



Key Messages and Outcome

Capacity Development Online Training of Trainers Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation”

14 June 2023

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 online Training of Trainers (ToT) aimed to present the Trainers’ Guides and modules’ contents of the Changing Mindsets and Innovation and Digital Government toolkits 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 translated (Spanish) 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 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.¹ It also highlighted that *"promoting effective institutions involves more than formal changes to rules and structures. It requires, above all, new mindsets, capacities and competencies to ensure that the 2030 Agenda's principles and values guide public servants' behaviors and actions in delivering services and spearheading programmes to improve the quality of life of all people"*². A presentation on the content of the "Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development" toolkit was made.

¹ Changing Mindsets to Realize the 2030 Agenda for Sustainable Development: How to promote mindsets and behaviors in public institutions to implement the Sustainable Development Goals. Published by UN DESA, 2021. p18

² Changing Mindsets to Realize the 2030 Agenda for Sustainable Development: How to promote mindsets and behaviors in public institutions to implement the Sustainable Development Goals. Published by UN DESA, 2021. p14

The toolkit is organized around five thematic groups from setting the scene to understanding the importance of changing mindsets and analyzing the role of public servants in achieving the SDGs to exploration of several mindsets (collaborative, learning, and leadership), strategies and tactics to promote new mindsets and skills. The set of exercises, selected readings, self-assessment, and group activities are all designed to help participants understand the interlinkages between mindsets, innovation, and how changes at the individual, organizational, and institutional levels and internalization of the 2030 Agenda's values can support the delivery of more effective, accountable and inclusive public services and create public value.



Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

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 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 toolkit on "*Innovation and Digital Government for Public Service Delivery*", which is 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 presented³.

³ [United Nations Public Administration Network](#)

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 follow-up in-person workshop in Bolivia will be organized bringing together the national and local training and capacity building institutes, including the national school of public administration (*Escuela de Gestión Pública Plurinacional de Bolivia*) and AMB, as well government officials from relevant ministries and local officials. In addition to the Resident Coordinator Office in Bolivia, other UN agencies such as UN-Habitat and UNDP will be part of the in-person workshop to increase collaboration and understanding of the UN work in Bolivia. The possibility of including other stakeholders, including academia and civil society, will be explored.

Annex I: Agenda

Agenda

14 June 2023

10:00 am- 10:15 am	<p>Opening Remarks</p> <ul style="list-style-type: none">Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESAMr. Alfonso Lema, Executive Director, Bolivian Municipal Association <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
10:15 am – 10:25 am	<p>Purpose of the Training of Trainers</p> <ul style="list-style-type: none">Ms. Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA
10:25 am – 10:40 am	<p>What are the most pressing challenges in terms of Public Sector Innovation and Digital Government Transformation to advance the SDGs in Bolivia?</p> <p>Tour de Table</p> <ul style="list-style-type: none">AMB participants <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>
10:40 am – 11:30 am	<p>Presentation of the Training Materials of the Toolkit on Changing Mindsets for SDGs Implementation (Agenda, Facilitator's Guidance Manual, Activities)</p> <p>Presentation of the Local Online Service Delivery Index (LOSI), with a focus on the Latin American region</p> <p>Presentation of the Training Materials of the Toolkit on Innovation and Digital Government for Public Service Delivery (Agenda, Facilitator's Guidance Manual, Activities)</p> <ul style="list-style-type: none">Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA
11:30 am - 12:30 pm	<p>Interactive Discussion on the use of the Toolkits</p> <ul style="list-style-type: none">AMB Trainers <p>Facilitated by Cristina Rodriguez-Acosta, Interregional Adviser on Innovation and Digital Government, UN DESA</p>

12:30 pm	<p>Closing Remarks</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA • Mr. Alfonso Lema, Executive Director, Bolivian Municipal Association
-----------------	---

Annex II: List of participants

Institución	Nombre
UN DESA	Cristina Rodriguez Adriana Alberti
AMB (Association of Bolivian Municipalities)	Alfonso Lema Marcelo Galindo Fabian Ochoa Luis castellanos Rodrigo Figueroa Giaffar Hassem Leyton Regina Bejarano
GAM La Paz (Municipality of La Paz)	María del Carmen Rocabado Diego Andres Chavez Huáscar Mantilla Patricia Jiménez Carlos Medrano
GAM El Alto (Municipality of El Alto)	Rocio Gonzales Ignacio Flores
GAM Trinidad (Municipality of Trinidad)	Wilson Zabala Daniel Arteaga Rodríguez
GAM Potosi (Municipality of Potosi)	Felix Alfredo Chalco Garcia
GAM Cobija (Municipality of Cobija)	Rodrigo Gustavo Mamani Yopez

Contact Information

UN DESA/DPIDG

Mr. Juwang Zhu Director

Division for Public Institutions and Digital Government (DPIDG)

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

Ms. Adriana Alberti

Chief, Programme Management and Capacity Development Unit

DPIDG/UN DESA
E-mail: alberti@un.org

Ms. Cristina Rodriguez-Acosta
Inter-Regional Adviser on Governance and Public Administration
DPIDG/UN DESA
E-mail: cristina.rodriguezacosta@un.org

Asociación de Municipalidades de Bolivia (AMB)
Mr. Alfonso Lema
Executive Director
Bolivian Municipal Association
E-mail: picalema@yahoo.es

