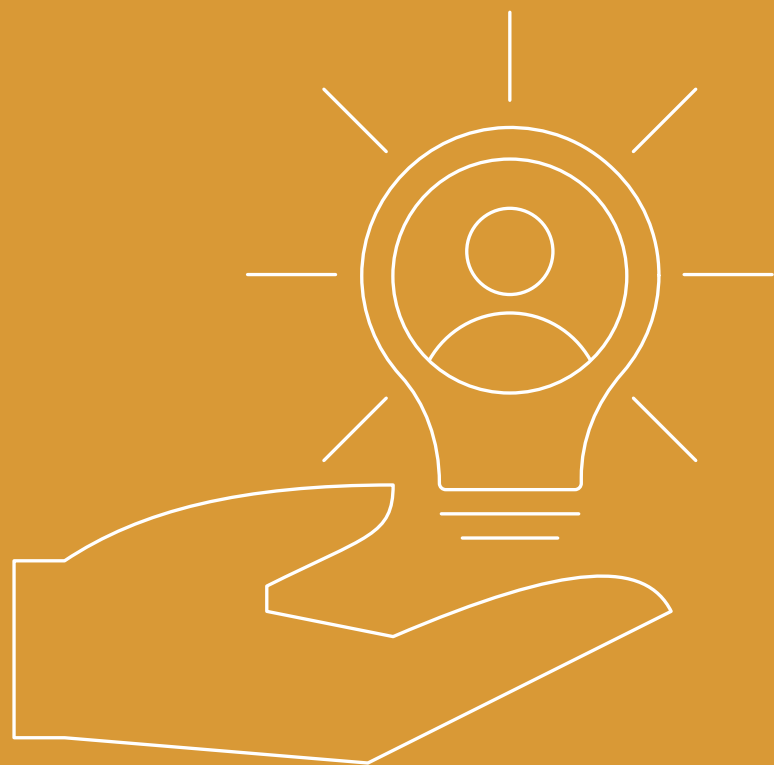


Handbook Series on Innovative Local Governance for the
Implementation of the Sustainable Development Goals

Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind



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Acknowledgements

The Handbook on Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind was developed by the United Nations Department of Economic and Social Affairs (UN DESA), through its Project Office on Governance (UNPOG) of the Division for Public Institutions and Digital Government (DPIDG). The Handbook was prepared under the overall guidance of Bokyun Shim, Head of UNPOG, and with overall coordination by Mi Kyoung Park, Governance and Public Administration Officer of UNPOG.

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The Handbook was edited by the consultant Margaret A. Ferry and designed by Ezgi Connard, UN Volunteer.

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About this Handbook

This handbook on “*Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind*” is part of the *Handbook Series on “Innovative Local Governance for the Implementation of the Sustainable Development Goals*”, a collaboration between the UN Project Office on Governance (UNPOG), an integral part of the Division for Public Institutions and Digital Government (DPIDG) of the UN Department of Economic and Social Affairs (UN DESA), and the Korea Research Institute for Local Administration (KRILA).

The handbook was developed with the specific aim of strengthening the capacities and competencies of local government officials and other relevant stakeholders to contribute to the advancement and implementation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). It introduces diverse innovative approaches, strategies, tools, and practices from around the world and includes recommendations for concrete policy actions on key themes and issues related to the local inclusion of populations in vulnerable situations, providing practical guidance for readers’ use.

Each thematic chapter includes: primary concepts, major challenges, a variety of approaches, strategies, and cases, actions based on eight key building blocks, exercise, and key takeaways. The Annex includes supplementary case studies and exercises.

The exercises or situational analyses for self-assessment included in each chapter enable readers to reflect upon thought-provoking questions and the framework, tools and strategies included for each of the key themes. Those exercises ideally will guide readers through the actual execution of the steps in local government that contribute to the implementation of the 2030 Agenda for Sustainable Development and the achievement of greater social inclusion at local level.

The cases included in this handbook include the winning initiatives of the [United Nations Public Service Awards](#) (UNPSA), one of the most prestigious international recognitions of excellence that rewards the creative achievements and contributions of public service institutions that lead to more effective and responsive public administration. The Awards promote the role, professionalism, and visibility of public service as well as international learning by showcasing innovative practices. Links are included throughout this handbook to help readers further deepen and expand their knowledge.

The materials in this handbook can be used for capacity development workshops and trainings at schools of public administration or institutes of public management, by local authorities, and for self-learning purposes.

