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

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.

Ministry of Telecommunications and Information Society

The Ministry of Telecommunications and Information Society is the governing body for the development of information and communication technologies in Ecuador, which include telecommunications and the radioelectric spectrum. It issues policies, general plans and monitors and evaluates their implementation, coordinating actions with the actors of the strategic sectors to guarantee equal access to services, and promotes their effective, efficient, and effective use, ensuring progress towards the information society for the good living of the Ecuadorian population.

Under Secretariat for Open Government, Office of the Presidency

Established in the Office of the Presidency, the Open Government initiative in Ecuador arises from the need for greater citizen participation in public affairs and for governments to be more transparent, sensitive, responsible and effective; which implies a new model of governing, promoting citizen involvement and a public administration that is closer to the people. This initiative requires a more active role of citizens and their collaboration in decision-making and solving public problems; as well as open-door management by the State and the generation of opportunities for participation.

It is a new way of governing that seeks to generate trust by improving public management in an ethical, responsible and subject to social control. It also promotes the involvement of citizens in public affairs to generate social changes with a principle of co-responsibility. Open Government takes advantage of the use of information and communication technologies in search of greater transparency, innovation and participation.

Disclaimers

The term "dollar" normally refers to the United States dollar ($). The views expressed are those of the individual authors and do not imply any expression of opinion on the part of the United Nations.

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

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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.

Digital transformation has become essential to sustainable development. It is no longer an add-on policy objective. In his report on Our Common Future, the United Nations Secretary-General called for further investment in innovation and digital transformation to reshape our way of working, helping us to reach more people in need and better serve them[1]. Digital tools, whether applied in digital government, digital economy, digital data, are important drivers of sustainable development at all levels. In many countries, digital government has empowered citizens to benefit from lifelong public services, while improving service efficiency, inclusion, e-participation, and transparency. Digital government services also facilitate business startups and increasingly underpin dynamic digital economy, which has proven to be an important engine for economic growth and sustainable development. An early study by the World Bank found that a 10% increase in internet access correlates to a 1.38% increase in GDP in developing countries[2]. Areas with Internet connectivity experienced more job creation and higher economic growth. Stimulating digital government and digital economy has become a strategic objective of many municipal and local governments. It is therefore critical that developing countries are enabled to utilize digital tools for advancing the implementation of the 2030 Agenda for Sustainable Development at national, local and community levels.

As such, E-Government has the potential to become a critical enabler to accelerate the implementation of Sustainable Development Goals (SDGs) by improving the effectiveness and efficiency of public service delivery. Digital Government facilitates integrated policies and public services to promote sustainable and inclusive economic growth, social development, and environmental protection. Leveraging Digital Government can also promote the accessibility of vulnerable groups to basic public services and citizen participation in the decision-making process. The 2022 UN E-Government Survey showed that many more countries and municipalities are pursuing digital government strategies, some of which are radically different from those guiding earlier e-government initiatives. Some of the new approaches include the delivery of e-government as a platform, the integration of online and offline hybrid mode/channel delivery, the agile development of digital services, the expansion of e-participation and partnerships, the adoption of data-centric approaches, the strengthening of digital capacities to deliver people-centric services, and the innovative use of new technologies such as artificial intelligence (AI) and blockchain, especially in the development of smart cities.

The Government of Ecuador, recognizing the importance of digital transformation, has set forth a path for the reform of the public sector to support the necessary changes required to achieve

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[1] https://www.un.org/en/content/common-agenda-report/
[2] https://documents1.worldbank.org/curated/en/178701467988875888/pdf/102955-WP-Box394845B-PUBLIC-WDR16-BP-Exploring-the-Relationship-between-Broadband-and-Economic-Growth-Minges.pdf

the country's digital transformation. The Government's Digital Transformation Agenda stresses the need for increasing financing for digital infrastructure that must simultaneously be accompanied by updated regulatory tools, renewing efforts to create and maintain skilled digital workforce, by strengthening digital literacy and capacity development of digital skills working with the private sector and academia, and recognizes the need to build on sound data governance, which is required not only to protect privacy but also to facilitate cross-border data flow[3].

Even though Ecuador has made great progress in capacity building and strengthening of the public sector, serious gaps remain, especially regarding digital transformation and innovation. The current government has made public sector capacity building a priority for the strengthening of institutions. The need for strong institutions is also recognized as a key element for the delivery of inclusive, effective, and equitable delivery of services by the UN's Common Country Analysis (CCA) [4] and Ecuador's National Development Plan [5]. In both cases strong institutions are considered a pillar for the implementation of 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.

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 Ecuador was submitted to DPIDG to support the government efforts on capacity building for innovation and digital transformation. Furthermore, the Office of the Presidency identified the Ministry of Telecommunications and Information Society as the main beneficiary of the workshop activities as the Ministry is the governing body for the development of information and communication technologies in Ecuador, which include telecommunications and the radioelectric spectrum. The Ministry issues policies, general plans and monitors and evaluates their implementation, coordinating actions with the actors of the strategic sectors to guarantee equal access to services and promotes their effective, efficient, and effective use, ensuring progress towards the information society for the good living of the Ecuadorian population. The Ministry of Telecommunications and Information Society identified a group of technical staff who were trained online on the use of the toolkit and who supported and

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[3] Agenda de Transformación Digital del Ecuador 2022-2025. Ministerio de Telecomunicaciones y de la Sociedad de la Información. República del Ecuador. Junio 2022

[4] https://ecuador.un.org/es/212754-analisis-comun-de-pais-cca-ecuador-2022

[5] Plan Nacional de Desarrollo 2017-2021-Toda una Vida | Ecuador - Guía Oficial de Trámites y Servicios (www.gob.ec)

led the in-person workshop. It is expected that this team will, in the future, continue training other public sector employees.

Thus, the Under-Secretariat for Open Government of the Presidency of the Republic of Ecuador and the Ministry of Telecommunications and Information Society, UN DESA/DPIDG, with the support of the UN Resident Coordinator Office in Ecuador and UNDP Ecuador, organized six online Training of Trainers (ToT) and one in-person capacity development workshop 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 8 August and 5 October, and the in-person workshop took place 11 – 12 October in Quito, Ecuador.

The online ToT workshops were based on the Curriculum on Governance for the SDGs Toolkit on "Innovation and Digital Government for SDGs Implementation". Attended by 19 technical staff of the Ministry of Telecommunications and Information Society, the sessions were dedicated to better understand the modules, adapt them to the needs of Ecuador's Ministry of Telecommunication, and to contextualize the activities and practical tools contained in the toolkit.

The main objective of the in-person workshop, attended by 48 government officials and practitioners from several government agencies, who have a policy, leadership and/or implementation role in the government's digital transformation agenda to improve public service delivery - was to discuss the governments' priorities regarding innovation and digital transformation in the public sector, assess the existing institutional arrangements in the country, and design roadmaps for government digital transformation for effective public service delivery using the Innovation and Digital Government toolkit as contextualized during the online trainings. The hybrid workshop 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 Online Workshops

As previously indicated, the capacity development activities implemented with the Government of Ecuador, had two major components: a series of online training of trainers aimed at the technical staff of the Ministry of Telecommunications and Information Society, and an in-person workhosp aimed a a wider group of government officials.

