



**United Nations**

Department of  
Economic and  
Social Affairs



**NACIONES UNIDAS  
BOLIVIA**



## Capacity Development Workshop

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

**28 – 29 November 2023**

Casa Departamental de Culturas  
Cochabamba, Plurinational State of Bolivia

## Capacity Development Workshop on

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

*Organized by*

*Association of Bolivian Municipalities (AMB)*

*UN Bolivia*

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

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**Casa Departamental de Culturas  
Cochabamba, Bolivia**

## Concept Note and Agenda

## Description of Event

The Association of Bolivian Municipalities (AMB) and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), with the support of the UN Bolivia, are co-organizing a Training workshop with the objective of applying the contents of UN DESA's Curriculum on Governance for the Sustainable Development Goals (SDGs), in particular the main modules of the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery. The in-person workshop is a follow up of the online Training of Trainers (ToT) previously held on 14 June 2023.

The toolkits are part of the Curriculum on Governance for the SDGs which was developed by UN DESA/DPIDG. 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 Association of Bolivian 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.

## Background

The 2030 Agenda highlights the need to build effective, accountable, and inclusive institutions at all levels, in line with Goal 16. General Assembly resolution 60/34 of 17 March 2006 also emphasized "the need to improve the efficiency, transparency and accountability of public administration". Strong public institutions and efficient service delivery are crucial to the achievement of all Sustainable Development Goals (SDGs). Thus, the importance of building transparent, accountable, innovative, and citizen-oriented institutions to accomplish sustainable development.

In its seventeenth session in 2018, the Committee of Experts on Public Administration (CEPA) adopted 11 principles of effective governance. The principles, endorsed by the Economic and Social Council in its resolution 2018/12, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to achieve the Sustainable Development. CEPA has developed a wide range of commonly used strategies for operationalization of the principles. One of the principles is on competence which highlights that to perform their functions effectively, institutions are to have sufficient expertise, resources, and tools to deal adequately with the mandates under their authority. Commonly used strategies to operationalize this principle include the promotion of a professional public sector workforce, strategic human resources management, leadership development and training of civil servants, performance management, results-based management, financial management and control, efficient and fair revenue administration and investment in e-government. The principles of leaving no one behind; non-discrimination; broad participation; and intergenerational equity, are also critical to support improvements in local governance capabilities to reach the SDGs.

The in-person workshop is a follow up of the online Training of Trainers (ToT) previously 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 subnational 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 subnational level.

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 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 (NDP) 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 UN Sustainable Development Cooperation Framework, referred in Bolivia as Complementarity Framework.<sup>3</sup>.

The importance of digital transformation and innovation for improving service delivery was also discussed during the June 2023 ToT. Regarding the possibilities of improving service delivery through digital transformation at the national and subnational levels, seven main challenges were identified by workshop participants as follows:

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

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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](#)

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 subnational level is essential to the achievement of the SDGs. In fact, Goal 5 of the NDP 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.

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.

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.

## Objective

This in-person workshop, co-designed with the Association of Bolivian Municipalities (AMB), and with the support of the UN Resident Coordinator’s Office, will contribute to the strengthening of capacities of the Bolivian public sector at the subnational 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.

More specifically, the objective of the workshop, taking place in the city of Cochabamba, is to support the Association of Bolivian Municipalities (AMB) trainers and technical team on the practical use of the Curriculum on Governance for the SDGs toolkits to help them train Bolivia’s subnational government public servants with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation.

Based on previous workshop experience, an effective delivery of the interactive workshop – involving exercises, the development of an action plan based on design thinking, joint activities and discussions - will require facilitation on the ground. The workshop will provide a platform to share solutions and will benefit from the presentations of innovations in changing mindsets, innovation, and digital governments and ICT use that have been introduced in other public institutions. The workshop will facilitate knowledge exchange, provide support, and promote peer-to-peer learning.

This capacity development workshop will also aim to:

1. Enhance capacities of the Member State to strengthen public institutions and public services delivery to support the implementation of the SDGs using the Curriculum on Governance toolkits

on Changing Mindsets for SDGs Implementation, and Innovation and Digital Transformation for Public Service Delivery.

2. Strengthen AMB's engagement and capacities in institution building and public service delivery to promote the implementation of the 2030 Agenda at the subnational level after the pandemic through ToT of identified modules within the available toolkits of the Curriculum on Governance for SDGs Implementation.
3. Provide sound and innovative advice to subnational government officials and other relevant stakeholders, on the importance of innovation and digital transformation for long-term institutional development and services provision.
4. Uncover challenges and identify building blocks for public sector transformation at the subnational level.
5. Start defining a Roadmap and Action Plan for innovation, digital government transformation and changing mindsets.
6. Learn and apply new concepts, tools, and approaches to support strategies, capabilities, and action planning at the subnational level.

### Format

In-person interaction among participants (and trying to ensure gender balance) will facilitate the follow-up phase of the previous online workshop. It will include targeted, innovative, and customized training, including sessions to discuss the governments' priorities, assess the existing institutional arrangements in the country, and design a roadmap for effective government digital transformation for effective local public service delivery. Thus, the interactive workshop will be held in person at the Casa Departamental de Culturas in the city of Cochabamba, Bolivia. It is expected that experts will join the workshop online. It will be conducted entirely in Spanish.