Executive Summary

Executive Summary

Ensuring *no one is left behind* is the overarching principle of the 2030 Agenda for Sustainable Development. Achieving that goal entails taking bold and accelerated actions to end extreme poverty, curb inequalities, confront discrimination and fast-track progress for those who endure disadvantages or deprivations that limit their choices and opportunities relative to others in society. Local governance plays a fundamental role in ensuring social inclusion, as frontline responder and executor of collective local action processes and crisis recovery. Innovation, including emerging technologies and the digital social realm, can be a powerful tool when used for and by people in vulnerable situations, overcoming otherwise limited access, reach and participation. At the same time, it can further marginalize vulnerable people and reinforce already wide social divides. The recent COVID-19 pandemic crisis has been a huge stumbling block in the achievement of social inclusion for the poor and marginalized populations, resulting in a significant setback and deeply affecting economic and social opportunities. The human and economic costs of the pandemic have been unparalleled. The pandemic also slowed the transition to greener, more inclusive economies and delayed progress towards achieving the Sustainable Development Goals (SDGs).¹ This handbook focuses on promoting and harnessing innovation to foster social inclusion of people in vulnerable situations and the principle of leaving no one behind for local governance. It introduces innovative approaches, strategies, practices, and tools and people-centred actions to mitigate social vulnerabilities and achieve the SDGs.

The handbook is divided into two parts:

Part I. The critical role of local governance in promoting innovation for social inclusion: Part I provides an overview on the key concepts and main challenges and introduces the dynamic relationships of major building blocks in local governance innovation for social inclusion: *People, Vision, Strategy, Governance, Process, Partnerships, Technology and Monitoring and Evaluation*. Those building blocks are aimed at influencing public policies, societal attitudes and socio-political processes that enable and empower marginalized populations. Part I also includes a self-assessment exercise that serves as the overall framework and a guidance tool for the rest of the handbook.

Part II is comprised of five thematic chapters:

Chapter 1. Strengthening Inclusive and Participatory Governance for Engagement of People in Vulnerable Situations in Local Policy Processes: Chapter 1 explores existing challenges and innovative strategies, approaches and cases in the field. This chapter highlights the significance of choosing the proper mix of approaches to communicate information and leverage direct and multi-channel dialogues. It proposes a set of organized actions to promote innovation through inclusive participatory governance using the dynamic relationships of the building blocks framework and concludes with a practical assignment and key takeaways.

Chapter 2. Providing Inclusive Local Public Services: Chapter 2 introduces the pathway to the delivery of local public services for all. This chapter provides an overview of a variety of services for which innovative local governments assume primary responsibilities in addressing inequality gaps, followed by innovative strategies, approaches and a set of organized actions aimed to ensure inclusive local public services. The chapter highlights that the ongoing design of public services is a collaborative process involving co-designing and co-creation between service providers and users.

Chapter 3. Leveraging ICTs and Digital Government for Inclusion and Empowerment of People in Vulnerable Situations: Chapter 3 presents how ICTs and digital government can be leveraged to promote inclusive and participatory governance, inclusive public service delivery and empowerment of vulnerable

People. Chapter also addresses the major challenges in bridging the digital divide in all forms and proposes strategies and approaches for promoting education, information, technology and know-how while developing equitable ICT infrastructure, assistive technologies and support systems that are inclusive by design.

Chapter 4. Fostering Innovative Partnerships for Inclusion of Groups in Vulnerable Situations at the Local Level: Chapter 4 sets forth the various incentives that drive partnerships, including the overall benefits of Public-Private-People -Partnerships (PPPPs). This chapter proposes strategies and approaches for such partnerships, including the creation of specialized platforms and redefining the role of the private sector and citizens in social innovation.

Chapter 5. Building Inclusive Mindsets and Developing Capacities of Local Government Officials and Other Stakeholders: Chapter 5 proposes a variety of innovative methods to foster inclusive mindsets as well as capacities and competencies at individual, organizational, institutional and societal levels.

Summary and Recommendations: The handbook concludes with key takeaways highlighting the importance of the holistic approach to mainstreaming inclusion throughout the dynamic relationships of all eight building blocks to ensure that social inclusion materializes in local governance.