The main strategic objective for the online workshops was to evaluate and then customize the translated training materials contained in the Toolkit on Innovation and Digital Government for Public Service Delivery (which had been translated into Spanish by DPIDG) 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 first 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 to work 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. 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" .

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.

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.

- 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.

- As a result of the analysis of the modules, and given the wealth of information contained in them, it was agreed to organize a series of additional online workshops, to work on each toolkit's modules separately.

Five other online ToT were held between September – October to closely analyze and adapt the toolkit's modules. Each online ToT was approximately 1.5 hours long and the content of each module closely analyzed and explained. The participants from the Ministry of Telecommunications offered examples from Ecuador and how to better contextualize the contents to the needs of the Ecuadorian public sector. UNDP Ecuador was very involved in the process and offered important contributions to the effort.

In-Person Capacity Development Workshop

The in-person capacity development workshop took place in Quito, Ecuador, 11- 12 October, and brought together government officials from relevant ministries and other stakeholders to discuss innovation and digital transformation for SDGs implementation. The UN Resident Coordinator Office in Ecuador, as well as other UN agencies such as UNDP were part of the in-person workshop thus increasing collaboration and understanding, among all stakeholders, of the work of the UN system in Ecuador.

Principles of Effective Governance for Sustainable Development and Trends in E-Government

In the first session of the in-person capacity development workshop, 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.

The Curriculum on Governance for the SDGs, aiming to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their role in contributing to the achievement of the SDGs was also presented. Particular attention was given to the toolkit on Innovation and Digital Government for Public Service Delivery one.

The second part of the opening presentation consisted of an overview of the recently published 2022 E-Government Survey and the standings of Ecuador on the E-Government Development Index (EGDI), as well as an introduction of the Local Government Service Index (LOSI) developed by UN DESA. Challenges such as the continuing digital divide and e-participation were discussed with the participants. The importance of leaving no one behind, as the guiding principle for e-government development, in the increasingly hybrid digital society was emphasized. It was noted that the inclusive design has not received sufficient attention and that most progress in e-government has benefitted those groups that are easier to reach, not necessarily the most vulnerable. The role of the United Nations in helping no country is left behind in digital government through knowledge exchange, capacity building, and partnerships was acknowledged.

In setting the scene, and to better understand where Ecuador as a country is in terms it digital transformation implementation, UNDP presented its strategy to help countries address inclusive digital transformation in a strategic and holistic manner, with particular emphasis on the recently finished Ecuador digital assessment evaluation made available to the public in 2023.

The work of UNDP in digital transformation is based on the support of five pillars which are considered catalyst for digital transformation: infrastructure, government, legal framework, businesses, and people. The relevant digital interventions for each country depend on the stage of digital readiness (basic, timeliness, systemic, differential, and transformational). Based on the

analysis and survey carried out by UNDP, it was explained that Ecuador's digital readinesss is in the systemic phase (The country is systematically advancing in key areas of digital transformation based on identified priority areas).

Several areas to possibly prioritize were identified in the study, and presented during the workshops' sessions, that can act as catalysts to advance Ecuador's digital transformation to the next level including implementing a policy of open data, considering implementing solutions to facilitate data sharing (software or open source), digital payments, inclusive and easy to understand payment systems, increase digital and financial alphabetization plans, strengthen the national broadband plan, expand connectivity goals to include more remote areas, use of

hackathons to make routinely include other stakeholders, among others aimed at strengthening the country's digital infrastructure.

The Government must lead the digital transformation of a country together with the private sector and civil society. This role requires public authorities to deliver high-quality digital services that are inclusive, sustainable, and based on a civil service equipped with digital skills. Some recommendations include strengthening the government portal as a one-stop shop for digital services, strengthen Ecuador's role in the Digital Public Goods Alliance, establish capacity building programs for the public sector, and facilitate the management of the change from manual to digital operations. Regarding the legal framework, regulation, including legislation, supervision, guidelines and policies, are necessary to support digital transformation. This includes ensuring critical protections, such as data security and privacy, while fostering a dynamic environment to support and catalyze competition and innovation. In this area the report notes several areas that can be improved, including identifying regulatory barriers, implementing policies for data collection, use and processes, an updating de legal framework for the digital economy (in particular related to intellectual property and consumers' protection). Other recommendations include, to facilitate access to capital and financing for new companies. Establish regulatory mechanisms that facilitate the creation of financing options such as seed capital funds and private capital funds, and very importantly, updating the regulatory framework as it relates to cybersecurity.

The role of the private sector, from startups to Big-Tech, as an important partner in the digital economy was also highlighted. Its products and services, including digital infrastructure and digital payments, are essential foundations for a country's digital development. They also catalyze digital adoption by citizens and promote digital inclusion. Suggested policies include implementing a national e-commerce strategy for the adoption of new technologies for business; promoting alliances among different stakeholders, (alliances with large technology companies can serve to strengthen digital skills and adoption of new technologies), and formalizing business creation formats offering greater flexibility for entrepreneurs.

Finally, the UNDP report notes that digital transformation must be driven by people's needs, realities and aspirations. It should be people-centred, including participation, engagement and user-centred design wherever possible. Digital tools serve to improve lives. In this regard it noted that Ecuador needs to implement policies aimed at reducing the digital divide promoting policies for the development of inclusive digital skills not only in schools and universities, but also through short-term training programs. A special emphasis was made on the importance on closing access barriers that prevent women and girls from accessing educational opportunities in the digital world and job opportunities, as well as expanding digital literacy in remote, rural areas.

The overall results of the UNDP analysis and survey show Ecuador on the systemic phase in four of the five pillars, and in the differential phase in one of them (people). Countries can improve their digital transformation by supporting changes in each of the pillars. Collaboration and coordination among all stakeholders is essential.

LOS PAISES PUEDEN MEJORAR SU NIVEL DE PREPARACIÓN DIGITAL APOYANDO INDIVIDUALMENTE CADA PARTE DEL MARCO DE TRANSFORMACIÓN DIGITAL. CADA PILAR ES INDEPENDIENTE. SEGÚN LOS RESULTADOS DEL ANÁLISIS Y LAS ENCUESTAS, ECUADOR SE ENCUENTRA EN LA ETAPA SISTEMÁTICA EN 4 DE LOS 5 PILARES.

UNDP DIGITAL

INFRAESTRUCTURA	Infraestructura limitada. Acceso a cables submarinos.	Crecimiento de Proveedores de servicios de Internet y redes móviles.	Creciente conectividad. Ecosistemas de desarrolladores y negocios limitados	Conectividad asequible. Cadenas de suministro sólidas. Centros tecnológicos en crecimiento.	Banda ancha universal. IoT. Ecosistemas inclusivos.
GOBIERNO	Capacidad limitada.	Iniciativas digitales aisladas. Visión de transformación digital fragmentada.	Visión y estrategia compartida. Apoyo público.	Integrado en la toma de decisiones. Codificado en actos administrativos.	Cultura de Innovación. Codificado en regulación.
REGULACIÓN	Capacidad legal limitada.	La regulación apoya establecer cimientos básicos.	Leyes y políticas iniciales establecidas	La regulación promueva la innovación. Transparencia en línea.	Catalizadores digitales habilitados. Regulaciones integradas.
NEGOCIOS	Integración Digital limitada entre sectores.	Penetración tecnológica en crecimiento en sectores clave.	Colaboración entre sectores, financiación.	Coordinación digital entre sectores con incentivos de financiación.	Industria digital. Promulgación de estándares de responsabilidad digital.
PERSONAS	Alfabetización limitada. Aversión cultural a la tecnología.	Alfabetización digital limitada. Enfoque en consumo. Brecha digital extensa	Alfabetización digital creciente. Aceptación cultural a la tecnología. Productividad.	Altos niveles de penetración digital.*	Brecha digital limitada.

| Etapa de Preparación Digital | 1. BASICA | 2. OPORTUNA | 3. SISTEMÁTICA | 4. DIFERENCIAL | 5. TRANSFORMACIONAL |

* El pilar de personas refleja las perspectivas de la encuesta realizada por 150 personas y este puntaje es mayoritariamente percepción y no datos.

