODS son la guía que permitirá que las entidades publicas puedan identificar si su impacto social, económico y medioambiental aporta valor a la sociedad, y en consecuencia fortalecer su reputación y sus relaciones con los distintos grupos de población.

The new management vision of INAP consists of several principles including that there cannot be a functioning State without good governance; good governance is dependent upon a strong and efficient public sector, a good public sector is one that is geared towards a results based approach, and a good public sector is one where each civil servant is empowered and has the necessary skills to perform his or her duties.
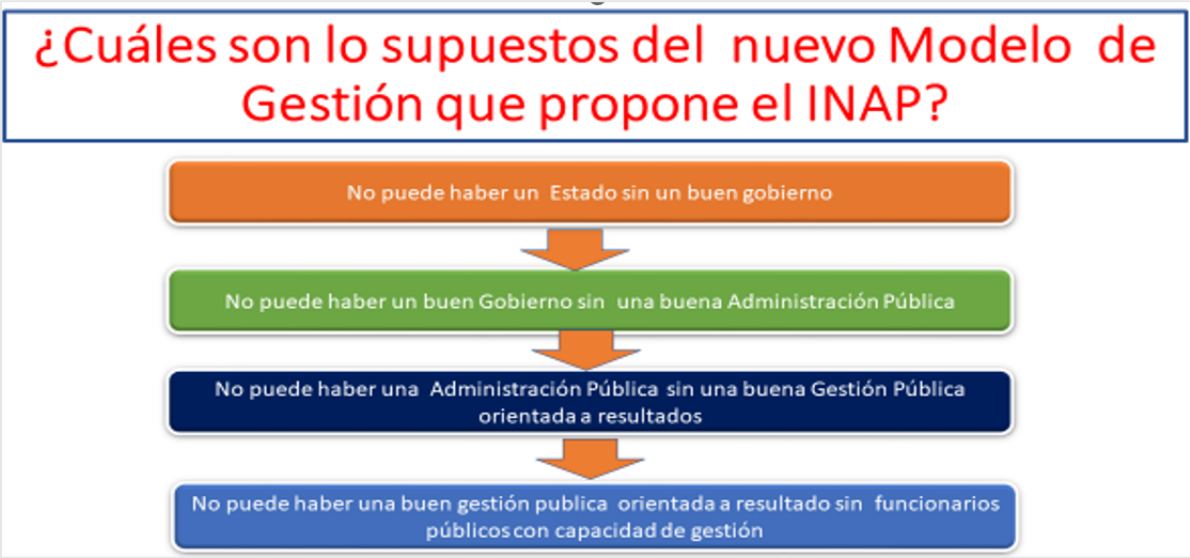
In this new vision, the public sector plays a key role in ensuring the implementation of the SDGs. As most participants were from the Ministry of Finances Office to Support Small & Mid-Size Enterprises (PyMes), SDGs 8 (Decent work and economic growth), 9 (Industry, Innovation and Infrastructure), 10 (Reduced Inequalities), and 16 (Peace, Justice and Strong Institutions) were identified as key objectives to be accomplished by their agency.
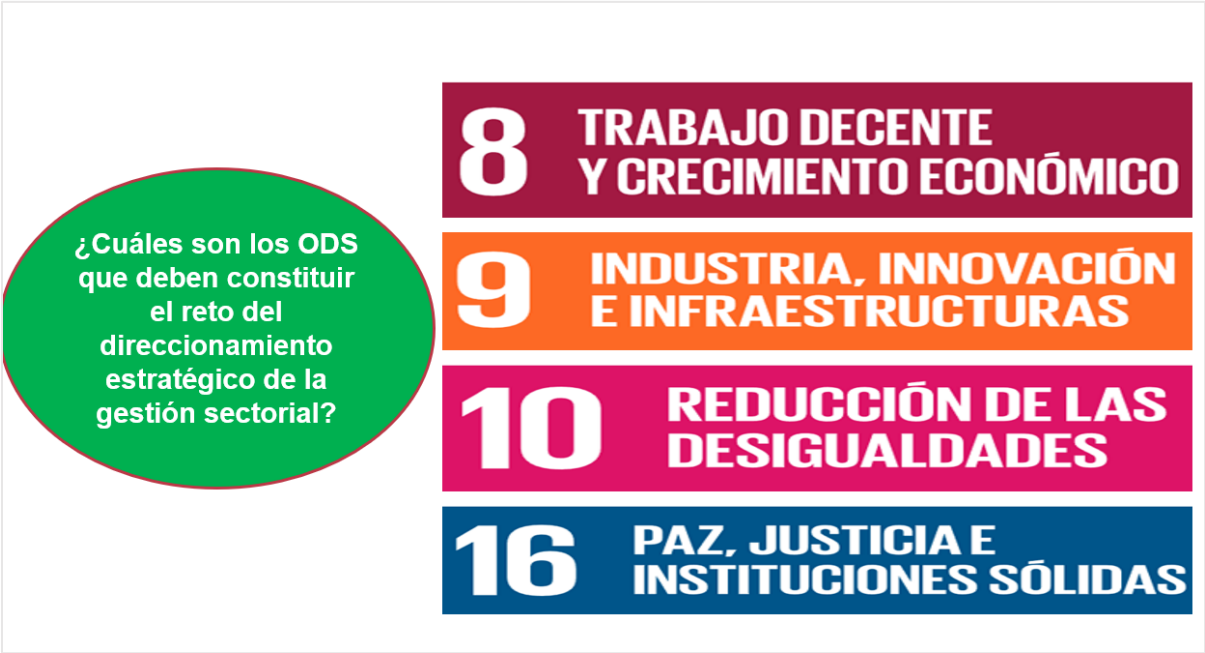
As such, and according to the Director's view, at the end of the workshop activities, participants would have acquired the skills to:

- Explain the role of INAP's Institutional Management Strengthening Model in the change of the role of public administrators.

