

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

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## Final Report





## United Nations Department of Economic and Social Affairs

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## Association of Bolivian Municipalities (AMB)

The Association of Bolivian Municipalities (AMB) represents the ten capital cities of the country's Departments (regional governments) plus the city of El Alto (the 11 largest municipal governments in Bolivia). Among its mission is to advocate for the achievement of the Sustainable Development Goals (SDGs), within the framework of the New Urban Agenda and the National Policy for the Comprehensive Development of Cities (PNDIC). The association recognizes the importance of supporting the need for changing mindsets of the public sector at the local level, as well as for innovation and digital transformation to achieve the Sustainable Development Goals (SDGs).

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Websites: [publicadministration.desa.un.org](http://publicadministration.desa.un.org) and [unpan.un.org](http://unpan.un.org)

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## Table of Contents

|  |    |
|--|----|
| Acknowledgments .....  | 3  |
| Background and Objectives .....  | 1  |
| Setting the Scene: Training of Trainers and the Curriculum on Governance for SDGs<br>Implementation.....                       | 3  |
| Training of Trainers (ToT) Online Workshops .....  | 3  |
| Hybrid Capacity Development Workshop – Cochabamba, Bolivia .....   | 6  |
| Setting the Scene: The SDGs in Bolivia .....   | 6  |
| Setting the Scene: Principles of Effective Governance for Sustainable Development and Trends<br>in Digital Government .....    | 11 |
| Setting the Scene: Strengthening the Development of Subnational Information Systems for<br>Municipal Management and SDGs ..... | 13 |
| Setting the Scene: Agenda for sustainable development the Importance of Public-Private<br>Partnerships .....                   | 15 |
| Innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for<br>Development Solutions .....        | 16 |
| Identifying Priorities and New Approaches for Inclusive Service Delivery .....   | 20 |
| Digital Government Capabilities Assessment: Local Governments and Digital Capabilities.....                                    | 24 |
| Conclusions.....   | 28 |
| Annex: Evaluation by Participants .....  | 29 |

## 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 Goals. CEPA has developed a wide range of commonly used strategies for operationalization of the principles. One of the principles is competence which highlights that to perform their functions effectively, institutions have 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.

The need to strength institutions and the public sector to deliver equitable, inclusive, and efficient public services that can help restore trust in government is recognized, and several actions are proposed to support it in the National Economic and Social Development Plan 2021 – 2025 (PDES) of the Plurinational State of Bolivia<sup>1</sup>, as well as in the United Nations Common Country Analysis<sup>2</sup>, and in the UNDAF Cooperation Framework<sup>3</sup>. Given the political constitution of the Plurinational State of Bolivia, and the significance advances in decentralization and empowerment of the subnational levels of government, supporting the strengthening of capacities at the local level is essential to the achievement of the SDGs. In fact, Goal 5 (Pillar 11) of the UNDAF calls for “Municipal Government (that are) strengthened, articulated, efficient, participatory and with technology” for the delivery of public services. Thus, municipal governments need to be supported in the implementation of integral planning processes for sustainable human development with a gender and generational approach.

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<sup>1</sup> [PDES 2021-2025a compressed \(cepal.org\)](#)

<sup>2</sup> [UNSDG | UNCT Key Documents](#)

<sup>3</sup> [UNSDG | UNCT Key Documents](#)

At the same time, 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. Digital tools, whether applied in digital government, digital economy, digital data, are important drivers of sustainable development at all levels. 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.

Understanding the need to support the digital transformation of government services, the government of Bolivia seeks to promote innovation at all levels of the public sector, and it has established the Agency for Electronic Government and Information and Communication Technologies (AGETIC) in 2015 to develop technology, which aims to modernize the State, transform public management and reduce the bureaucracy. Even though the Plurinational State of Bolivia has made great progress in capacity building and strengthening of the public sector, serious gaps remain, especially regarding digital transformation and innovation. The Bolivian Association of Municipalities (AMB) representing the largest municipalities in the country advocates for the achievement of the Sustainable Development Goals (SDGs), within the framework of the New Urban Agenda and the National Policy for the Comprehensive Development of Cities (PNDIC) and recognizes the importance of supporting the changing mindsets of the public sector at the local level, as well as for innovation and digital transformation.

Based on presentations made by UNDESA on the Curriculum on Governance for SDGs Implementation in Latin America and the Caribbean, and building on previous activities undertaken by DPIDG, in cooperation with the Center for Latin American Administration and Development (CLAD), on enhancing the integration of the 2030 Agenda into national policy frameworks, including the operationalization of the 11 principles of effective governance for sustainable development, the Association of Bolivian Municipalities presented a request of support to strengthen the capacities of the Bolivian public sector at the local level to better understand the important role they play in implementing the SDGs with an emphasis on changing mindsets for innovation and digital transformation of government services, thus contributing to a better understanding of what is needed for public sector employees at the local level to support SDGs implementation.

DPIDG provided support through online and in-person workshops, which were co-designed with the Bolivian Association of Municipalities (AMB) and the UN Country Team in Bolivia, contributing to the strengthening of capacities of the Bolivian public sector at the local level to better understand the important role they play in implementing the SDGs with an emphasis on changing mindsets for innovation and digital transformation of government services. It also contributed - using the Digital Assessment guide developed by UNDESA and part of the Curriculum on Governance for SDGs implementation, to a better understanding of what is needed for public sector digital transformation and provided an opportunity for participants to develop a road map for changing mindsets for innovation and digital government implementation.

The online ToT workshops were based on the Curriculum on Governance for the SDGs Toolkit on “Changing Mindsets for SDGs Implementation”. Attended by 18 technical teams and trainers of the AMB member municipalities, the sessions were dedicated to better understand the modules,

adapt them to the needs of Bolivia's local public sector training needs, and to contextualize the activities and practical tools contained in the toolkit. The ToTs online were followed up by an in-person workshop in Cochabamba, Bolivia where the toolkit activities were further contextualized.

The main objective of the in-person training - aimed at local and regional government officials and practitioners who have a policy, leadership and/or implementation role in local governments' digital transformation agenda to improve public service delivery - was to discuss how to innovate at the local level, assess priorities, analyze the existing institutional arrangements in the country that might facilitate innovation at the local level, and design roadmaps for effective government transformation for effective public service delivery using the Innovation and Digital Government and the Changing Mindsets toolkits as contextualized during the online trainings. The workshop, attended by 47 participants, included targeted, innovative, and customized training sessions, as well as presentations from national and international experts, self-assessments, and interactive dialogues. Special emphasis was made on the importance of inclusiveness when localizing the SDGs using particular examples presented by UNICEF, DPIDG/UNPOG, UNDP/Bolivia, and invited local government officials.

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

### **Training of Trainers (ToT) Online Workshops**

Held in June of 2023, and co-organized by the Association of Municipalities of Bolivia (AMB) and by the Division of Public Institutions and Digital Government (DPIDG) of the UN Department of Economic and Social Affairs (UN DESA), the objective of the first online Training of Trainers (ToT) aimed to present the Trainers' Guides and modules' contents of the Changing Mindsets and Innovation and Digital Government toolkits, part of the Curriculum on Governance for SDGs Implementation, to help build a pool of competent trainers from the AMB and its member municipalities who can subsequently train their local civil servants on the topics and help them with innovative mindsets and behaviors to better address current and future challenges related to the implementation of the Sustainable Development Goals (SDGs) at the local level.

The main strategic objective for this online workshop was to evaluate and then customize the training materials contained in the Toolkits to the needs of Bolivia's local governments as identified by the AMB and its member's municipalities.

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 AMB's trainers and educators.
- 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, Local Online Service Index (LOSI), and translated Curriculum toolkits.