**The Critical Role of Local
Governance in Promoting
Innovation for Inclusion
of People in Vulnerable
Situations and Advancing
the Implementation of
the 2030 Agenda for
Sustainable Development**

The Critical Role of Local Governance in Promoting Innovation for Inclusion of People in Vulnerable Situations and Advancing the Implementation of the 2030 Agenda for Sustainable Development

Cities and regions around the world are confronting major challenges, ranging from rapid urbanization to climate change and growing inequalities. The health issues caused by the COVID-19 pandemic aggravated the situation, further reducing access to basic public services,ⁱⁱ directly causing 15 million global ‘excess deaths’ and forcing more than 3.9 billion people worldwide into some form of lockdown. For the poor and marginalized populations, the pandemic resulted in significant setbacks deeply affecting economic and social opportunities, worsening food insecurity, unemployment, homelessness, mass migration, and disproportionately impacting them, *‘from uneven economic recovery to unequal access to vaccines; from widening income losses to divergence in learning’*.ⁱⁱⁱ During these difficult times, the global community has learned the value of daring, well-functioning, innovative local governance and its fundamental role in addressing COVID-19 through local actions, with front-line responders leading in the recovery process. Global crises, including rising inflation, energy and food crises, and the ongoing conflict between Russia and Ukraine are expected to cause an additional 75 million to 95 million people globally to be living in extreme poverty.^{iv} If the vulnerabilities associated with the climate crisis are not effectively addressed, another 132 million people might be driven into extreme poverty,^v with further devastating consequences. It is critical that the severity and magnitude of these challenges and their social repercussions at the local level not be overlooked.

The Role of Local Governments in Promoting Inclusion of People in Vulnerable Situations in the Post-COVID-19 Era

During the COVID-19 pandemic response and recovery processes, local governments played an important role in addressing the complex impacts of the pandemic on society’s health, economy and finance, and was at the forefront of implementing containment measures, providing health care, housing, essential social services, public investment, and promoting citizen representation and inclusive policy implementation at the local level.

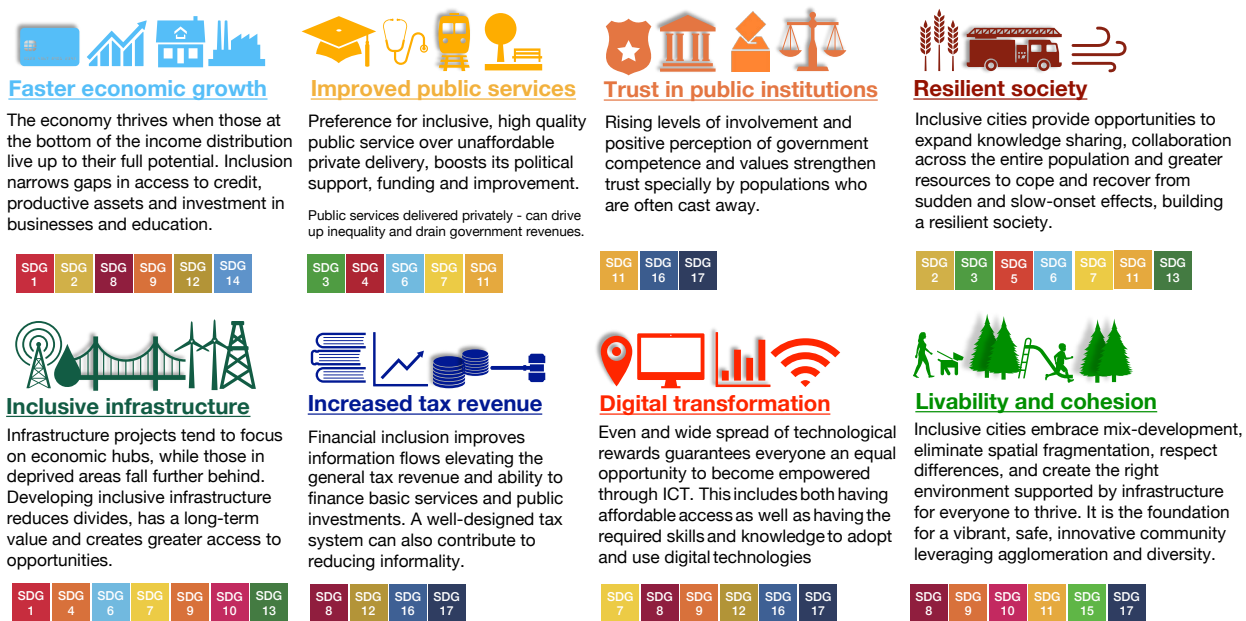
Local governments are better positioned to directly communicate with people and to assess the challenges and needs of people in vulnerable situations. Local governments generate knowledge and have an understanding of local governance challenges. It is essential that they closely interact with the local community, including people in vulnerable situations. Local governments also assume an important role linking the global 2030 Agenda for Sustainable Development^{vi} with local communities,^{vii} encompassing responsibilities, directly or indirectly, related to all SDGs^{viii} to ensure Leaving No One Behind and accomplishing sustainable and inclusive economic growth.^{ix}