- Identify the elements of INAP's Institutional Management Strengthening Model and its relationship with compliance with SDG 16.

- Relate SDGs 8, 9, 10 and 16 with the mission, value chain and macroprocess of the agency in which those attending carry out their functions as public administrators.

- Analyze the experimental mindset into three mental models that can drive personal and institutional change for innovation, digital transformation, and improved public service delivery.

- Prepare concrete action plans for the monitoring and application of the change of mindsets for innovation, digital transformation and the improvement of service provision in the activities subsequent to the workshop within the framework of the department in which they carry out their functions as public administrators.

The critical role played by institutions and the public sector's role in achieving the SDGs was discussed. The need to strengthen the capacity of the public sector was addressed and, in that context, the Principles of Effective Governance for Sustainable Development developed by the UN Committee of Experts in Public Administration (CEPA), and their essential role of providing practical, expert guidance to interested countries in a broad range of governance challenges associated with the implementation of the 2030 Agenda, were presented as well as their link to the Curriculum on Governance for the SDGs. Each of the eleven principles were presented, as well as the commonly used strategies to apply them in the public sector.

Setting the Scene: Innovation in the Public Sector

Several presentations highlighted the value of innovation in the public sector, emphasizing the use of agile techniques and methods in government, best practices and lessons learned from Latin America were explored with the workshop participants, including one by the UN Resident Coordinator Office in Guatemala.

The importance of thinking of innovation as an opportunity to "look at the same problems with a different view" was emphasized and strengthened by linking the opportunity it provides to implement the SDGs in Guatemala and the Latin American context.
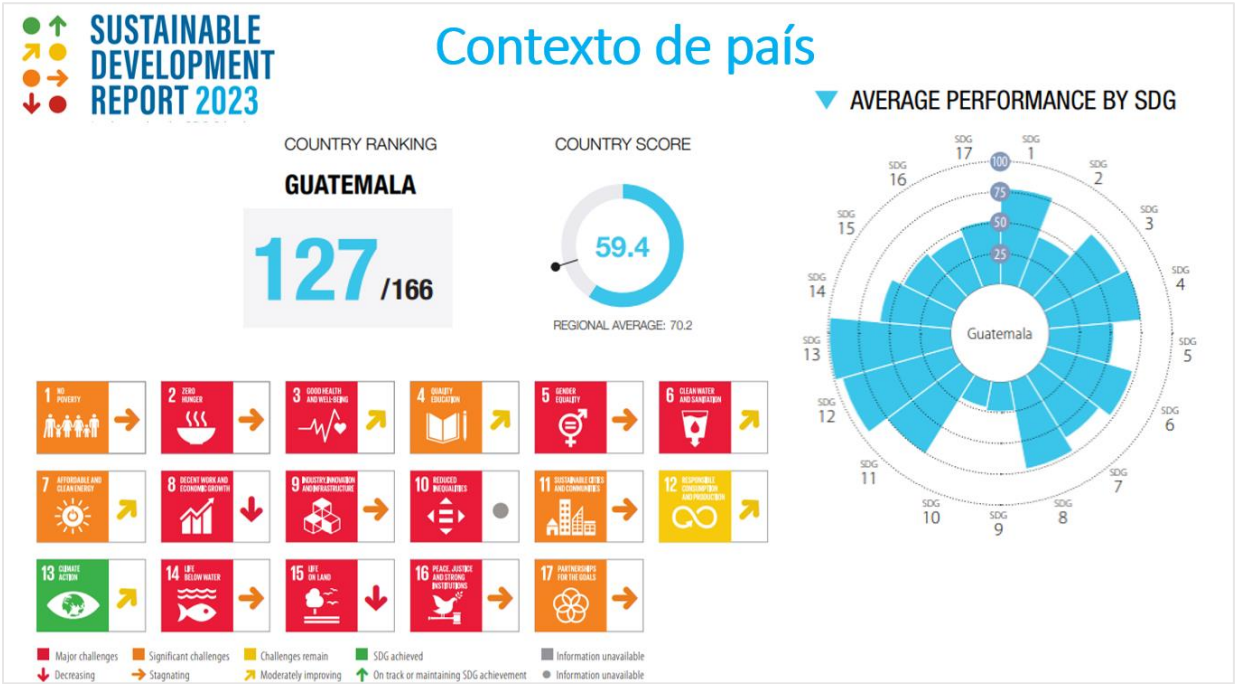
Strategies for innovation in the public sector such as innovation labs were presented highlighting that one of their main roles is to bring new ideas to address new social challenges and build shared horizons, to generate and implement new ideas to solve public problems, and that they can become particularly relevant in dealing with crises and wicked problems. Several examples of innovation were discussed as well as several of the accelerators or enabling factors that are needed to support innovation in the public sector (including the importance of multilevel governance and coordination, the role of civil servants, digital transformation, legal frameworks, among others).