- Open conversation with AMB authorities and trainers of 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 AMB, as well as representatives from member's municipalities, shared the challenges to innovation, changing mindsets and digital transformation for the localization of the Sustainable Development Goals (SDGs) in Bolivia, national to local effective governance and Bolivia's local public service, including poor understanding of the SDGs at the local level, lack of appropriate resources, excessive bureaucratization and complex processes which hinder innovation, lack of skilled human capital, and access to funding. Many of these challenges are exacerbated for rural municipalities given deep rooted problems of poverty and exclusion. 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 to start reforming local governments for the improvement of public service delivery.

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 local public sector members around the world to achieve the SDGs.

The workshop enhanced the AMB's 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.<sup>4</sup> 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"*<sup>5</sup>. A presentation on the content of the "Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development" toolkit was made.

Participants also shared and discussed the challenges to digital transformation of the public sector at the local level 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 at the

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<sup>4</sup> 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

<sup>5</sup> 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



national and local levels, seven main challenges were identified by workshop participants to include:

1. Contextualizing the SDGs and making them relevant to national and local leaders (localizing the SDGs)
2. Updating regulations, norms, and guidelines.
3. Ensuring political support to implement the necessary reforms and changes.
4. Investing in human capital via training and continuous upskilling and reskilling.
5. Addressing the issues related to costs and access to the required technology and infrastructure.
6. Involving citizens in decision-making and investing in a digital citizen.
7. Accessing and enhancing the availability of funding.

The relevance and transformational possibilities that innovation and digital transformation offer national and local governments 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 Bolivia and the Americas on it. The Local Online Service Index (LOSI) was also briefly reviewed as well as the standing of the City of Santa Cruz de la Sierra, the only Bolivian city which was included in the 2022 survey.

In this context, the content of the toolkits on *"Changing Mindsets for SDGs Implementation"* and on *"Innovation and Digital Government for Public Service Delivery"*, which are 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 were presented.

The online workshop resulted in:

- A better understanding by AMB authorities and trainers, as well as technical staff of member municipalities, on the use and application of the Changing Mindsets for SDGs Implementation and on Innovation and Digital Government for Public Service Delivery toolkits.
- A commitment by AMB trainers and authorities, as well as technical staff from member's municipalities represented at the workshop, to continue working with UN DESA on understanding the use of the toolkits, to be applied to an in-person workshop scheduled for July 2023.
- Development of an interactive learning program based on one or several country challenges.
- Continued commitment by AMB to develop an action plan to strengthen skills at individual and organizational levels of the local public sector represented by the association.

A second ToT online was held in October 2023 to further review the contents of the toolkits and the advances in contextualizing them to the local governments needs in preparation to the hybrid workshop to be held in Cochabamba in November of 2023.

### Hybrid Capacity Development Workshop – Cochabamba, Bolivia

The hybrid workshop, co-organized by DPIDG/UNDESA, AMB, and the UN Country Team in Bolivia was held in Cochabamba, Bolivia on 28 – 29 November 2023. Attended by 47 participants, the main objective of the in-person training - aimed at local and regional government officials and practitioners who have a policy, leadership and/or implementation role in local governments' digital transformation agenda to improve public service delivery - was to discuss how to innovate at the local level, assess priorities, analyze the existing institutional arrangements in the country that might facilitate innovation at the local level, and design roadmaps for effective government transformation for effective public service delivery using the Innovation and Digital Government and the Changing Mindsets toolkits as contextualized during the online trainings. The workshop included targeted, innovative, and customized training sessions, as well as presentations from national and international experts, self-assessments, and interactive dialogues. Special emphasis was made on the importance of inclusiveness when localizing the SDGs using particular examples presented by UNICEF, DPIDG/UNPOG, UNDP/Bolivia, and invited local government officials.

### Setting the Scene: The SDGs in Bolivia

Though the Agenda 2030 and the SDGs were approved in 2015, many civil servants in the national, regional, and local level around the world, are still not well informed of what they mean, or what is their role in supporting their implementation. As a result, the workshop dedicated a first session at explaining what the SDGs are, the status of the SDGs in Bolivia, and the results of the SDGs Summit held in New York in September of 2023.

The presentation by the **Office of the UN Resident Coordinator's** representative reviewed the Agenda 2030 and the 17 Sustainable Development Goals, emphasizing that they are a call for action to improve the world. It was highlighted that:

- Halfway towards meeting the Sustainable Development Goals, the world is unfortunately off track.
- Only 12% of the evaluable goals of the Sustainable Development Goals are on track.
- The September 2023 SDG Summit provided an opportunity to reorient course and ensure the progress and momentum needed to achieve the SDGs.
- The Secretary General urged world leaders to contribute to the development of a "Rescue Plan for people and the planet".

At the same time, it was noted that Bolivia faces numerous challenges on its path towards a sustainable future, as several challenges - including pervasive poverty, quality of services, deforestation, pollution -are persistent issues that need addressing. However, Bolivia also has made significant progress in several indicators, although the pandemic and the political crisis, together with international uncertainty, have slowed progress. The country's Economic and Social

Development Plan (PDES) reflects the importance of the SDGs in the country’s development and the linkages between the two documents were shared with participants and discussed.

| RELACIÓN ENTRE EL PDES, LA AGENDA PATRIÓTICA Y LOS ODS  |  |  |
|---|--|--|
| Plan de Desarrollo Económico y Social (PDES) 2021-2025  | Agenda Patriótica 2025   | Objetivos de Desarrollo Sostenible   |
| EJE 1: RECONSTRUYENDO LA ECONOMÍA, RETOMANDO LA ESTABILIDAD MACROECONÓMICA Y SOCIAL   | Pilar 1: Erradicación de la pobreza<br>Pilar 2: Universalización de servicios básicos<br>Pilar 5: Soberanía comunitaria financiera       |    |
| EJE 2: INDUSTRIALIZACIÓN CON SUSTITUCIÓN DE IMPORTACIONES   | Pilar 6: Soberanía productiva con diversificación<br>Pilar 7: Soberanía sobre nuestros propios recursos naturales                        |    |
| EJE 3: SEGURIDAD ALIMENTARIA CON SOBERANÍA, PROMOCIÓN DE EXPORTACIONES CON VALOR AGREGADO Y DESARROLLO TURÍSTICO                        | Pilar 6: Soberanía productiva con diversificación<br>Pilar 8: Soberanía alimentaria  |    |
| EJE 4: PROFUNDIZACIÓN DEL PROCESO DE INDUSTRIALIZACIÓN DE LOS RECURSOS NATURALES  | Pilar 7: Soberanía sobre nuestros propios recursos naturales   |    |
| EJE 5: EDUCACIÓN, INVESTIGACIÓN, CIENCIA Y TECNOLOGÍA PARA EL FORTALECIMIENTO Y DESARROLLO DE CAPACIDADES Y POTENCIALIDADES PRODUCTIVAS | Pilar 3: Salud, educación y deportes<br>Pilar 4: Soberanía científica y tecnológica<br>Pilar 6: Soberanía productiva con diversificación |    |
| EJE 6: SALUD Y DEPORTES PARA PROTEGER LA VIDA CON CUIDADO INTEGRAL EN TIEMPOS DE PANDEMIA   | Pilar 3: Salud, educación y deportes   |    |
| EJE 7: REFORMA JUDICIAL, GESTIÓN PÚBLICA DIGITALIZADA Y TRANSPARENTE; SEGURIDAD Y DEFENSA INTEGRAL CON SOBERANÍA NACIONAL               | Pilar 11: Soberanía y transparencia en la gestión pública<br>Pilar 12: Disfrute y felicidad  |   |
| EJE 8: MEDIOAMBIENTE SUSTENTABLE Y EQUILIBRADO EN ARMONÍA CON LA MADRE TIERRA   | Pilar 9: Soberanía ambiental con desarrollo integral   |  |
| EJE 9: INTEGRACIÓN Y RELACIONES INTERNACIONALES CON SOBERANÍA   | Pilar 10: Integración complementaria<br>Pilar 13: Reencuentro soberano con nuestro mar   |  |
| EJE 10: CULTURAS, DESCOLONIZACIÓN Y DESPATRIARCALIZACIÓN PARA LA REVOLUCIÓN DEMOCRÁTICA CULTURAL  | Pilar 1: Erradicación de la pobreza<br>Pilar 12: Disfrute y felicidad  |  |

Finally, a revision of the main results of the SDGs Summit was presented (commitment by world leaders to review the SDGs and the impact of global crises on them, a call for action to renew efforts for SDGs implementation, identify gaps and enablers, a sense of urgency, and the need for partnerships and common agreements).