The Ministry of Telecommunications and Information Society presented on the advances in digital transformation of Ecuador made through different legislative initiatives, policies, and recommendations. The session was very useful in sharing information of what has been achieved so far and how the reforms impact (or might impact) the work of the public sector.

The Digital Transformation Agenda 2022 – 2025 of Ecuador was also presented and the several initiatives and reforms initiated and being implemented by the Government of Ecuador through the Ministry of Telecommunications and Information Society and its agencies were presented during the workshop. The main objective of Ecuador's digital transformation agenda is to establish a coordinated multisectoral framework that sets lines of action in relation to the country's digital transformation process, defining its governance and institutionality, and considering the transversality of ICT.

The 2025 Vision for Ecuador digital transformation is to convert Ecuador in a regional reference in the use of information and communication technologies; that encourages the development of digital skills of all Ecuadorians, who have robust, competitive and open infrastructure to digital markets, promoting the use of emerging technologies that contribute to the development of productive sectors, favoring environmental sustainability; where it is integrated into the government, private sector, academic and civil society, providing services in online, safe, simple, participatory and inclusive, which contribute on equal terms to improving the quality of life of all citizens.

In the strategy, seven axes have been identified as essential: digital infrastructure, digital inclusion and culture, digital economy, emerging technologies for sustainable development, digital government, interoperability and data management, and digital security and trust. Each axis has

several thematic pillars and a total of 93 lines of action being implemented or plan to be implemented were explained and discussed with the participants. A direct result of this conversation was the realization by the Ministry of Telecommunications officials that many of these initiative are not well known by other public sector agencies. Thus, a commitment was made to create a web page that could be a **hub of information** for other government agencies.

Ejes, pilares y líneas de acción de la Agenda

	Eje	Pilar	Línea de acción
1	Infraestructura digital	1 Conectividad y Servicios de Telecomunicaciones	6
		2 Sistemas de Información	4
2	Cultura e Inclusión Digital	3 Educación Digital	6
		4 Salud Digital	6
		5 Cultura Digital	7
3	Economía Digital	6 Transformación Digital de estructura productiva	12
		7 Comercio Electrónico	7
4	Tecnologías emergentes para el desarrollo sostenible	8 Fomento de nuevas tecnologías en las industrias	7
		9 Fomento de nuevas tecnologías para el medio ambiente	2
		10 Ciudades Inteligentes y Sostenibles	2
5	Gobierno Digital	11 Simplificación de trámites	9
		12 Participación ciudadana por medios electrónicos	2
		13 Gobierno de TI	2
		14 Identidad Digital	1
6	Interoperabilidad y tratamiento de datos	15 Servicios de Interoperabilidad	5
		16 Datos personales	3
		17 Datos abiertos	4
7	Seguridad Digital y confianza	18 Seguridad de la información	8
		TOTAL	93

The importance of digital transformation initiatives to improve public service delivery and its link to the achievement of the Sustainable Development Goals (SDGs) was made clear with a presentation reviewing the status of the SDGs in the Latin American region, and more specifically in Ecuador. Several indicators were reviewed showing that even though Ecuador has improved in several SDGs, the impact of the Covid-19 pandemic and other factors, several SDGs have not been achieved yet and at risk of not being accomplished by 2030. The country was described as being "half way" in most SDGs ("*Ecuador a mitad de camino*"). For SDG 1 for example, the country still has 27% of its population living in poverty, with 20.1% of children under five years old suffering of severe malnutrition. Education (SDG 4) indicators also show continuing challenges, as well as several of the indicators regarding the rights of women and girls (SDG 5). Peoples' perception of the quality of public services provided by the public sector (at the national, regional, and local level) are quite low. Thus, the importance of taking advantages of new technologies, innovation, and digital transformation as a way to accelerate change and improve peoples' lives was highlighted and became the framework in which the capacity development workshop took place.

Innovation in the Public Sector: Applying Human-Centered Design and Innovation Tools for Development Solutions
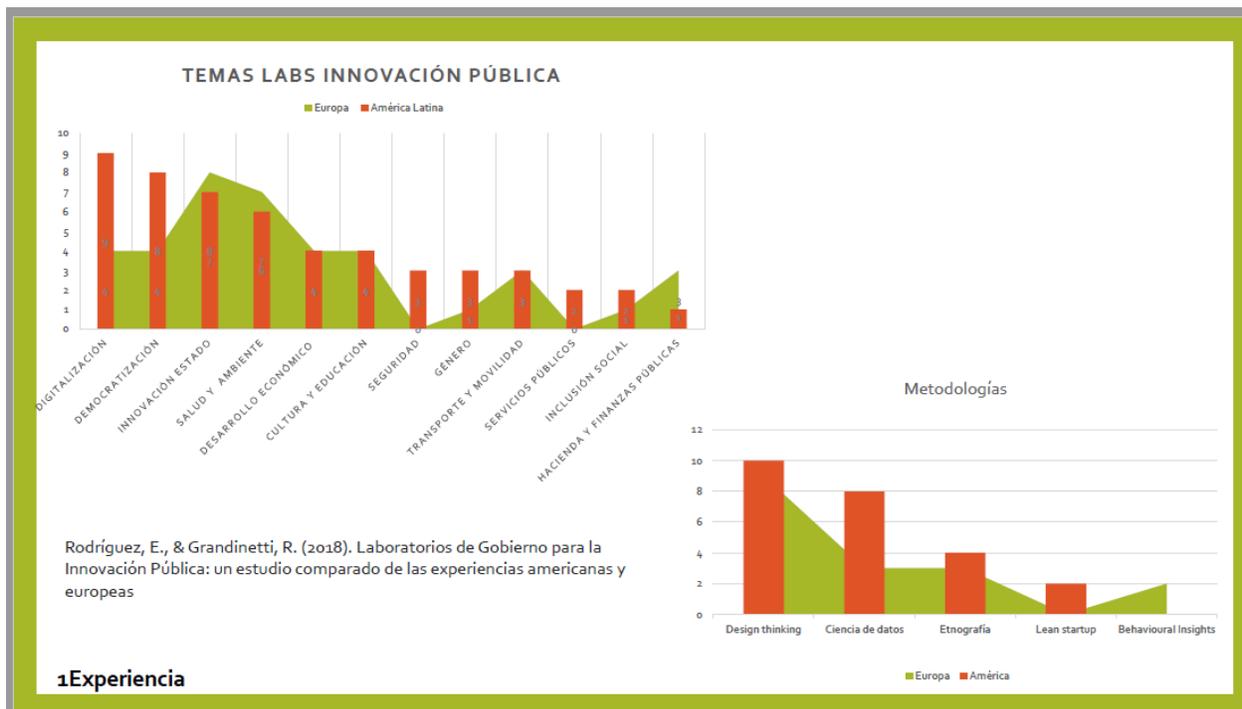
Several presentations hightlighted the value of innovation and digital transformation in the public sector, emphasizing the use of agile techniques and methods in government, best practices and lessons learned from Latin America were explored with the workshop participants.