The Importance of Promoting Social Inclusion of People in Vulnerable Situations at the Local Level

Inclusion is the process that ameliorates the terms on which individuals and groups take part in society, enhancing the ability, opportunity, and dignity of persons who are marginalized because of their identity, or a situation they live through. Social inclusion is the process by which efforts are made to ensure equal opportunities – that everyone, regardless of their background, can achieve their full potential in life. Such efforts include policies and actions that promote equal access to (public) services as well as enable citizen’s participation in the decision-making processes that affect their lives. Vulnerability encompasses multiple

dimensions of race, age, ethnicity, geography, occupation, gender, sexual orientation, physical abilities, political, ideological or religious beliefs, socio-economic status, or circumstances resulting from local and global occurrences (See: UN DESA [Training Toolkit on Government Innovation for Social Inclusion of People in Vulnerable Populations, Module 5 “Identifying Vulnerability and Vulnerable Groups”](#)). At the individual level, people in vulnerable situations can become game changers once leaving their vulnerable situations as well as a valuable source of innovation, as they can help address challenges that are often directly related to their living environments but may fall off of the local agenda. At the local governance level, promoting social inclusion of people in vulnerable situations is a driver for sustainability success, and it is a precursor to faster economic growth,^x improved public services,^{xi} inclusive infrastructure development,^{xii} increased trust in public institutions,^{xiii} resilient society,^{xiv} higher tax revenues,^{xv} an even digital transformation^{xvi} and greater liveability and cohesion.^{xvii} (See *Figure 1. Inclusion as a Driver for Growth in Local Governance.*)

Figure 1. Inclusion as a Driver for Growth in Local Governance



Source: Illustration by author

Inclusion is a fundamental principle for the development of healthy and resilient local communities emphasized throughout the Sustainable Development Goals (SDGs), which are increasingly being brought to the forefront of local strategies globally to ensure sustainable urban growth management and effective climate response.^{xviii}

The Elements of Social Inclusion of People in Vulnerable Situations

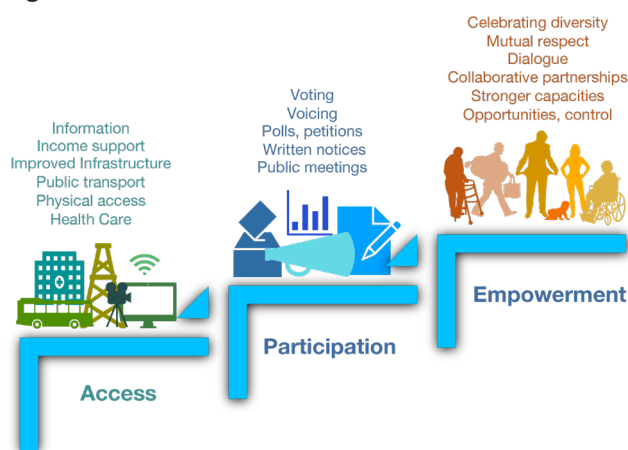
Social inclusion of people in vulnerable situations in local governance entails guaranteeing their access, participation and empowerment in local policy processes (see *Figure 2. Levels of Social Inclusion*).

‘Access’ involves assured physical and legal access to public spaces, infrastructure, information and services (see *Chapter 2: Providing Inclusive Local Public Services*). Access to timely information in local languages about services, policies, or government performance is a necessary precondition for individual actions. Local governments must create institutional mechanisms that demand accountable performance to enable people in vulnerable situations to act upon them without paying a price for individual actions.

'Participation' involves changing rules to create space for people to debate and participate directly or indirectly in local priority setting, budget formulation, delivery of basic services and the employment of conflict resolution mechanisms to manage disagreements when decision-making priorities are contested (see *Chapter 1 Strengthening Inclusive and Participatory Governance for Engagement and Participation of People in Vulnerable Situations in the Local Policy Processes*). Information and Communication Technologies (ICTs) can play an important role connecting people in vulnerable situations and reaching larger audiences (see *Chapter 3. Leveraging ICTs and Digital Government for Inclusion and Empowerment of Vulnerable Groups*). Common tools for public participation are polls, blogs, voting, public hearings or meetings and written notices.

'Empowerment' is the expansion of people's capabilities to participate in, negotiate with, influence, control and hold accountable institutions that affect their lives.^{xx} It also implies the bottom-up approaches to working toward common policy objectives and greater freedom to make collective economic decisions and enhance policy and development effectiveness at the local level.