## 4. Cuáles son los resultados del la cumbre ODS 2023



- 1.Revisión de los ODS:** Los líderes mundiales realizaron una revisión exhaustiva del estado de los 17 ODS y respondieron al impacto de las múltiples crisis a las que se enfrenta el mundo.
- 2.Llamado a la acción:** La cumbre fue un llamado a la acción para recuperar el impulso y para que los líderes mundiales se comprometan a seguir trabajando.
- 3.Identificación de brechas y aceleradores:** Se identificaron las principales brechas y aceleradores de los ODS. [Guterres](#) hizo un llamado a la acción en seis áreas concretas.
- 4.Sentido de urgencia:** La cumbre transmitió un sentido de urgencia debido a que estamos a medio camino de la implementación de la Agenda 2030 y en un contexto marcado por múltiples crisis.
- 5.Necesidad de acuerdos comunes:** Se concluyó que se requieren acuerdos comunes para avanzar más rápido hacia los objetivos pactados que se discutirán en:

**Cumbre del Futuro de 2024:** [Cumbre del Futuro | Naciones Unidas.](#)

The efforts of UN Bolivia in support of SDGs implementation were also discussed from driving changes in policy and regulatory frameworks, going beyond standard sectoral approaches, to facilitating the identification and development of national project portfolios ready for financing with the participation of the public and private sectors, including access to international experiences, to convening all relevant actors to attract the necessary financing from all sources. It was highlighted the United Nations is committed to building capacity to support public institutions and civil society in this process.

## Acciones desde el Sistema de Naciones Unidas



Para lograr la ambiciosa agenda de aceleración de los ODS, la ONU prioriza las acciones más apropiadas para el contexto del país y:

- Impulsa cambios en los **marcos de políticas y regulaciones, yendo más allá de los enfoques sectoriales estándar**
- Facilita la **identificación y desarrollo de carteras de proyectos nacionales** listos para su financiamiento con la participación de los sectores público y privado, incluyendo el acceso a experiencias internacionales
- Convoca a todos los **actores relevantes para atraer la financiación necesaria de todas las fuentes**
- Se compromete con la **construcción de capacidades para apoyar a las instituciones públicas y a la sociedad civil en este proceso**, asegurando un aumento constante de las capacidades con el tiempo para reforzar y sostener estas inversiones.



Setting the Scene: SDGs, Territorial Planning and Policy Initiatives at the Local Level

A deeper analysis of the compatibility between the Bolivia’s Economic and Social Development Plan, the National Patriotic Agenda and the SDGs was done by the **Bolivian Municipal Association (AMB)** technical team. The presentation highlighted that the national plans and agendas do not compete with the Agenda 2030 and the SDGs – as it is sometimes misunderstood but are, in fact, complementary. Furthermore, several examples from different SDGs like health, education, poverty alleviation, energy, etc. were used to demonstrate the complementarity between agendas and with the proposed timelines for their achievement.

Correspondencia de los ODS y los Pilares de la Agenda Patriótica/PDES Bolivia

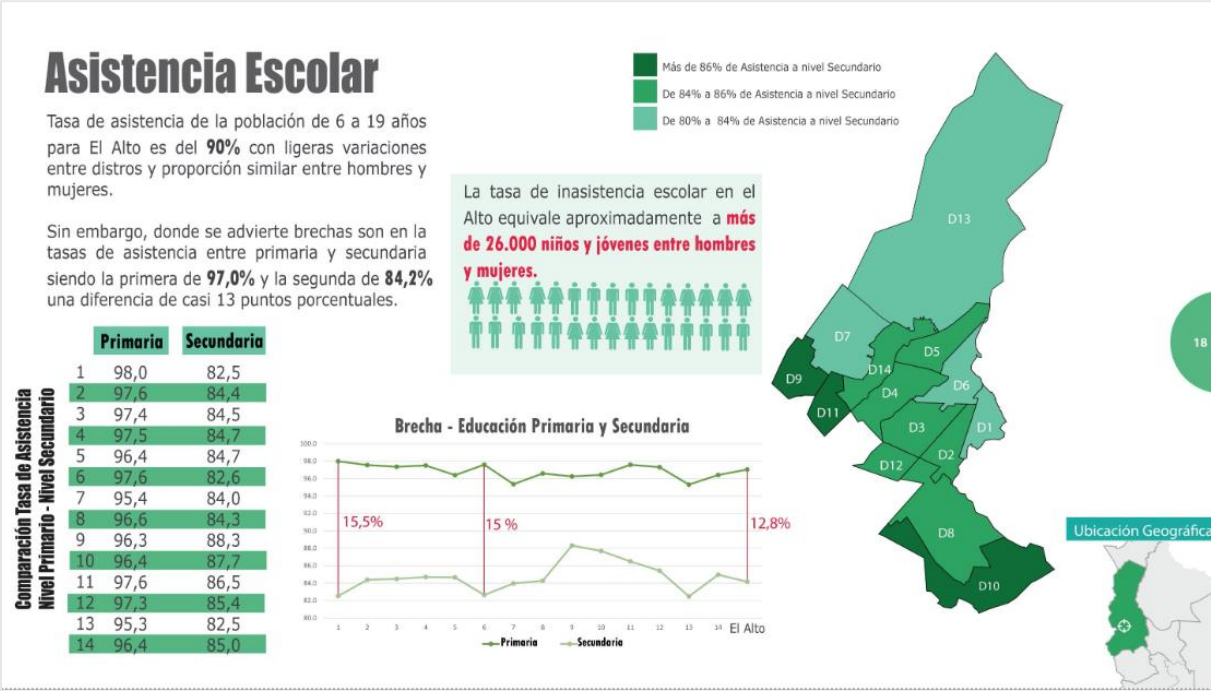
| Área estratégica | ODS   | Pilares de la AP/PDES   |
|------------------|---|---|
| Personas         | ODS1: Fin a la pobreza en todas sus formas en todo el mundo.<br>ODS2: Fin al hambre, lograr la seguridad alimentario, mejorar la nutrición y promover la agricultura sostenible.<br>ODS3: Vida sana y bienestar de todos a todas las edades.<br>ODS4: Educación inclusiva y equitativa de calidad y oportunidades de aprendizaje permanente para todos.<br>ODS6: Disponibilidad y gestión sostenible del agua y saneamiento para todos. | Pilar 1: Erradicación de la Pobreza Extrema.<br>Pilar 2: Socialización y universalización de los servicios básicos con soberanía para vivir bien.<br>Pilar 3: Salud, educación y deporte para la formación de un ser humano integral.<br>Pilar 6: Soberanía Productiva con diversificación y desarrollo integral sin la dictadura del mercado capitalista.<br>Pilar 8: Soberanía alimentaria a través de la construcción del saber alimentarse para Vivir Bien  |
| Prosperidad      | ODS7: Acceso a una energía asequible, fiable, sostenible y moderna para todos.<br>ODS8: Crecimiento económico sostenido, inclusivo y sostenible, empleo pleno y productivo y trabajo decente para todos.<br>ODS9: Infraestructuras resilientes, industrialización inclusiva y sostenible e innovación.<br>ODS11: Ciudades y asentamientos humanos inclusivos, seguros, resilientes y sostenibles  | Pilar 1: Erradicación de la Pobreza Extrema.<br>Pilar 2: Socialización y universalización de los servicios básicos con soberanía para vivir bien.<br>Pilar 4: Soberanía científica y tecnológica con identidad propia.<br>Pilar 5: Soberanía comunitaria, financiera sin servilismo al capitalismo financiero.<br>Pilar 6: Soberanía Productiva con diversificación y desarrollo integral sin la dictadura del mercado capitalista.<br>Pilar 7: Soberanía sobre los recursos naturales, con nacionalización, industrialización y comercialización en armonía y equilibrio con la Madre Tierra |