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.

In sum, Public Innovation Laboratories are:

- Experimental spaces that drive changes in government by taking advantage of and fostering creative talent and collective intelligence present outside state spheres.
- Unlike traditional bureaucracies.
- Their main motto is "it is allowed to make mistakes."
- They encourage the active participation of several stakeholders in the design of policy initiatives, facilitating the construction of agreements and strategies.

Examples of such innovation labs from Latin America were presented as well as the preliminary results of a research study of over 100 Innovation labs from around the world on what are the most common problems they address (digitalization, democracy, government innovation, health and environment, economic development, culture and education, safety, gender, transportation and mobility, public services, social inclusion, public finances), and the methodologies used (design thinking, data management, ethnographic strategies, lean startups, behavioral insghts).

TEMAS LABS INNOVACIÓN PÚBLICA

Rodríguez, E., & Grandinetti, R. (2018). Laboratorios de Gobierno para la Innovación Pública: un estudio comparado de las experiencias americanas y europeas

1Experiencia

The role of the 91 innovation labs (also called *Accelerator Labs*) in support of 115 countries around the world to push for the fulfilment of the SDGs was made by UNDP Ecuador. The Accelerator labs are spaces to test new ways of thinking and working on sustainable development.

The Accelerator labs work based on a learning cycle, consisting of four main phases:

- Perceive: understand problems from different perspectives and with the use of different sources of information and technology.
- Explore: find solutions especially by mapping those already identified by citizens, communities among others.
- Test: generate a portfolio design with several possible solutions to know that it works.
- Grow: and link with actors from various sectors to scale solutions

Examples of the work of the UNDP Accelerator Lab in Ecuador in support of several SDGs such as SDG 5 (gender), SDG 16 (strong institutions), and SDG 11 (strong and resilient communities) through several initiatives were shared.

PORTAFOLIO

UNO: GÉNERO Y VIOLENCIA

Es una herramienta de cartografía social que ubica historias de familias víctimas de feminicidio, en mapas digitales, rutas de la **memoria de las víctimas**, a través de vivencias y testimonios para honrar la memoria de estas mujeres. Las narrativas se expresan en forma de **relatos, fotografías, textos** que se georreferencian a los lugares significativos de las víctimas.

15 rutas de memoria
8 ciudades - 6 provincias

Busca generar **cambios de comportamiento y perspectiva** para prevenir la violencia de género y la discriminación sociocultural en la comunidad educativa con estudiantes, padres y madres de familia, docentes y autoridades.

Piloto Unidad Educativa Miguel Moreno
Cuenca, Azuay
150 estudiantes y 26 docentes

Iniciativa que busca reducir las brechas de género a través de 3 ejes: **Visibilización y Comunicación** (mensajes clave y partners), **Acción y Respuesta** (planificación y ejecución) y, **Transformación** (herramientas prácticas – Educación Popular).

Metodología cuenta con 4 módulos: Instituciones Igualitarias, Movimientos de mujeres, Violencias patriarcales y Nuevas masculinidades.

EPN / WWF-COFENAIE / OPS

UNDP Accelerator Labs

DOS: INSTITUCIONES FUERTES

"Mi Futuro es hoy" busca **proveer a los jóvenes de herramientas útiles para mejorar su situación laboral** e ir forjando su futuro; y en paralelo, genera información pública para el uso de diversos actores con el fin de facilitar la generación de proyectos o políticas que aporten al empleo joven.

Empresas: Candidato idóneo
Jóvenes: Información, sugerencias y datos actualizados
Academia, Sociedad Civil: Acceso a información

Nivel de Preparación Digital o DRA es una herramienta de diagnóstico que permite **identificar los retos y obstáculos para la digitalización** de un país y a partir de los resultados, trazar estrategias para el desarrollo tecnológico y promover la transformación digital.

Recopila estudios previos realizados por estado, academia, sector privado y sociedad civil respecto a transformación digital en el país.

Primer Laboratorio de Innovación Ciudadana del Ecuador que busca **mejorar el bienestar de la ciudadanía** trabajando en desafíos sociales, culturales, ambientales y económicos; **mejorar los servicios públicos** y; **fortalecer la democracia y confianza de la ciudadanía en la administración pública.**

Thinkia es una herramienta que fomenta la articulación entre diferentes actores del ecosistema de innovación.

UNDP Accelerator Labs

TRES: COMUNIDADES INCLUSIVAS

Es una iniciativa del Museo de la Ciudad, la Plataforma 1ero de Mayo y PNUD, que busca **revalorizar el oficio de las hierbateras y su aporte a los ecosistemas** y vida de la ciudad. El mercado, huertos y ecosistemas son espacios de indagación y prototipado colectivo.

Visibiliza el importante aporte de estas comerciantes en la **conservación de los ecosistemas** naturales de la ciudad, **la sabiduría ancestral y la salud** de la población.

El proyecto tiene como objetivo mejorar la programación y las habilidades digitales de mujeres y jóvenes para **promover sus oportunidades de empleo.** Al reducir la brecha de género en la industria tecnológica en Ecuador, buscamos **generar una buena gobernanza y fomentar el crecimiento inclusivo** en el ecosistema.

60% de los participantes fueron mujeres.
80% de los participantes tenían entre 18 – 29 años.

UNDP Accelerator Labs

An Integrated Capability Development Approach for Digital Government Transformation