Fuente: Observatorio de Innovación del Sector Público (OPSI) de la OCDE

The importance of agile strategies and programs centered in the users and the most vulnerable in designing public service delivery was also shared with clear examples of successful (and not so well designed) examples from Guatemala and Latin America.

https://www.youtube.com/watch?v=kUYBB43GzCA&list=PLO9LoH7zrXKlE0RTLrDldOl4zpxUoB12E&index=6

Setting the Scene: Changing Mindsets for SDGs Implementation

A presentation on the importance of changing mindsets in the public sector for SDGs implementation was done by UN DESA / DPIDG highlighting that mindsets refer to a way of thinking and understanding the reality of events that characterizes a person or people. It is associated with principles and values. If mindsets inform how you perceive situations and how you decide to act, then essentially they are a set of attitudes and beliefs that shape how you see, think, and act.

The presentation included explanations on how and why mindsets influence, and have an impact, on how we "see", "think", and "act" in our daily lives. They influence or attitudes and beliefs.

A Pollack game exercise to help participants understand their perceptions, beliefs, and attitudes towards what makes a good entrepreneur and if (and how) entrepreneurship can be "taught". The exercise was led by INAP instructors and educators who had adapted the Pollack game from the Curriculum with the support of DPIDG. The activity offered the participants a moment to discuss why mindsets are important, what type of values and attitudes mark those mindsets and how the mindsets might impact their daily work in support of Small and Mid-Size Enterprises (PyMes for its Spanish acronym) and if doing so how they can contribute to SDGs 8, 9, 10, and 16.

Optimista

Las cosas van bien y
estan mejorando

No podemos hacer
nada al respecto, para
que preocuparse? Las
cosas van bien

Las cosas van bien
y estan mejorando

Y podemos actuar para
mejorar aun mas

Pesimista   Optimista

Las cosas van mal
y estan empeorando

No hay nada que
podamos hacer

Las cosas van mal y estan
empeorando

Pero podemos
actuar para cambiarlas y
evitar el desastre

Pesimista

A mapping of the SDGs 8, 9, 10, and 16 followed where participants were asked to find enabling factors and challenges to those SDGs to then analyze the interconnections among those enablers and challenges. Participants were asked to prioritize possible solutions to the challenges identified, as well as the enablers. Participants were also asked to discuss how the new vision of management by results promoted by INAP could impact their work and what kind of new mindsets they would need achieve their agency's goals. In particular, they were challenged to think the question of what are the barriers you encounter to working with the INAP proposal and abandoning the current model in your own institutions?

Mapeo de los ODS

10 mins

Setting the Scene: Introduction of the competency framework for the three mindsets: collaboration, learning and leadership

To continue the conversation with participants on the importance of changing mindsets for public service delivery, DPIDG made a presentation on the UNDESA competency framework, and the importance of new competencies needed from the public sector. In that regard, the collaborative, learning, and leadership mindsets were further analyzed.

It was emphasized that public servants must continue to make decisions in the face of uncertainty, being able to legitimize these decisions; set a bold course of action while adapting and improvising for unforeseen situations; explore new possible futures while focusing on outcomes and engaging with real-world effects; considering the big picture while considering the needs of individual citizens; be reflective and critical and have a strong bias towards action.

Public servants still need the classic management skills of good diagnosis, planning and implementation, as well as contextual legal and political knowledge, but at the same time they must also be comfortable with emerging approaches that are based on design, digital, data, experimentation, behavioral insights, normative methods, and public participation.

Thus, new mindsets must go hand in hand with new competencies, which require specific knowledge, skills, and attributes. In this sense, governments may need to make urgent investments to restructure public services and equip public officials with new knowledge, skills, and competencies (CEPA, 2018).

A competency must result in essential behaviors from the application of a set of theoretical knowledge and technical and practical skills expected of those who work for an organization.

New competencies in the public sector must be aligned with the mindsets required to implement the SDGs.