|  <b>OBJETIVOS DE DESARROLLO SOSTENIBLE</b><br>17 OBJETIVOS PARA TRANSFORMAR NUESTRO MUNDO              |  | <br>ESTADO PLURINACIONAL DE BOLIVIA |   |  |  |
|---|--|---|---|--|--|
| Objetivos de Desarrollo Sostenible  | METAS ODS  | AGENDA PATRIÓTICA 2025  | PLAN DESARROLLO METAS                               | PLAN DESARROLLO METAS  | PLAN DESARROLLO LINEA BASE   |
| <br><b>Objetivo 3. Garantizar una vida sana y promover el bienestar para todos en todas las edades</b> | 3.1 Para 2030, reducir la tasa mundial de mortalidad materna a menos de 70 por cada 100.000 nacidos vivos  | <b>Pilar 3: SALUD PARA LA FORMACIÓN DE UN SER HUMANO INTEGRAL</b>   | Meta 1: Acceso Universal al Servicio de Salud; Meta | 1. Se ha reducido en al menos 50% la razón de mortalidad materna (a 115 muertes por cien mil nacimientos)<br>2. Se ha incrementado a 85% la cobertura de parto institucional | 1. 229 por cien mil nacimientos (2003)<br>2. 72,5 %  |
|   | 3.2 Para 2030, poner fin a las muertes evitables de recién nacidos y de niños menores de 5 años, logrando que todos los países intenten reducir la mortalidad neonatal al menos hasta 12 por cada 1.000 nacidos vivos, y la mortalidad de niños menores de 5 años al menos hasta 25 por cada 1.000 nacidos vivos |   | Meta 1: Acceso Universal al Servicio de Salud       | 1. Se ha reducido en al menos 30% la mortalidad infantil (a 35 muertes por mil nacimientos)  | 1. 50 por mil nacimientos (2008)   |
|   | 3.3 Para 2030, poner fin a las epidemias del SIDA, la tuberculosis, la malaria y las enfermedades tropicales desatendidas y combatir la hepatitis, las enfermedades transmitidas por el agua y otras enfermedades transmisibles  |   | Meta 1: Acceso Universal al Servicio de Salud       | 11. Se ha reducido en al menos 30% la incidencia de casos y defunciones de enfermedades transmisibles: Malaria, Chagas, Tuberculosis, VIH/SIDA                               | 11. Malaria: 1,6 x mil;<br>Chagas: 149 x mil;<br>Tuberculosis: 0,7 x mil;<br>VIH/SIDA: 1,5 x mil |
|   | 3.4 Para 2030, reducir en un tercio la mortalidad prematura por enfermedades no transmisibles mediante la prevención y el tratamiento y promover la salud mental y el bienestar  |   | Meta 1: Acceso Universal al Servicio de Salud       | 12. Se ha reducido en al menos 30% la incidencia de casos y defunciones de enfermedades no transmisibles: diabetes, insuficiencia renal y otras                              | 12. Diabetes: 7,8 x mil;<br>Insufic. renal: 10,6 x mil   |

Several examples of the work of local governments were also used to show the close relationship between national, regional, and local development plans with the SDGs. In particular, the cases of the municipalities of La Paz and El Alto were presented. In the case of La Paz the local development plan, “La Paz 2040” was discussed and the alignment of the plan’s goals with the SDGs was visualized through the five areas of action (people, planet, prosperity, peace, and partnerships).




A similar, and more extensive presentation was made of the experience of the **Municipality of El Alto** exploring the different implementation strategies and objectives of the local government’s Integral Territorial Development Plan. This was a very important conversation as all local governments in Bolivia must have these local development plans and analyzing strategies for implementation and how they relate to the SDGs was illustrative for many of the participants to realize that they do – consciously or not – contribute to the implementation of the SDGs. The capacity of local governments to respond to these needs, and the challenges they face (from inadequate resources to lack of training among many others) was also discussed and prompted several conversations on the importance of peer-to-peer learning, sharing experiences, avoiding working in silos, and the fundamental role that associations such as AMB can play in supporting these types of initiatives.



Setting the Scene: Principles of Effective Governance for Sustainable Development and Trends in Digital Government

The critical role played by institutions and the public sector’s role in achieving the SDGs was discussed by **DPIDG**. 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.

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## Principios de Gobernanza Efectiva para los ODS

**Eficacia**


- Competencia
- Formulación de políticas solidas (coherencia)
- Colaboración

**Rendición de cuentas**

- Integridad
- Transparencia
- Monitoreo independiente

**Inclusividad**

- No dejar a nadie atrás
- No discriminación
- Participación
- Subsidiariedad
- Equidad Intergeneracional



**Principles of Effective Governance for Sustainable Development**

**Effectiveness**


- » Competence
- » Sound policymaking
- » Collaboration

**Accountability**

- » Integrity
- » Transparency
- » Independent oversight

**Inclusiveness**

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity



An overview of the recently published 2022 E-Government Survey and the standings of Bolivia 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 at the local level 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, especially in rural areas where the majority of the most in need municipal governments are located.



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# Bolivia

**Table 2.8** Landlocked developing countries with the highest EGD values

| Country                          | Rating class | EGDI rank | Subregion       | OSI value | HCI value | TII value | EGDI (2022) | EGDI (2020) |
|----------------------------------|--------------|-----------|-----------------|-----------|-----------|-----------|-------------|-------------|
| Kazakhstan                       | V3           | 28        | Central Asia    | 0.9344    | 0.9021    | 0.7520    | 0.8628      | 0.8375      |
| Armenia                          | HV           | 64        | Western Asia    | 0.7221    | 0.7945    | 0.6925    | 0.7364      | 0.7136      |
| Uzbekistan                       | HV           | 69        | Central Asia    | 0.7440    | 0.7778    | 0.6575    | 0.7265      | 0.6665      |
| Republic of Moldova              | HV           | 72        | Eastern Europe  | 0.7380    | 0.8613    | 0.5760    | 0.7251      | 0.6881      |
| Mongolia                         | HV           | 74        | Eastern Asia    | 0.6263    | 0.8391    | 0.6973    | 0.7209      | 0.6497      |
| North Macedonia                  | H3           | 80        | Southern Europe | 0.7020    | 0.7562    | 0.6417    | 0.7000      | 0.7083      |
| Kyrgyzstan                       | H3           | 81        | Central Asia    | 0.6176    | 0.8119    | 0.6637    | 0.6977      | 0.6749      |
| Azerbaijan                       | H3           | 83        | Western Asia    | 0.6119    | 0.7932    | 0.6761    | 0.6937      | 0.7100      |
| Paraguay                         | H3           | 94        | South America   | 0.6059    | 0.6947    | 0.5989    | 0.6332      | 0.6487      |
| Bolivia (Plurinational State of) | H2           | 98        | South America   | 0.5193    | 0.7483    | 0.5818    | 0.6165      | 0.6129      |
| <i>Bhutan</i>                    | H2           | 115       | Southern Asia   | 0.5996    | 0.5305    | 0.5261    | 0.5521      | 0.5777      |
| Botswana                         | H1           | 118       | Southern Africa | 0.2740    | 0.6932    | 0.6814    | 0.5495      | 0.5383      |
| <i>Rwanda*</i>                   | H1           | 119       | Eastern Africa  | 0.7935    | 0.5322    | 0.3209    | 0.5489      | 0.4789      |
| <i>Nepal*</i>                    | H1           | 125       | Southern Asia   | 0.4592    | 0.5636    | 0.5123    | 0.5117      | 0.4699      |
| <i>Tajikistan*</i>               | H1           | 129       | Central Asia    | 0.3968    | 0.7380    | 0.3770    | 0.5039      | 0.4649      |
| <i>Zambia*</i>                   | H1           | 131       | Eastern Africa  | 0.4414    | 0.6744    | 0.3909    | 0.5022      | 0.4242      |

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11

In concluding it was highlighted that the principles of Effective Governance applied to the public sector, as well as new trends in digital transformation require from the public sector:

- A new paradigm of professional training, new skills and competencies.
- New attitudes/mindsets to innovate, cooperate and collaborate – avoiding working in silos.
- Approaching the public sector and the provision of services in an inclusive way, without leaving anyone behind.
- The ability to plan and foresee future actions (strategic foresight).