As government digital transformation initiatives are implemented, new skills and competencies are required from those who work in the public sector. It is not only ministries of technologies or digital government specialized agencies who are in charge of designing and implementing policies and strategies, but the public sector in general, especially those who have a role in the design and delivery of public services, who need to understand the importance of changing mindsets for innovation, digital transformation, and adaptability to the use of new technologies. Thus, new competencies and new understandings of what digital transformation requires are needed. Thus, a session was dedicated to present a framework of competencies necessary to promote a culture of innovation and digital transformation in the public sector.
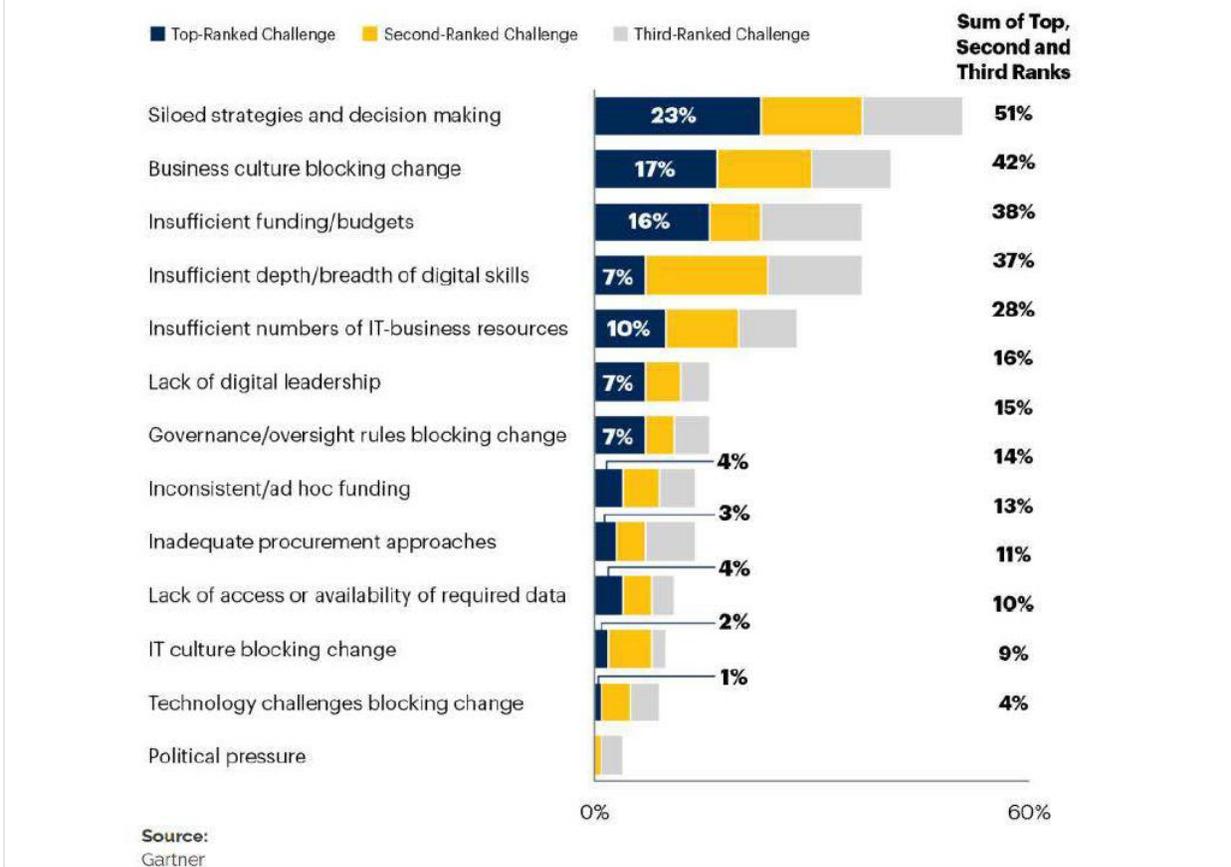
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The UN DESA competency framework was discussed with special emphasis on digital mindsets. It was explained that a digital mindset is not only the ability to use technology, but it is a set of behaviors and attitudes. It is a change in the capabilities of public institutions necessary to keep abreast of technological advances and understand the applicability (benefits and risks) of digital technologies to solve complex problems (digital literacy). Digital transformation requires skills to apply technology to appropriate tasks within the government, seeking the effectiveness and transparency of government processes, the reorganization of work and continuous training. It also requires the ability to protect sensitive data.

Different strategies to promote digital competencies in the public sector were noted including the creation of an agency with the main mandate of training and preparing the workforce (upskilling /reskilling); the use of online learning platforms; specialized certifications linked to the agency's mission; or investing in a skills-based learning approach that can help identify current gaps and develop effective plans for capacity development. Key areas such as data management, digital literacy, cybersecurity, cloud management, soft skill among others were noted as especially important for all public sector employees.

An important component of the Innovation and Digital Government toolkit, part of the Curriculum on Governance for SDGs, namely the Digital Government Capacity Assessment was reviewed with the participants. Developed by DPIDG to help identify institutional gaps and policy entry points in innovation and public service delivery, it can help to produce new insights for defining options and making decisions on strategies and actions to transform governments and create public value. The focus is not on digital initiatives, such as government portals, but rather on the whole-of-government capability needed for advancing digital government. It aims to help participants identify key enablers for effective digital transformation, as well as help them think of strategies for improvement. The six dimensions (leadership, strategy, governance, legal, technology, professional and workforce development) of the DGCA were reviewed with the participants.

As new technologies such as Artificial Intelligence (AI) continue to develop and are used in government, and as its potential use in the improvement of public service delivery expands, the workshop examined UNESCO's Artificial Intelligence and Digital Transformation Competency Framework for Public Servants. The potential of AI for the public sector was explored, as well as some of the challenges of its use, including cultural and organizational ones, data and infrastructure deficiencies, and the capacity of human resources.

Top challenges for government Chief Information Officers (CIOs) to implement digital solutions

■ Top-Ranked Challenge ■ Second-Ranked Challenge ▨ Third-Ranked Challenge

Sum of Top, Second and Third Ranks

Challenge	Top-Ranked	Sum of Top, Second and Third Ranks
Siloed strategies and decision making	23%	51%
Business culture blocking change	17%	42%
Insufficient funding/budgets	16%	38%
Insufficient depth/breadth of digital skills	7%	37%
Insufficient numbers of IT-business resources	10%	28%
Lack of digital leadership	7%	16%
Governance/oversight rules blocking change	7%	15%
Inconsistent/ad hoc funding	4%	14%
Inadequate procurement approaches	3%	13%
Lack of access or availability of required data	4%	11%
IT culture blocking change	2%	10%
Technology challenges blocking change	1%	9%
Political pressure		4%

0%   60%

Source:
Gartner

UNESCO's offers in Analysis of digital capacity in government at the level of individuals and institutions against the UNESCO Competence Framework; Customized in-depth training program for government officials based on assessed capacity needs, and as a Repository of online learning resources on digital governance and digital transformation were explained during the session as part of UNESCO's focus on the necessary competencies needed of public officials with an emphasis on three broad areas: digital design and planning, data use and management, and digital management and implementation.
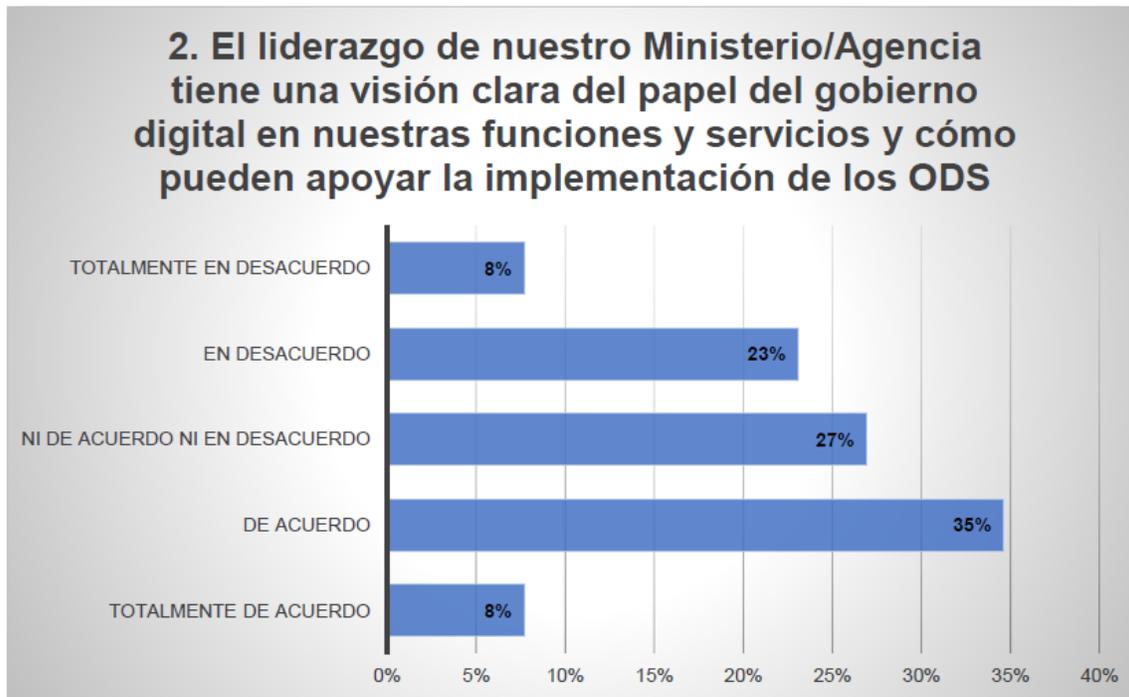
The importance of supportive leadership styles and policies (from transformational, to altruistic, to entrepreneurial, to network-oriented) were noted by UNESCO. Also presented was UNESCO's pathway to digital capacity building including the need to identify a competence framework (i.e., the Artificial Intelligence and Digital Transformation: Competencies for Civil Servants publication), the use of a global assessment platform (i.e., the Digital Capacity Navigator), to capacity-building interventions.