The UNDESA Competency Framework identifies key mindsets and associated competencies which are critical to advancing the realization of the SDGs. These competencies are forward-looking and describe the skills and attributes of officials to build a new organizational culture and face future challenges. The mentalities and competencies are grouped according to the principles of effectiveness, responsibility and inclusion that are the basis of the Principles of Good Governance prepared by the United Nations Committee of Experts on Public Administration (CEPA). Each mindset and respective competencies were shared with participants.
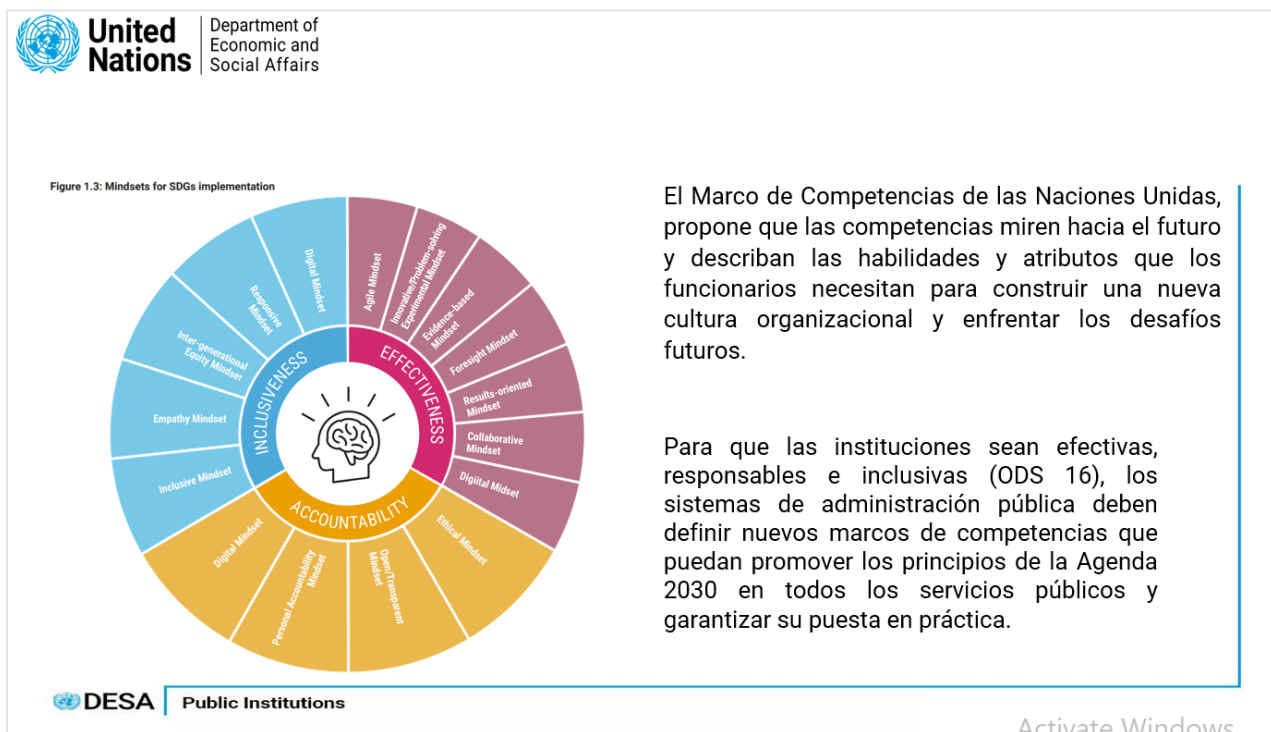
The second day of the workshop was dedicated to exploring more in depth the learning, collaborative, and leadership mindsets and how these mindsets can support an innovation environment within the public sector of Guatemala. Through a series of targeted activities, exercises, and analysis participants were encouraged to actively engage on what it means to change mindsets, how they can both at the individual and organizational level do to support such changes while realizing that it is a process and there are several challenges to be faced.

For the collaborative mindset, and based on the toolkit on Changing Mindsets toolkit, the "tennis ball" challenge was carried out by the participants under the leadership of INAP's educators and trainers. After the activity, and using other tools from the toolkit, participants were led by DPIDG on an activity to analyze if they themselves had a collaborative mindset. This was followed by a presentation, also based on the toolkit, on what can be done to promote a collaborative mindset and how do we support changes in mindsets.

For the learning mindset, INAP's educators and trainers took the lead and adapted the contents of the toolkit to a dynamic that was more conducive to learning contextualizing the activities with Legos and other tools. After each activity participants were asked to reflect on their learning experience, how the activity had helped them to listen, use empathy, collaborate, and learn from others. What would they do differently and why? How would they share their new knowledge with others? What was conducive to an innovation environment? Who would they address individually, and as a group, the identified challenges? Analytical, agility, and "curiosity" skills were stressed.

In promoting an environment conducive to innovation, accepting failure requires a significant change in the public sector. Thus, a very important presentation by INAP on the importance of accepting failure and learning from it was made. Participants were challenged to think about their own comfort at failing and the different types of failure (a blameworthy vs a praiseworthy failure). Through group activities they were asked to classify the types of failure and how their own agency dealt with failure.

A key message of these exercises for participants was the realization that if they themselves, or those they work with, are too afraid of failing, this will lead to inaction, stagnation, mediocrity, and lack of creativity. And that to address SDGs 8, 9, 10 and 16 and to implement the INAP Management Model they need new ideas and innovative actions; This will be extremely difficult if everyone is too scared to try.