### Target Audience

Subnational government officials and practitioners who have a policy, leadership and/or implementation role in the government's digital transformation agenda to improve public service delivery as well as trainers and staff of the Association of Bolivian Municipalities (AMB) in charge of training and professional education. To enhance the impact of this workshop, the key findings and lessons learned will be disseminated to all regions through the UN Public Administration Network (UNPAN) and the divisional websites.

### Thematic Focus

Based on the previously identified challenges and needs, the Capacity Building Workshop will cover the following topics:

**Session 1** – Principles of Effective Governance for Sustainable Development and Trends in E-Government Development.

**Session 2** – Why is changing mindsets critical to the implementation of the SDGs? Exploring new mindsets

**Session 3:** Conducting a Situation Analysis: Innovation and Digital Government Capability Assessment with a focus on individual capacities, organizational structures for coordination, national to local governance and partnerships.

**Session 4:** Innovation, Inclusive Mindsets and Digital Governance Mindsets: Identifying Priorities and New Approaches for Inclusive Service Delivery with a focus on:

- Promoting Digital Skills and Changing Mindsets
- Enhancing Institutional Coordination for Effective Public Service Delivery

**Session 5:** Developing a Road Map and Action Planning for Prioritization and Decision-Making for Changing Mindsets for Public Sector Innovation and Digital Transformation for Inclusive Service Delivery to Realize the Sustainable Development Goals.

### Expected Results

It is expected that the trainers and educational staff of the Association of Bolivian Municipalities (AMB) will, by analysing the contents of the toolkits, contribute to its adaptation to the institution’s needs and objectives; and learn how to use the ToT developed for both toolkits.

By using the toolkits in an in-person workshop, the AMB trainers and educational staff will enhance their understanding of the use of the Curriculum on Governance toolkits and the use of ToT tools to advance and strengthen the capacity of the Bolivian subnational government public sector in support of SDGs implementation.

Participants of the workshop will have an enhanced understanding of the importance of their active role in the implementation of the SDGs, and an increased understanding of global innovative practices/ context related to digital transformation in public sector.

### Proposed Agenda

**28 – 29 November**

	Day 1
09:00 am- 09:25 am  (15 min)	<b>Opening Remarks</b> <ul style="list-style-type: none"> <li>• UNCT representative (TBC)</li> <li>• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</li> <li>• Mr. Alfonso Lema, Executive Director, Bolivian Municipal Association</li> </ul>
09:25-09:30	<b>Group picture</b>
09:30-11:15	<b>Session 1 – Setting the Scene: Principles of Effective Governance for Sustainable Development and Trends in Digital Government</b> <ul style="list-style-type: none"> <li>• <b>Presentation on SDGs Implementation and Policy Initiatives in Bolivia - Government of Bolivia - tbc</b></li> <li>• <b>Principles of Effective Governance for Sustainable Development - Why is changing mindsets critical to the implementation of the SDGs?</b></li> </ul>

	<ul style="list-style-type: none"> <li>- Ms. Cristina Alicia Rodriguez Acosta, Inter-Regional Advisor on Innovation and Digital Government, DPIDG, UN DESA (15 mins)</li> <li>• <b>Trends in Innovation and Digital Government Development in Bolivia – UNDP (tbc)</b></li> </ul> <p>Activity: Mapping of SDGs</p>
<b>11:15-11:30</b>	<b>Coffee break</b>
<b>11:30-13:00</b>	<p><b>Session 2 – Innovation in the Public Sector: Applying Human-centered Design and Innovation Tools for Development Solutions</b></p> <ul style="list-style-type: none"> <li>• <b>Innovation Laboratories</b> - Dr. Rita Grandinetti (online)</li> <li>• <b>UNDP/Bolivia Accelerator Laboratories</b></li> </ul> <p>UNDESA/UNDP/Bolivia / ONU Habitat</p> <p>Activity: Digitalization scenario / innovation activity</p>
<b>13:00-14:00</b>	<b>Lunch</b>
<b>14:00-16:30</b>	<p><b>Session 3 - Identifying Priorities and New Approaches for Inclusive Service Delivery</b></p> <ul style="list-style-type: none"> <li>• <b>Identifying Priorities and New Approaches for Inclusive Service Delivery in Bolivia - ONU Habitat – UNDP tbc</b></li> <li>• <b>Localization/SDGs/Best Practices - AMB</b></li> <li>• <b>ONU Habitat: inclusive and best practices in local service delivery</b></li> </ul> <p><b>Panel Discussion (25 mins)</b></p>
	<b>Day 2</b>
<b>09:00-11.00</b>	<b>Session 4: Digital Government Capabilities Assessment – UN DESA</b>
<b>11: 00 – 12.30</b>	<b>Session 5: Developing a Road Map and Action Planning for Prioritization and Decision-Making for Changing Mindsets for Public Sector Innovation and Digital Transformation</b>
<b>12:30 – 13:30</b>	<b>Lunch</b>
<b>13:30 -15:30</b>	<b>Presentation of Action Plans/Road Maps by participants</b>
<b>15:30 – 16:00</b>	<p><b>Closing Remarks</b></p> <ul style="list-style-type: none"> <li>• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA</li> <li>• RCO representative (TBC)</li> <li>• Mr. Alfonso Lema, Executive Director, Bolivian Municipal Association</li> </ul>

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