### Setting the Scene: Strengthening the Development of Subnational Information Systems for Municipal Management and SDGs

A presentation on the importance of reducing the digital divide and strategies to do so, was made by the **UN Development Program (UNDP)** based on the support being provided to local governments in Bolivia. The results of a mapping study of Bolivia's municipal capabilities for ICT access and use of information was discussed with the participants as well as the implications for innovation and digital transformation for the improvement of public service delivery at the local level.

Some of the main findings of the mapping study include:

- At least 4 of 10 municipalities, of all categories, have the capacity to adopt actions to improve access and use of information and indicators in their planning models.

- At least 3 out of every 10 municipalities have limitations in access to technology to be able to develop their capacities in the use of information and indicators.
- 3 out of every 10 municipalities do not have access to technology or use indicators.
- Overall, 60% of local governments in Bolivia are still lagging in their ability to use digital technologies for innovation and improved service delivery.

The presentation also emphasized the importance of information systems as management tools for local governments contributing to a better understanding of local economies, productivity potential, weaknesses and strengths allowing for better planning, implementation and monitoring of services provided at the local level.



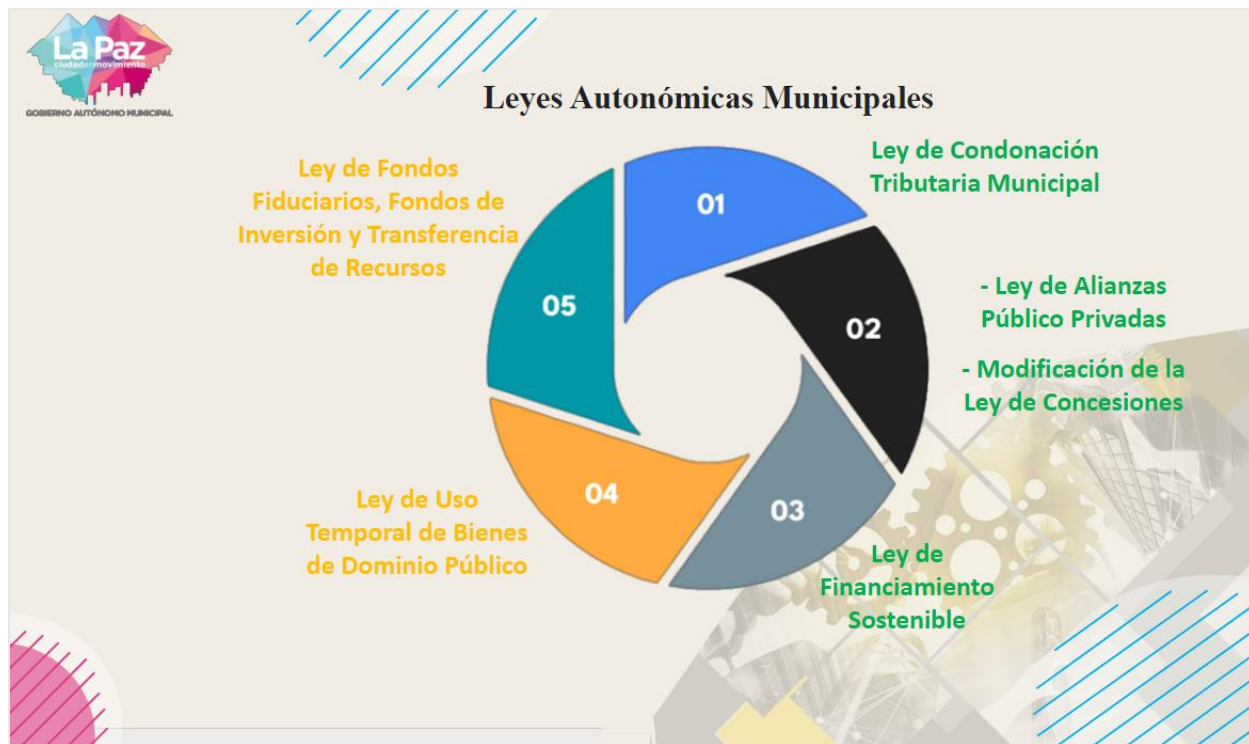
The potential of using reliable and efficient information systems at the local level was visualized with a presentation of a study of Bolivia's 339 local economic systems highlighting that very few municipalities concentrate, and are responsible for, the majority of the country's economic activity. The UNDP presentation noted that there are three main reasons why using Local Economic Systems to generate data are important, including:

- To know and understand what Bolivian municipalities produce and what their potential is. Based on evidence (data).
- To show the world the capabilities and strengths of municipalities in terms of production.
- To generate evidence to strengthen planning processes, but above all address the main challenges for municipal development (expand fiscal space, reduce informality, address urbanization, improve productivity, among others).

## Setting the Scene: Agenda for sustainable development the Importance of Public-Private Partnerships

The role of public-private partnerships (PPPs) in promoting innovation was discussed in a presentation by the **Municipality of La Paz**, the second largest city in Bolivia. Defined as “.. an instrument of collaborative linkage, between the Municipal Autonomous Government of La Paz, natural or legal persons of private law, national or foreign, and/or legally constituted productive economic actors, which materializes in a contract of shared objectives, for the execution of programs, projects and/or public activities in some or all of their phases and/or components”. PPPs are seen as an important strategy that can greatly contribute to the achievement of the SDGs and support the implementation of the National Development Plan, as well as the local development plans.

The implementation of PPPs requires of several changes to national and local legal frameworks for local governments in Bolivia to take advantage of them. A revision of the several local initiatives was discussed as well as ways to strengthen them.



Some of the perceived benefits of using PPPs in La Paz include:

- Have strategic works and significant improvements in the city's public infrastructure.
- Improve the quality and efficiency of the provision of public services.
- Open new investment and business spaces for the population.
- Strengthen medium and small businesses.

- Motivate investment by the private sector.
- Creation of sources of work for the people of La Paz.
- Reduce public spending, allowing GAMLP resources to be allocated to reinforce the needs of the population.
- Taking care of municipal areas, by efficiently managing public spaces we protect ourselves from encroachments and subdividers, creating strength among public, social and now also business and community allies.
- Stimulate the Economy of the Municipality of La Paz

The presentation concluded with discussion on how the ABM and its members can contribute to the discussion of PPPs and the legal framework required for its implementation.

### **Innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for Development Solutions**

The objective of this session was to present the importance of innovation and digital transformation in the public sector, emphasizing the use of agile techniques and methods in government, best practices and lessons learned.

A presentation by **DPIDG** 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. 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 at the local level given the Bolivian national, regional, and local context. The importance of an Innovative or Creative mindset was presented using the contents of the Curriculum on Governance for SDGs Implementation developed by UN DESA.





# ¿Qué es la innovación?

La generación e implementación de **(valiosas) nuevas ideas**.

La innovación se puede dirigir a productos, servicios, procesos, tecnologías, estrategias y modelos completos de operación.