To work on the Leadership mindset, a combination of presentations and exercises with the groups were made. INAP using the Dark Matter (Cassie Robinson, Systems Changers y LanKelly Chase) analogy to explore the difficulties faced when making changes in the way the public sector works, especially in organizations that are highly hierarchical and change averse. Leadership requires imagination to think or visualize new possibilities, a strong commitment to change how things are (emphasizing results), and the courage to assume risks (and the possibility of failing).
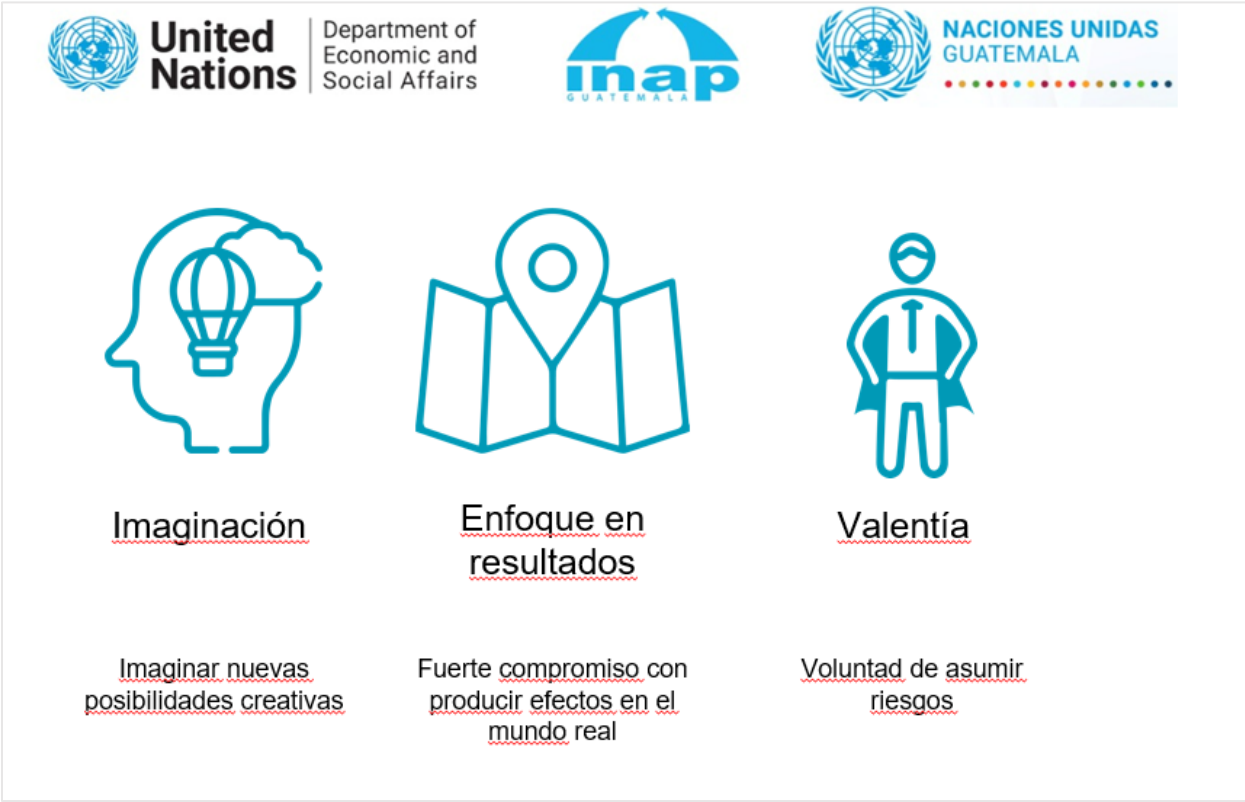
A practical example on effective leadership and the importance of vision, focus on results, and courage to drive innovation was made based on the case of Colombia's Artificial Intelligence (IA) National Strategy by the Executive Director of Harvard University's Network of Centers. The elements of effective digital leadership used by the government in Colombia (changing mindsets, continuous learning, accelerate implementation, better to develop locally and not only buy technology, generate trust, thing big but use piloting, identify multipliers, change is constant) were used as examples to present the challenges but also the opportunities to innovate that changing mindsets presents the public sector.

Los elementos del liderazgo efectivo

Cambio de mentalidad (mentalidad digital)	Aprendizaje Constante
Acelerar la implementación	Mejor desarrollar que solo adquirir
Generar confianza	Pensar en grande, pero con pilotos
Identificar multiplicadores	El cambio como una constante

Elementos tomados de:
The Five Elements Of Digital Leadership, Forbes, 2021
Developing a Digital Mindset, Harvard Business Review, 2022

In order to support innovation in government (such as the IA initiative) some recommendations were highlighted including aim at obtaining "early victories" to build support and allies for change, work based on smaller and scalable projects (pilots), do not fear implementation (and if you fail, rethink and implement again, and again), identify areas of possible early successes, do not work alone. Groups where then encourage to discuss how these recommendations could be applied to their current or future projects.

Finally, the groups were asked to evaluate how they could integrate these three mindsets (collaborative, learning, and leadership) to their organizations and what they could do to support others in this journey. For that, INAP's trainers and educators encouraged participants to identify the gaps within their organization that could challenge the change in mindsets. They were asked to reflect on What should institutions do less, and more? What should be the organization's priorities and why? As public institutions: what mentality do they consider they should strengthen and why. The "speed dating" activity was then used to see how each participant was able to support and encourage others with their changing mindsets path.

United Nations | Department of Economic and Social Affairs

INAP GUATEMALA

NACIONES UNIDAS GUATEMALA

Vamos a averiguar

Irás por la sala y tendrás "citas" con, al menos, otros 3 compañeros.

Una vez que se siente con su pareja, decida quién compartirá primero.
Luego escuchará una campana, lo que significa que tendrá 5 minutos para compartir un éxito con respecto a una mentalidad y un desafío que haya enfrentado al adoptar una nueva mentalidad.
Su compañero responde siguiendo la estructura a continuación:

Estoy impresionado por tu...
Sospecho que está apareciendo una mentalidad experimental cuando...
Deberías pensar o considerar...
En mi experiencia, funciona bien cuando...
En el futuro, debes concentrarte en desarrollar...

Lleve un registro de estas respuestas, tome nota de ellas.
Cuando vuelve a sonar la campana, es hora de una nueva cita.

The last session included an exercise on developing an action plan to consider how to apply what was learned over the course of the workshop to their daily work, and to consider what actions could be taken to support collaborative, learning, and leadership mindsets in support of an innovative environment withing their government departments. Carried out by DPIDG and INAP, the session invited participants to explore what change they would like to see in their team, department, or organization to support innovation in order to achieve SDGs 8, 9, 10, and 16. Questions such as what strategies/actions/actors should be taken into account? How would we develop the strategies? What kind of capabilities are necessary? What areas should be prioritized?