Conducting a Situation Analysis

An important component of the workshop was offering the participants the possibility to conduct a situation analysis through the Digital Government Capability Assessment (DGCA) which, as previously mentioned, is a main component of the toolkit on Innovation and Digital Government. Participants had been given the opportunity to conduct the self-assessment a few days before the workshop. During a plenary session, the main results of the self-assessment tool were presented to the group for evaluation and discussion. The DGCA and several hands-on exercises carried out during the workshop became the basis for roadmaps or action plans in support of digital transformation and innovation prepared by the participants.

The results of several selected subdimensions of each of the six dimensions of the DGCA (leadership, strategy, governance, legal, technology, and professional development and workforce) were presented and analyzed by the group.

Identifying Priorities and New Approaches for Inclusive Service Delivery

This session discussed the importance of approaching digital transformation and new technologies to guarantee inclusive service delivery to achieve the Sustainable Development Goals. It highlighted the latest developments and best practice cases in this regard.

The role of the GovStack initiative in support of inclusive design of public services was presented as an opportunity for governments around the world who face similar problems when digitalizing public services (silos approach, financing, scalability, and coordination), by promoting the design of services using reusable components. Reusable components are generic defined software components that, in combination, provide key functionalities to facilitate common generic workflows across multiple user journeys and life events (e.g. Identity, payments, digital signature, notifications, among others). The support to create digital public goods was also explained, as well as the ways by which Ecuadorian government agencies can request support from? the GovStack initiative for inclusive digitalization of public services.
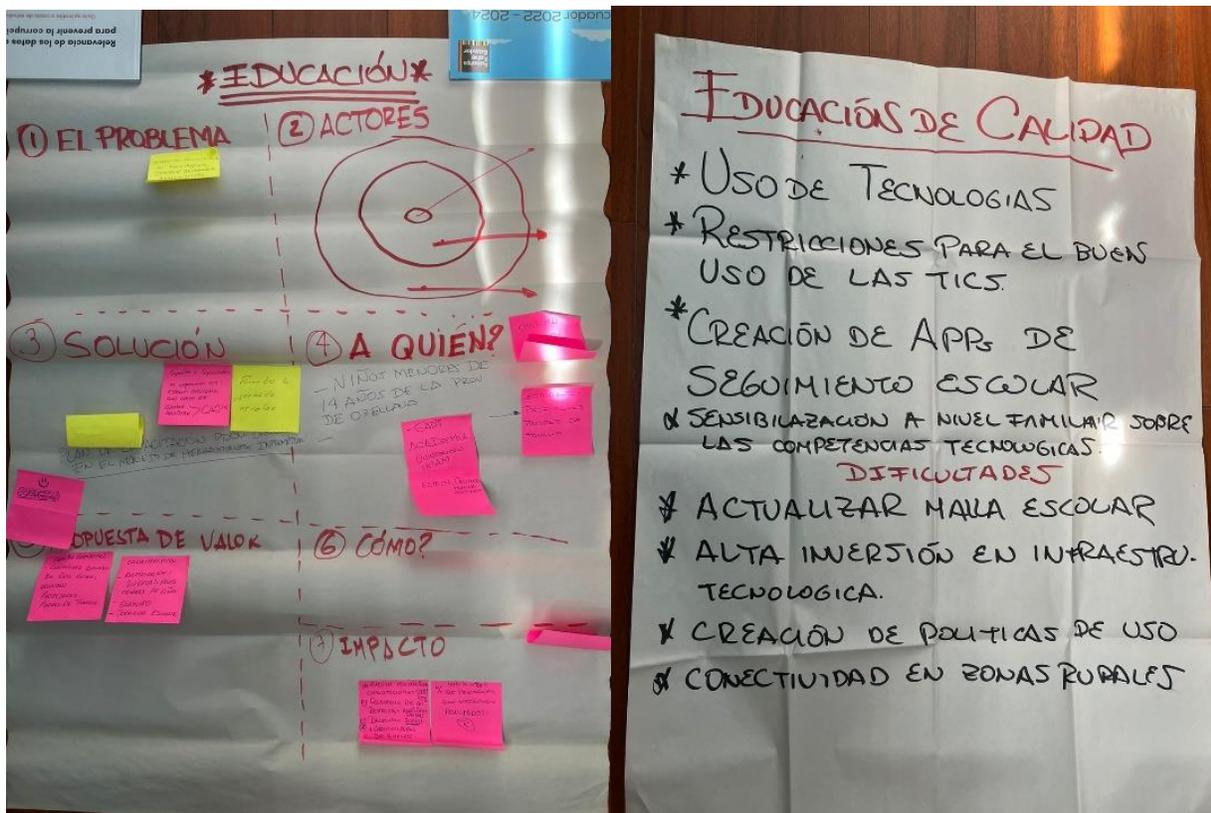
This session, through the presentation of a study of "Facilitators and Obstacles of Digitalization in Local Governments in Spain and Latin America", also offered the opportunity to openly discuss some of the main challenges faced by public sector employees around the world, and particularly in Ecuador, to design inclusive public services. Issues of leadership, long-term vision, strategies, and difficulties in coordination and collaboration among government agencies were mentioned.

Developing a Road Map and Action Planning for Innovation and Digital Government

Throughout the two-day workshop, a major component of the sessions, was to allow participants to experiment with the tools and knowledge presented. This was done through group activities and exercises that built upon each other (from mapping of the SDGs, to innovation tasks, identifying challenges and possible solutions). The last session included the design of Action Plans (one per group) to support innovation and digital transformation of an identified public service. Carried out with the support of UNDP and UNDESA, the session invited participants to explore 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?