Hoy en día, la innovación en muchas áreas diferentes se ve facilitada en gran medida por las tecnologías digitales.



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).

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 from Latin America and other continents. The presentation included an interactive conversation with workshop participants on the different phases of design thinking and how to implement it at the local level. It allowed for peer-to-peer sharing of best practices as participants shared how they have been able (or not) to implement agile strategies in their municipalities.

## 5 etapas del pensamiento de diseño



A practical example of using digital technologies to improve public service delivery was made by **UNDP/Bolivia** by presenting some of the activities being implemented by the Acceleration Lab initiative. Acceleration Labs are a set of services offered by UNDP to better address complex challenges. They allow governments at all levels to better understand what is happening on the ground and potential futures thus enabling the design of new forms of public accountability; to better design and execute test portfolio; expand their activities to discover solutions and workarounds that have become challenging for people in local communities; and support the public sector to be relevant in complex and fast-paced environments.

The importance of a citizen-centric approach to problem solving (essential for meaningful innovation) was stressed throughout the presentation and the experience of *Mi Barrio* initiative was shared with the participants. The *Mi Barrio* platform is a virtual space that provides relevant information for decision-making and participation of neighborhood residents. It is a unique space that allows to view information about relevant aspects of the neighborhood such as:

- Neighborhood council activities and other organizations
- Neighborhood services and enterprises
- Sociodemographic aspects
- Public infrastructure
- Public and private services
- Training opportunities

Several examples of the initiative being implemented in the Municipality of La Paz were shared with the participants.

### ¿QUÉ ES MI BARRIO?

ES UN ESPACIO VIRTUAL DISEÑADO POR LOS CIUDADANOS que brinda información relevante para la toma de decisiones y participación de los vecinos del barrio.

AQUI, PODRÁS VER INFORMACIÓN IMPORTANTE DE TU BARRIO:

La junta de vecinos y otras organizaciones

Servicios y emprendimientos

Aspectos sociodemográficos

Servicios públicos y privados

Oportunidades de formación

### ¿PARA QUÉ SIRVE?

Conocer tu barrio y sus características

Generar más participación entre los vecinos

Enterarte de las actividades económicas en el barrio

Publicar la oferta de bienes y/o servicios

Acceder a cursos de capacitación

Acceder a servicios públicos y privados

### ¿CUÁL ES EL PROCESO DE MI BARRIO?

#### 1 SOLICITUD DE LA JUNTA DE VECINOS DE LA ZONA

Para formar parte de Mi Barrio, la solicitud debe hacerse a través de su Subalcaldía

#### 2 CONVOCATORIA A JÓVENES DEL BARRIO PARA VOLUNTARIOS

En esta plataforma se debe habilitar una convocatoria de voluntarios, expresando:

La cantidad de jóvenes

Funciones a desarrollar

Los tiempos

#### 3 INSCRIPCIÓN Y CAPACITACIÓN DE LOS VOLUNTARIOS

#### 4 CAPACITACIÓN VIRTUAL DE ENCUESTAS

Se explica los voluntarios la importancia de realizar encuestas con éxito

Desde aspectos técnicos, políticos y académicos

#### 5 CAPACITACIÓN A SERVIDORES PÚBLICOS MUNICIPALES DE LAS SUBALCALDÍAS

Para cargado y validación de actividades económicas

#### 6 CAPACITACIÓN PRESENCIAL Y PRIMER PILOTO

#### 7 OPERATIVO FINAL

De acuerdo a los resultados del primer piloto se realiza el operativo final

#### 8 LIMPIEZA DE DATOS

#### Tienda de Barrio

### ASOC. MARTIN CARDENAS SECTOR CUADRATRACKS PARQUE NACIONAL MALLASA

ALQUILER DE CUADRATRACKS Y MOTOS RUTAS TURISTICAS MD-MALLASA

🕒 Lunes a Domingo de 9:00 AM a 6:00 AM

📍 Sector Cuadratracks Parque Nacional Mallasa

[Contactar/Via Whatsapp](#)

#### Tienda de Barrio

### ASOC. 2 DE FEBRERO SECTOR CUADRATRACKS PARQUE NACIONAL MALLASA

ALQUILER DE CUADRATRACKS RUTAS TURISTICAS MD-MALLASA

🕒 Lunes a Domingo de 8:00 AM a 6:00 AM

📍 Sector Cuadratracks Parque Nacional Mallasa

[Contactar/Via Whatsapp](#)

The session included a presentation on the challenges to the implementation of SDG 11 (Sustainable Cities) by the **Municipality of Sucre** (capital city of Bolivia) and how changes to

19

national, regional, and local legal frameworks can facilitate changes to territorial planning to the benefit of the communities.

It was noted that the rapid urbanization of areas not foreseen namely, rural areas, is resulting in an increasing number of inhabitants in poor neighborhoods, inadequate and overloaded infrastructure, and services (such as waste collection and water and sanitation systems, roads, and transportation), which is worsening air pollution and uncontrolled housing growth in many cities of Bolivia, including Sucre. And that to achieve SDG 11, efforts must focus on implementing inclusive, resilient, and sustainable urban development policies and practices that prioritize access to basic services, affordable housing, efficient transportation and green spaces for all.

The participants, with the experts from AMB, discussed several strategies that can be put forward to accelerate the necessary legal changes needed, as well as recommendations to accelerate the implementation of SDG 11 such as more participatory approaches to urban development, public service provision, adaptability and flexibility of urban planning regulations to the needs and size of municipalities, better planning for rural areas and how they become “urbanized”, and better local to national coordination, among others.

## **RECOMENDACIONES PARA CUMPLIR LA META 11,3 DEL OBJETIVO DE DESARROLLO SOSTENIBLE N° 11**

- 1.- LOS LINEAMIENTOS Y DIRECTRICES DEBEN CONSIDERAR LA REALIDAD SOCIAL PARA EVITAR GENERAR BARRIOS POBRES SIN SERVICIOS BÁSICOS ADECUADOS UBICADOS EN EL PERÍMETRO EXTERNO DEL POLÍGONO.
- 2.- LOS LINEAMIENTOS Y DIRECTRICES DEBEN AJUSTARSE A LA REALIDAD DE CADA MUNICIPIO NO PUEDEN SER FORMULAS MATEMÁTICAS GENÉRICAS PARA TODO EL PAÍS
- 3.- LOS DATOS DEL INE NO PUEDEN CONDICIONAR EL CRECIMIENTO URBANO YA QUE LAS CIUDADES SE EXPANDEN FÍSICAMENTE MÁS RÁPIDO QUE LAS TASAS DE CRECIMIENTO POBLACIONAL Y QUE LAS TASAS DE DENSIFICACIÓN.
- 4.- LAS ACTUALES DIRECTRICES, DEJAN BARRIOS ÍNTEGROS QUE TIENEN CARACTERÍSTICAS URBANAS FUERA DEL PERÍMETRO POR NO ALCANZAR EN LA AMPLIACIÓN LOS PARÁMETROS DE DENSIFICACIÓN Y TASA DE CRECIMIENTO.
5. NO DEBE SER UNA EXIGENCIA LA GENERACIÓN DE ÁREAS PRODUCTIVAS AL INTERIOR DEL ÁREA URBANA, DEBIDO A QUE EL USO DE LA TIERRA POR LOS PROPIETARIOS O POBLADORES ES CONTRARIO A ESTE CONCEPTO.

### **Identifying Priorities and New Approaches for Inclusive Service Delivery**


The objective of the session was to present concrete and innovative cases to identify priorities, so that participants could analyze lessons learned, best cases and challenges in the design and delivery of inclusive services.



The importance of an Innovative Mindset for Inclusion in the design and delivery of public services at the local level was highlighted by a presentation made by **DPIDG/UNPOG**<sup>6</sup>. The presentation centered on the importance of promoting an inclusive mentality to Leave No One Behind, explaining what an inclusive mentality is, and how it can be promoted in the public sector by considering some challenges and strategies.