On their action plans some groups emphasized the importance of establishing rules and procedures friendlier to not punishing initiatives that failed. Creating an environment conducive to trial and error was noted as an important element in their action plan. Several other groups based their action plans on having INAP replicate the workshop in with other government agencies to make them aware of the importance of changing mindset in the public sector and as such create a critical mass of civil servants who can transform how public services are delivered in Guatemala to leave no one behind. A significant recommendation was to make sure that senior leaders of the agencies attend this type of workshops.

Desarrollar un plan de acción
Esta herramienta tiene como objetivo ayudarle a desarrollar un plan para incorporar nuevos comportamientos, mentalidades y formas de trabajar en su equipo, departamento u organización.

Objetivo: ¿Cuál es el cambio que desea ver en su equipo/departamento/organización? ¿Cómo logramos que el cambio en mentalidades nos lleve a una implementación de los ODS 8, 9, 10 y 16?

Pasos a seguir ¿Qué acciones necesitará tomar para implementar el cambio que desea ver?	Personas responsables ¿Con quién necesitará trabajar para lograrlo?	Recursos necesarios ¿Cuáles son los recursos (personas, financiación, tiempo, espacio, etc.) para completar estas acciones?	Indicadores de progreso ¿Cómo sabrá que está progresando?	Fecha de finalización ¿Cuándo se completarán estas acciones?	Evidencia de éxito ¿Cómo sabrá que se ha completado con éxito?

20 mins

DESA | **Public Institutions**
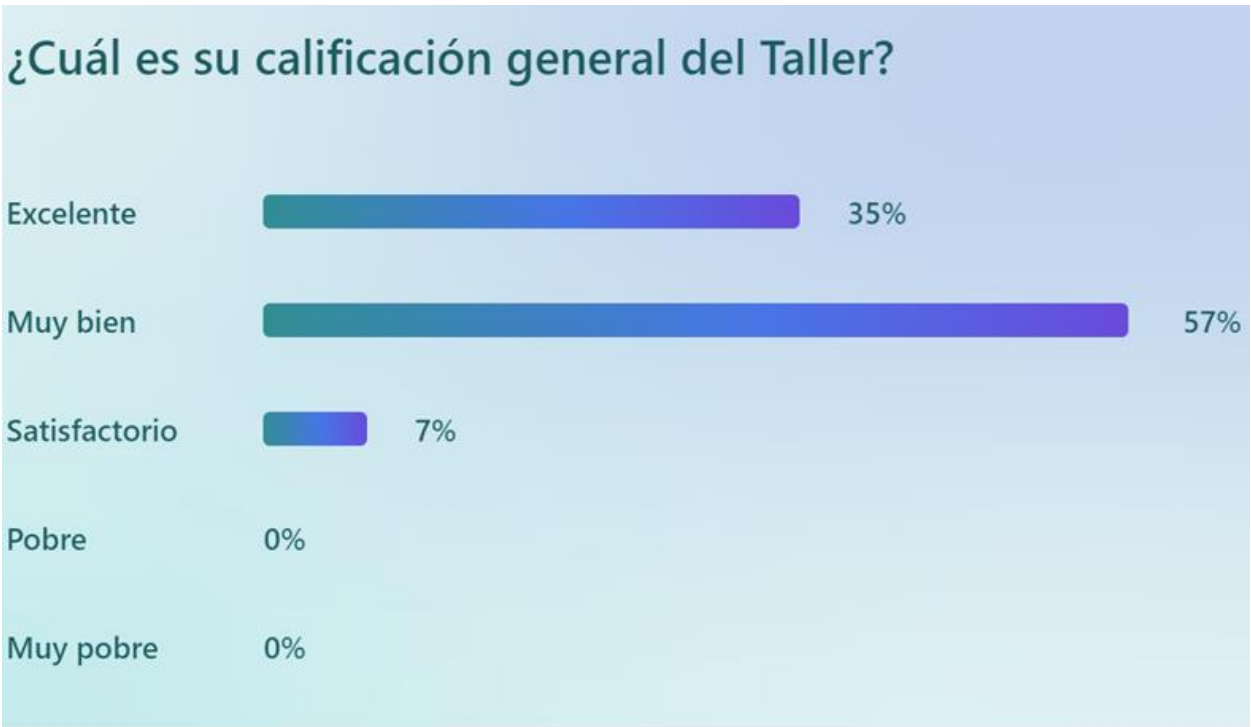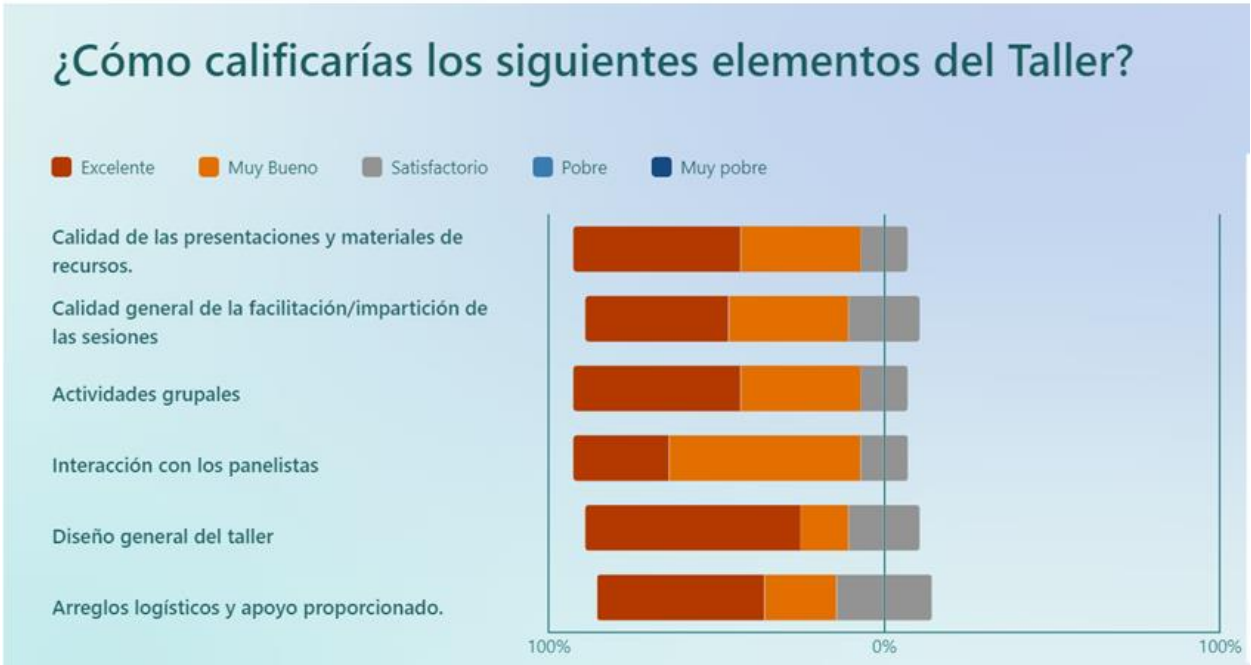
Conclusions