Action plans' topics included education (and the role local governments can play in improving education at the local level to reduce inequalities), use of ICTs to improve the quality of education, environmental issues (waste management), climate change, reducing the digital divide among rural communities, use of ITCs to improve citizens services at the local level, reducing inequalities, and poverty reduction in rural areas. In all cases, groups were encouraged to be specific, establishing goals that were measurable and realistics, as well as plan how to monitor their implementation.
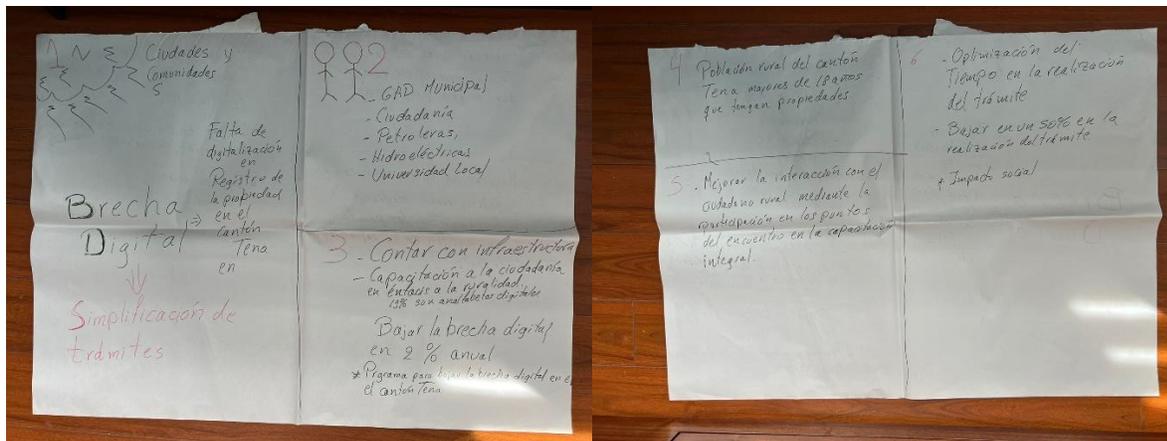
A working group's action plan for example, working on how to contribute to SDG 4 (Quality Education), identified the low technical skills and lack of understanding on the use of technologies of rural teachers as an impediment to improving childrens' education in the rural province of Orellana. Identifying possible solutions such as providing training on the use of technology during the school day in collaboration with the regional government, local universities, UNICEF, and private companies as Movistar, was proposed as a solution that can improve education for children under 14 years old. It was recognized that changes on the school curricula were needed and that working with national and regional authorities was essential in this regard. To complement the work with educators, the action plan also proposed to work with families and heads of households, as well as the children, in improving their digital skills by offering free training activities. The long term impact of these initiative would not only improve the quality of education, but also the skills of teachers and the community in general,also improving the employment opportunities. The major limitation/challenge identified were the lack of appropriate funding that could boost the digital infrastructure needed to accelerate changes and reduce the digital divide.
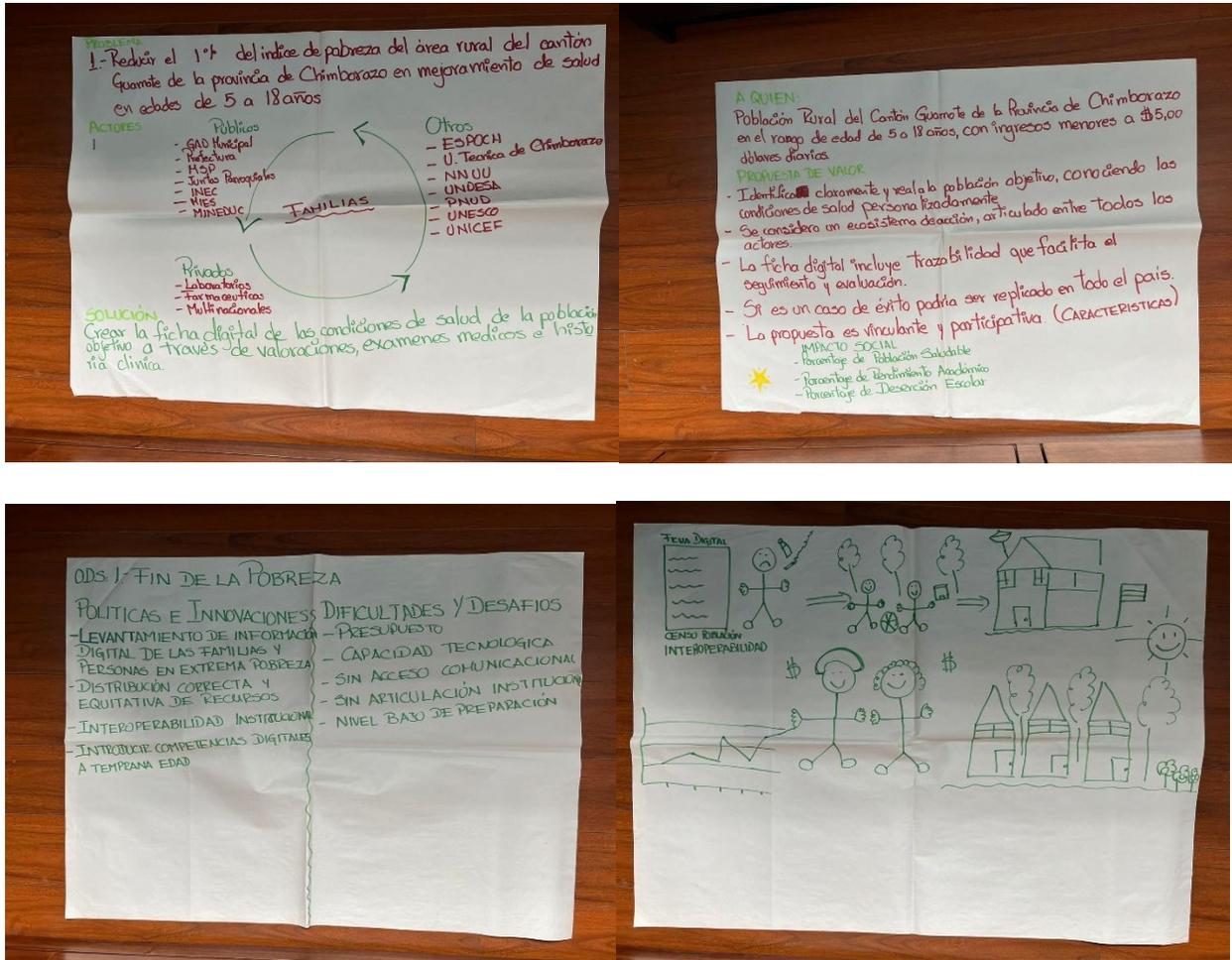

Several groups proposed plans regarding SDG 13 (Climate Action) with ideas from using technologies to improve communication and sensilization around the climate, to waste management campaigns involving the Ministry of Environment, civil sector employees, local governments, NGOs, and schools to improve recycling and the importance of reducing waste.