It was noted that transforming the mentalities of public servants at all levels to build an inclusive and people-centered society is key to Leave no One Behind. An inclusive mindset is essential specially to provide inclusive public services and promote the participation and engagement of marginalized and vulnerable people in the policy processes. Vulnerable people can be empowered to become 'agents of innovation and development' , and that a comprehensive approach is necessary at the individual organizational and institutional/societal levels.


What in inclusive mindset is was explained in the context of UNDESA's competency framework noting that some of the competencies and skills for an inclusive mindset include: respect for diversity, leadership and commitment to inclusion, flexibility and adaptability, emotional intelligence and empathy, commitment and collaboration with other stakeholders, negotiation and facilitation skills, responsibility and transparency, communication skills, design thinking and integrative approach, digital skills for innovative services and collaboration.




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## 2. ¿Qué es una Mentalidad Inclusiva?

Marco de Competencias de la ONU DESA para Servidores Públicos para Alcanzar los Objetivos de Desarrollo Sostenible



|  |
|--|
| Inclusión Institucional  |
| Mentalidad Inclusiva   |
| <b>COMPETENCIAS</b>  |
| <ul style="list-style-type: none"><li>• Respeto a la diversidad y no discriminación para fomentar la diversidad en la fuerza laboral del sector público y en línea con el ODS 16.7 garantizar la toma de decisiones receptiva inclusiva participativa y representativa en todos los niveles</li><li>• Equidad intergeneracional para asegurar la prosperidad y la calidad de vida para todos teniendo especialmente en cuenta las necesidades de los niños de hoy y cómo las acciones actuales pueden poner en peligro las necesidades básicas de las futuras generaciones</li><li>• Empoderamiento y participación para desarrollar la conciencia de las propias creencias valores y expectativas tanto a nivel individual como comunitario y asegurar una cultura de cuidado y</li><li>• Negociación y facilitación para encontrar soluciones a un problema compartido. Los negociadores exitosos analizarán un problema identificarán a las partes interesadas y alcanzarán un consenso. La comunicación persuasión planificación estrategia y cooperación son habilidades esenciales en la negociación y facilitación.</li></ul> |

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Source: UN DESA (2021). Changing Mindsets to Realize the 2030 Agenda for Sustainable Development 16

<sup>6</sup> United Nations Project Office on Governance

Some of the main challenges for developing an inclusive mindset in the public sector were noted, including:

- Lack of commitment to inclusion.
- Implicit prejudices, stereotypes, and discrimination.
- Lack of capacities to address the challenges of vulnerable people.
- Lack of capacity to collaborate with other stakeholders and empower those who are vulnerable or in vulnerable situations.

Several strategies to promote an inclusive mindset were also proposed including:

- Raising awareness about the importance of an inclusive mindset
- Promoting leadership development for inclusion
- Instituting the necessary legal and regulatory framework
- Promoting an inclusive mentality at the organizational and institutional level
- Establishing a new competency management framework
- Taking a whole-of-government approach
- Promoting effective monitoring and evaluation
- Developing incentives and reward mechanisms

Finally, several experiences from England, Bangladesh, Edmonton (Canada), and Republic Korea were shared as examples of public sector reform for increased inclusivity.

**A presentation by UNICEF/Bolivia** highlighted the importance of inclusivity in public budgeting by sharing their experience in the strengthening of capacities at the municipal level for planning and public budgeting using the specific case of the Expanded Immunization Program (PAI for its Spanish acronym).

Multilevel collaboration and coordination are essential to achieve the SDGs, and this is of particular importance in complex areas such as health and the provision of inclusive services. UNICEF presented several initiatives aimed at improving vaccination rates at the local level. In that regard it has done a methodological review of Annual Operation Plans (POA) formulation and municipal budgets, and an analysis and practical review of the desirable programmatic actions for incorporation into POA and budgets. The most relevant conclusions shared with the participants included:

- More than 30% of municipalities allocate budgets for operational and recurring activities such as vaccination campaigns, vaccination brigades and communication campaigns, although with certain difficulties.
- The municipalities that do NOT have this type of activities scheduled attribute it mainly to the lack of priority given by authorities and the population in general, leading to a lack of budget.

Thus, UNICEF’s support instrument to strengthen the technical capacities of municipal officials in the preparation of the Annual Operation Plans (POA) and annual municipal budget, oriented to the health sector with emphasis on the Expanded Immunization Plan (PAI) was detailed.

### GUÍA: FORMULACIÓN DEL POA Y PRESUPUESTO MUNICIPAL - ÁREAS DE SALUD

Instrumento de apoyo para fortalecer las capacidades técnicas de los funcionarios municipales en la elaboración del POA y presupuesto municipal anual, orientado al sector salud con énfasis en el PAI.

| Elaboración POA y presupuesto anual  | Planificación de corto plazo del PAI   |
|--|--|
| <ul style="list-style-type: none"><li>➤ Enfoque de articulación de la planificación del desarrollo,</li><li>➤ Marco normativo</li><li>➤ Marco metodológico</li></ul> | <ul style="list-style-type: none"><li>➤ Enfoque de la Salud Universal y la Prevención a Través de la Inmunización</li><li>➤ Marco Normativo</li><li>➤ Planificación de corto plazo</li></ul> |

Herramientas para la formulación del POA – componente PAI

| Fortalecimiento de capacidades a nivel municipal para la planificación y el presupuesto Público del PAI.

Several workshops to improve inter-institutional coordination for municipal planning to implement successful vaccination campaigns maximizing budget allocations were shared by UNICEF. The objective of these workshops organized was to raise awareness among the municipal executives about the importance of institutionalizing in practice the coordinated and participatory management between the municipalities and the Health Networks for the fulfillment of the country's goal in terms of health; especially preventive and through immunization. As a result several inter-institutional have been signed for more inclusive and participatory vaccination programs in the municipalities of La Paz, Potosi, Cochabamba, Chuquisaca, Santa Cruz, and Tarija.

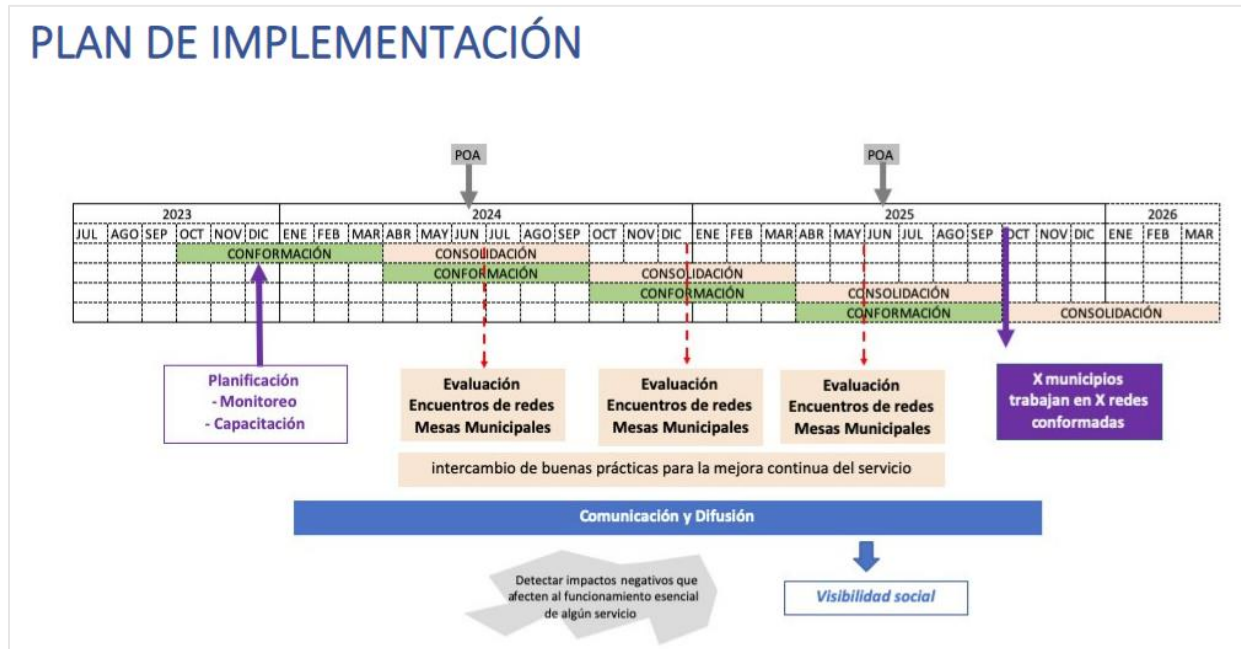
The technical assistance support of UNICEF to local governments was also shared as well as the organizations upcoming work in supporting local governments through advocacy, strengthening of legal frameworks, and institutional capacities.