The online Training of Trainers (ToT) and the in-person (hybrid) trainings contributed to increased capacities of the technical team of National Institute of Public Administration of Guatemala (INAP) on the use of the Changing Mindsets for SDGs Implementation toolkit, in particular the importance of changing mindsets in support of innovation and digital transformation as strategies to improve public service delivery. By contextualizing the content of the toolkit and incorporating the selected modules into their current training and capacity building activities, INAP expects it to be the basis for further training of the Guatemalan public sector, to be provided by its technical staff and educators.

INAP also committed to follow up on the road plans in support of innovation and changing mindsets developed by the participants of the Ministry of Finance attending the workshop and support them in the implementation of those plans.

In the survey results, participants expressed that by attending the ToT and the workshops, their awareness of the role of the public sector in the implementation of the SDGs had increased, as well as the importance of working collaboratively by designing roadmaps and action plans that can support the implementation of the SDGs. Participants also acknowledged that the workshops made them aware of the importance of changing mindsets in support of an environment that allows for experimentation in the public sector. The workshop also provided a platform to share solutions and benefitted from the presentations of innovations in digital governments and ICT use that have been introduced in other public institutions in Latin America and around the world.

Gratitude was expressed by all workshop participants to UN DESA, the UN Resident Coordinator's Office in Guatemala for their leadership in organizing the in-person workshops and ToTs. The activities and content were considered useful and informative.

Annex: Participants Evaluation

¿Cómo calificarías los siguientes elementos del Taller?

Excelente   Muy Bueno   Satisfactorio   Pobre   Muy pobre

- Calidad de las presentaciones y materiales de recursos.
- Calidad general de la facilitación/impartición de las sesiones
- Actividades grupales
- Interacción con los panelistas
- Diseño general del taller
- Arreglos logísticos y apoyo proporcionado.

¿Cuál es su calificación general del Taller?

Excelente	35%
Muy bien	57%
Satisfactorio	7%
Pobre	0%
Muy pobre	0%

¿En qué medida ha respondido el taller a las prioridades y necesidades de su organización/país para avanzar e implementar la Agend...

Muchísimo	21%
Mucho	71%
Moderado	7%
Poco	0%
Ninguno	0%

Como resultado de este taller, he aumentado mi comprensión de los principales temas tratados

Fuertemente de acuerdo	35%
De acuerdo	64%
Indeciso	0%
En desacuerdo	0%
Muy en desacuerdo	0%
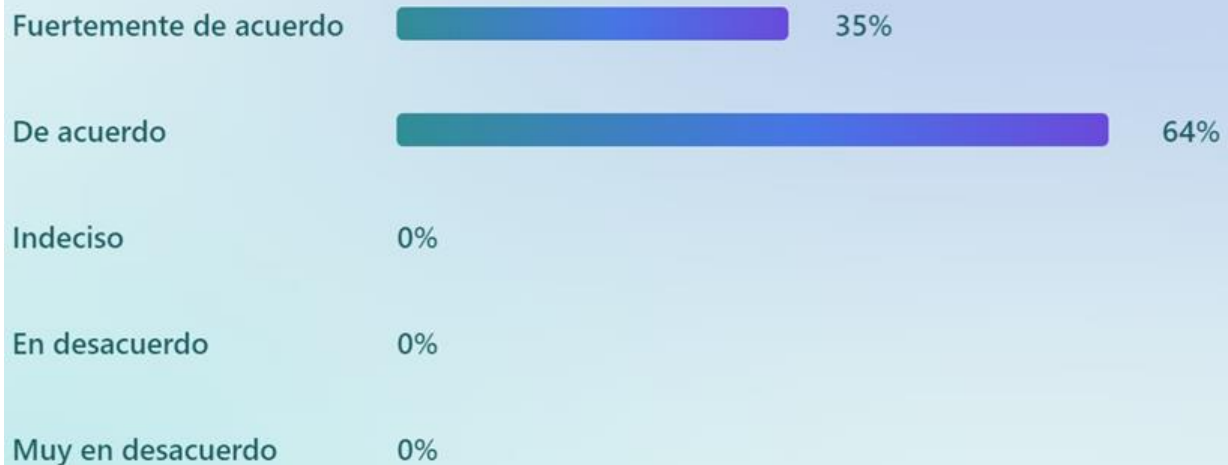
¿Qué posibilidades hay de que utilice los conocimientos adquiridos en este taller en su trabajo?