Representatives of local and regional governments worked on action plans based on SDG 11 (Sustainable Cities and Communities) and proposed initiatives to simplify procedures, especially in remote rural areas. The municipality of Tena was used as an example and proposals were made, not only to work with citizens and the local university, but also with important stakeholders in the region that can provide support to reduce the digital divide by funding training and access to technology (i.e. hydroelectric an oil companies present in the region). Action plans to improve delivery of services at the local level based on interoperability initiatives were also worked upon by the participants. Several initiatives to improve citizens' trus in local governments were considered including to create digital platfom for citizen participation, a platform for monitoring the SDGs at the local level, and the automation of local information systems.

SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities) were also considered, recognizing the complexities and the challenges of such problems in Ecuador. One action plan proposed to reduce child poverty in the Municipality of Guamote through creating a digital token in coordination and collaboration with several public and private stakeholders.

UNPD's involvement in the workshop and commitment during the exercise, as well as its current work with the government of Ecuador in many of these areas, was seen as a positive element that might ensure continuity to some of the proposed action plans.

Conclusions

The online Training of Trainers (ToT) and the in-person (hybrid) trainings contributed to increased capacities of the technical team of the Ministry of Telecommunications and of the Under Secretariat for Open Government on the use of the Innovation and Digital Government toolkit, in particular the importance of changing mindsets in support of innovation and digital transformation. By contextualizing the content of the toolkits, updating them to the Ecuadorian context, the Ministry expects it to be the basis for further training of the public sector to be conducted by their trained staff.

Conversations and presentations during the workshop also helped to identify gaps and needs to improve communication among government agencies on the impact of digital transformation initiatives (including new legislation, policies, and their implementation). As a result, the Ministry of Telecommunications committed to creating a dedicated web page that will serve as a hub for collecting information on changes in the legal framework (including laws and regulations) that

have an impact on the digitalization of the public sector. The need for such a page was identified during the workshop as representatives from different government agencies explained the lack of clarity on what's expected from them and how to be better informed about changes in the legal framework.

In the survey results, participants expressed that by attending the ToTs and the workshop, their awareness of the role the public sector, and their particular role, 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.

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.
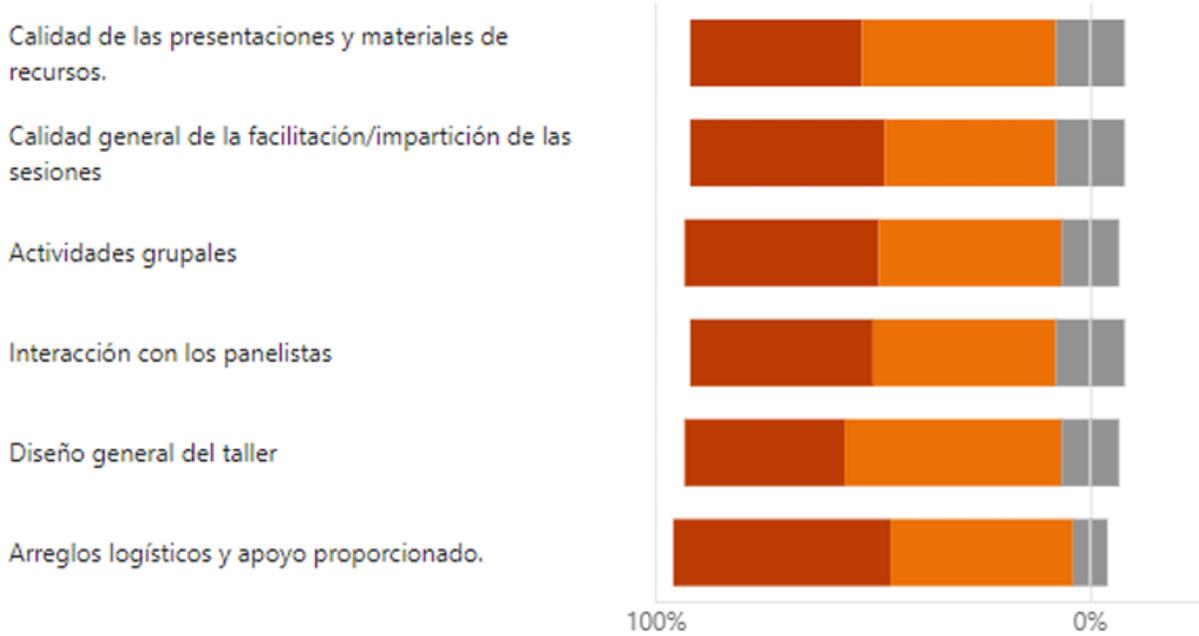
Gratitude was expressed by all workshop participants to UN DESA, UNDP, the UN Resident Coordinator's Office in Ecuador, and the Ministry of Telecommunications and Information Society for their leadership in organizing the in-person workshop and ToTs. The activities and content were considered useful and informative.

Annex: Participants Evaluation

10. ¿Cómo calificarías los siguientes elementos del Taller?

More Details

■ 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.

100%   0%

11. ¿Cuál es su calificación general del Taller?

More Details   ☼ Insights

● Excelente	19
● Muy bien	16
● Satisfactorio	3
● Pobre	0
● Muy pobre	0

12. ¿En qué medida ha respondido el taller a las prioridades y necesidades de su organización/país para avanzar e implementar la Agenda 2030?

More Details

🔵	Muchísimo	10
🟠	Mucho	13
🟢	Moderado	15
🔴	Poco	0
🟣	Ninguno	0

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

More Details

🔵	Fuertemente de acuerdo	9
🟠	De acuerdo	26
🟢	Indeciso	3
🔴	En desacuerdo	0
🟣	Muy en desacuerdo	0

16. ¿Qué posibilidades hay de que utilice los conocimientos adquiridos en este taller en su trabajo?
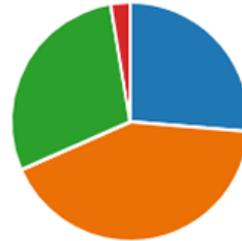
More Details

🔵	Muy probable	21
🟠	Algo probable	12
🟢	Ni probable ni improbable	5
🔴	Algo improbable	0
🟣	Muy improbable	0

26

17. Esta capacitación ha abordado una brecha en mi conocimiento y ha aumentado mis habilidades en los principales temas discutidos
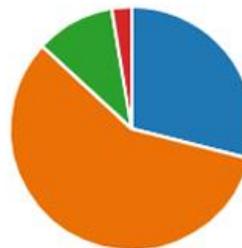
More Details ⚙ Insights

🔵	Muchísimo	10
🟠	mucho	16
🟢	Moderadamente	11
🔴	Poco	1
🟣	De nada	0

18. ¿He adquirido conocimientos sobre cómo promover el cambio de mentalidad, la innovación y el uso de tecnologías TIC para mejorar la prestación de servicios públicos a nivel individual, organizacional e institucional?

More Details ⚙ Insights

🔵	Fuertemente De acuerdo	11
🟠	De acuerdo	22
🟢	Indeciso	4
🔴	En desacuerdo	1
🟣	Muy en desacuerdo	0

23. En general, recomendaría el taller a colegas y socios.

More Details ⚙ Insights

🔵	Muchisimo	18
🟠	Mucho	15
🟢	Moderadamente	5
🔴	Poco	0
🟣	De nada	0

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

More Details   Insights

🔵	Muchísimo	14
🟠	Mucho	15
🟢	Moderadamente	8
🔴	Poco	1
🟣	De nada	0