To conclude the session on the provision of inclusive services, the proposal for the Network Management Model for the Prevention of Violence, Care and Protection of Girls and Boys, Adolescents and Women by the **Vice Ministry of Equal Opportunities**, part of the Ministry of Justice and Institutional Transparency, was shared with workshop participants.

The network management model aims to contribute to the organization and administration for the provision of services from the development and strengthening of inter and intra institutional

relationships at the municipal level, and from the municipal level, passing through the Departmental level. with the institutions of the central level of the State.

It was also explained that the proposed local network, by including several stakeholders from public and private institutions, aims to strengthen strategies to optimize services and resources, eliminate the fragmentation of sectoral policy, guarantee effective and immediate access to services for victims of violence, implement strategies for the prevention, care, and protection of violence. A timeline for implementation was also presented.



## Digital Government Capabilities Assessment: Local Governments and Digital Capabilities

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, particular attention was given to the digital mindset and how local governments can support changes in training and recruiting for digital transformation.

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).

An important component of the workshop was offering the workshop participants the possibility to conduct a situation analysis through the Digital Government Capability Assessment (DGCA) which is a main component of the toolkit on Innovation and Digital Government, part of the Curriculum on Governance for SDGs Implementation developed by UNDESA. Participants were 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.

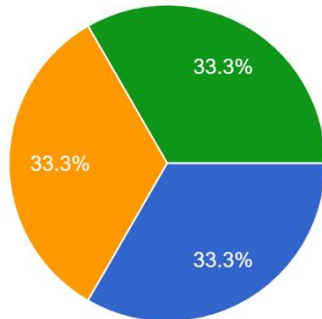
The results of several selected subdimensions of each of the six dimensions of the DGCA (leadership, strategy, governance, legal, technology, and professional development and workforce) were presented and analyzed by the group.

The exercise resulted in a lively conversation among participants and AMB technical staff on what strategies could be advanced to promote building capacities at the local level for innovation and digital transformation, especially given the gaps among municipalities in terms of access to funding, human resources, and advocacy capacity.



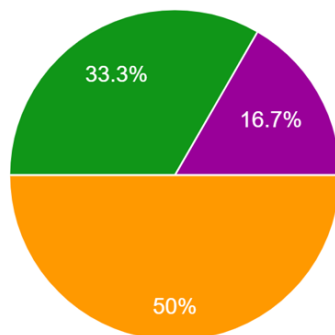
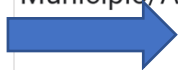
6. Nuestros líderes políticos apoyan las inversiones en prioridades de gobierno digital para nuestro Municipio/Agencia.

6



- Totalmente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo
- En desacuerdo
- Totalmente en desacuerdo

9. Se consultó a los ciudadanos en el desarrollo de la estrategia de gobierno digital de nuestro Municipio/Agencia.



- Totalmente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo
- En desacuerdo
- Totalmente en desacuerdo

A presentation by the **Municipality of La Paz** on their digital transformation journey and how data was used to improve service delivery was an excellent way for participants to visualize several of the challenges, and strategies to address them, in improving public service delivery through the use of data and digital technologies. Several improved services were showcased including vehicular registration, tourist information, tax policy, covid tracking, urban planning and land use, building permits, public infrastructure investments, statistics/access to public data, and access to information. Lessons learned were shared including the importance of contextualizing the tools to the realities of each local government, using reliable data and building the right databases, having a multidisciplinary team, clear and reliable communication with all stakeholders, and co-creating with residents at the center of the process.

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 at the local level prepared by the participants. Through a series of targeted activities, exercises, and analysis participants were encouraged to actively engage on what might be required to promote an environment conducive to innovation and digital transformation in the provision of public services.

The action plans developed by the participants were varied and reflected the challenges of local governments represented at the workshop. Representatives of the Municipality of Sucre worked on an action plan that would help solve the difficulties posed by irregular urban sprawl taking place outside the urban delimitation line. An analysis of data available was proposed as well as strategies to gather further data. Based on those discussions, the problem was further redefined by the group (“Lack of inclusive and sustainable urban planning”). For each possible solution, the group worked on objectives and how to measure them (for example modifying and reviewing the criteria and guidelines to authorize urban expansion, review of the competency framework of the urban planning department of the local level, lobbying with regional and national authorities). Finally, three specific actions were proposed including to ask the AMB and the National Federation of Municipalities to take the necessary steps to advocate, in Congress and with the Executive branch, for reforms of the national legislation; create a technical committee at the municipal level to study the reforms needed; developing a reform project, presenting the plan to the local municipal council for its approval.

Several groups worked on action plans based on initiatives to advance the implementation of SDG 11 geared towards improving digital transformation at the local level. Several of these action plans emphasized strategies aimed at changes in legal frameworks at the national, regional or local level that somehow restrict the ability of local governments to do better urban planning and/or provide public services.

A group of three municipalities (La Paz, Oruro, and Cobija) worked on how to increase digital capacities to support SDG 8. The main challenge identified was how to connect supply and demand for technical skills. Ideas such as creating an application that can help identify the needs of the market with the available personnel and including academia and training institutes were explored as a possible solution. It was stressed that such initiative would have to be participatory and inclusive from its inception to its delivery and application to ensure its sustainability and usefulness.





## Conclusions

The online Training of Trainers (ToT) and the in-person (hybrid) training contributed to increased capacities of the technical team of the Bolivian Association of Municipalities on the use of the Changing Mindsets for SDGs Implementation and on the Innovation and Digital Government toolkits, in particular the importance of changing mindsets in support of innovation and digital transformation as strategies to improve public service delivery at the regional and local level. By contextualizing the content of the toolkits, updating them to the subnational governments' context, the Bolivian Association of Municipalities expects it to be the basis for further training of the local public sector, represented by the Association, to be provided by the technical staff of the local governments attending the workshop.

The Bolivian Association of Municipalities also committed to follow up on the road plans developed by the local governments attending the workshop and support them in the implementation of those plans. Participants also acknowledged that the workshops made them aware of the importance of changing mindsets in support of an environment that allows for experimentation and innovation in the local public sector.

In the survey results, participants expressed that by attending the ToT and the workshop, their awareness of the role local government public sector, and their particular role, in the localization and 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. This was achieved through the design of road maps/action plans to improve public service delivery for SDGs implementation. 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 Bolivia for their leadership in organizing the in-person workshop and ToTs. The activities and content were considered useful and informative.



Annex: Evaluation by Participants



**Muy Bueno** accounts for the majority of 'Calidad general de la facilitación/impartición de las sesiones'.



**Muy probable** accounts for the majority of '¿Qué posibilidades hay de que utilice los conocimientos adquiridos en este taller en su trabajo?'.



**Muy Bueno** accounts for the majority of 'Interacción con los panelistas'.



**Muy Bueno** accounts for the majority of 'Diseño general del taller'.



**Muchísimo** accounts for the majority of 'En general, recomendaría el taller a colegas y socios.'.