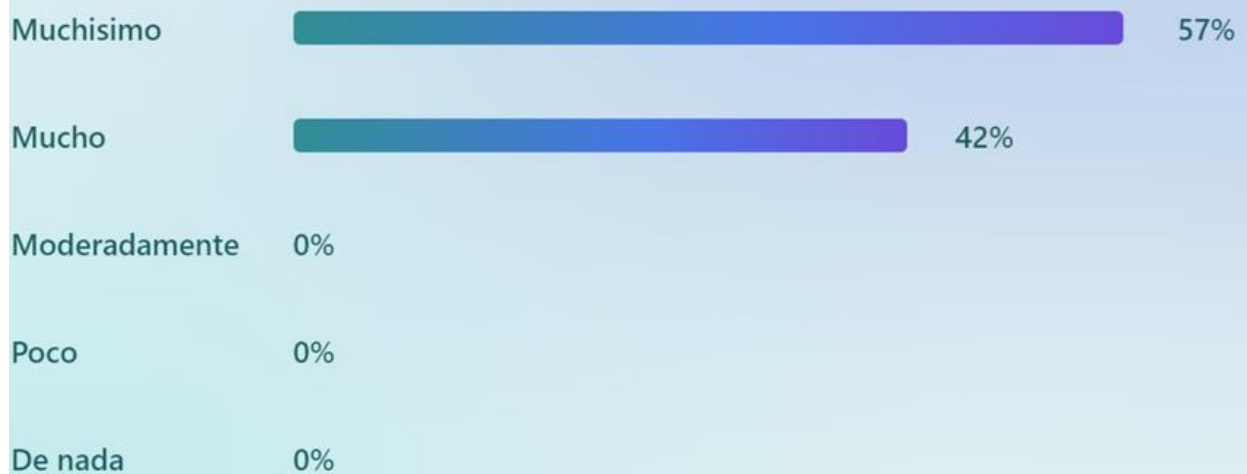|	
Muy probable	78%
Algo probable	21%
Ni probable ni improbable	0%
Algo improbable	0%
Muy improbable	0%

Esta capacitación ha abordado una brecha en mi conocimiento y ha aumentado mis habilidades en los principales temas discutidos

Muchísimo	42%
mucho	50%
Moderadamente	7%
Poco	0%
De nada	0%
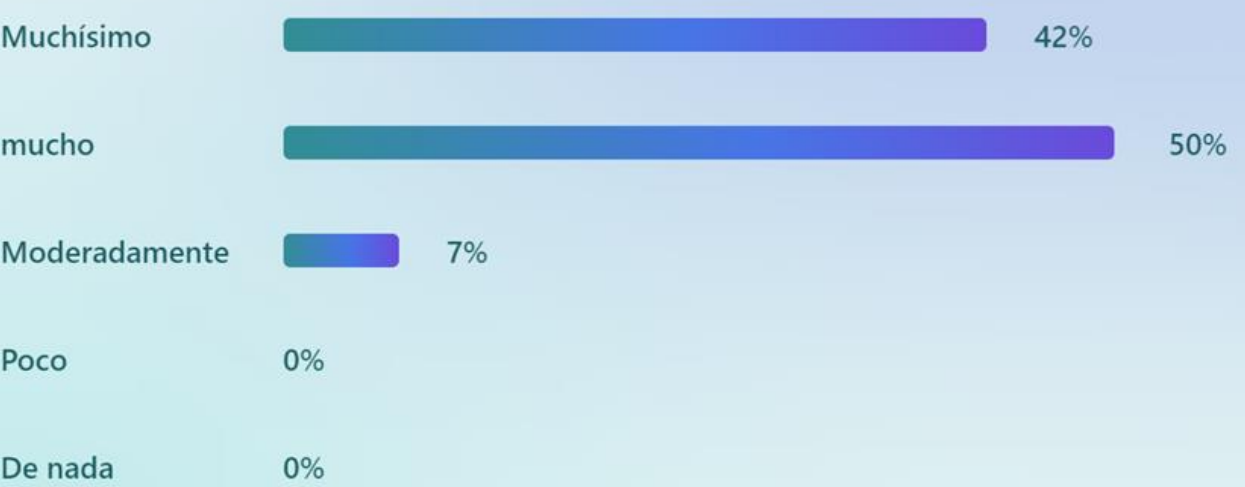
¿He adquirido conocimientos sobre cómo promover el cambio de mentalidad, la innovación y el uso de tecnologías TIC para mejorar l...

Fuertemente De acuerdo	57%
De acuerdo	42%
Indeciso	0%
En desacuerdo	0%
Muy en desacuerdo	0%

En general, recomendaría el taller a colegas y socios.

Muchisimo	57%
Mucho	42%
Moderadamente	0%
Poco	0%
De nada	0%

En general, mis expectativas se cumplieron gracias a mi participación en el taller.

Muchísimo	42%
Mucho	57%
Moderadamente	0%
Poco	0%
De nada	0%