Figure 2. Levels of Social Inclusion



Source: Illustration by author

Empowering people in vulnerable situations requires the removal of formal and informal institutional barriers that prevent them from taking action to improve their wellbeing— individually or collectively—and limit their choices.^{xx} People who are treated fairly and have equal opportunity are better able to contribute socially and economically to the community and to enhance growth and prosperity. In turn, working with citizens allows local governments to fine tune services based on actual needs.

Current Challenges in Promoting Local Innovation for Inclusion of People in Vulnerable Situations

Innovation is the cornerstone of the post-COVID-19 recovery. To meet the scope and ambition of the SDGs,^{xxi} there is a need for local innovation 'in' and 'for' development,^{xxii} as well as for creative plans of action that are both socially inclusive and environmentally benign. While the potential benefits of local innovation for inclusion of people in vulnerable situations are self-evident, promoting them can be challenging. Some policies can elicit pushback from a variety of groups and stakeholders, including local government itself, opposing pro-poor (or other vulnerabilities) investments in their local areas, using NIMBY (Not-In-My-Back-Yard!) arguments and encouraging fears that such pro-poor policies will exacerbate the 'problem'. Inclusion can be compromised by the lack of leadership without vision and weak governmental commitment due to brief terms of elected governors or the intense pressures put on elected representatives to provide quick fixes, at the expense of mobilizing collective action to achieve long-term social goals. Pushback of pro-poor policies can also appear on behalf of the disadvantaged populations^{xxiii} resulting of mistrust or competing power relationships.

There is also a meaningful gap in information and disaggregated data, which are critical to fully comprehend the magnitude of vulnerability, map the evolving demands of people in vulnerable situations and prioritize them to take necessary interventions. This forces local governments to innovate in devising new ways to engage people, collect disaggregated data and design rescue plans, including fiscal measures such as the scope and cost of assistance and direct involvement and participation of affected populations in mapping,

reporting and alerting tasks. Local self-initiated social inclusion programmes may encounter budgetary constraints rooted in high dependency on local tax revenue or national subsidies. This predicament may limit innovative initiatives and prompt local governments to opt for less adventurous programmes that have been previously tested or resort to past experience, which may hamstring experimental approaches. When the data generation involves the application of advanced technologies, local institutions may lack necessary human resources, skills and expertise to run the programmes independently. Some local authorities may be challenged by backward infrastructure or underserved areas with fragile infrastructure, where there are no economic incentives for involvement of the private sector, and where people in vulnerable conditions tend to congregate. Local innovation for social inclusion needs to be fostered to avoid exacerbating social, infrastructure and digital divides.

To secure and promote inclusive innovation, institutional frameworks, legal and regulatory frameworks, effective leadership, and financial and technological frameworks are required. As the number and frequency of unforeseen events increase, there is a greater need for adaptability, agility and emergency response within those frameworks, which may paradoxically imply deviating and undermining the relevance of conventional wisdom, mindsets and practices. That can create a particularly challenging environment for inclusive innovation, particularly in the public sector.

The Critical Role of Local Governance in Promoting Innovation for Inclusion of People in Vulnerable Situations

Strong local governance^{xxiv} implies that a whole array of actors, including citizens, interest groups, people in vulnerable situations, civil society organizations, the private sector, media, academia, and the public sector, are involved in the formulation and execution of public policy. Collectively those actors impact local decision-making, protecting and advancing their interests, overcoming resource constraints, meeting societal demands^{xxv} and contributing to the principles of sustainable development through 'effective, accountable and inclusive governance'.^{xxvi} Innovation for inclusion^{xxvii} entails doing things in 'new' and 'transformative' ways,^{xxviii} enhancing, upgrading and boosting the instruments used to deliver them (processes, methods, operation, communication, outcomes);^{xxix} including those provided under government responsibility and those co-created or delivered by third parties.^{xxx} This has the explicit purpose of ensuring greater access, participation and empowerment of marginalized populations as well as adapting to changing conditions and varied needs of vulnerable populations.

Local governance innovation for the inclusion of people in vulnerable situations can take many different forms, as detailed below. Many innovation projects generally include a combination of those forms.

Institutional innovation – focuses on the creation of new institutions or transforming those currently existing

30 Chilean municipalities networked to create [Adapt-Chile](#), an innovative organization for climate action that encourages local science-policy interactions between universities and municipalities and offers training to assure that applied research benefits local communities, especially the most vulnerable.

See: <https://adapt-chile.org/>

Process innovation – focuses on implementing novel or significantly enhanced production procedures, facilities, skills and technology

New York City, United States introduced a Customer Relationship Management (CRM) system, [New York City 311](#), to its call center, using data for predictive analytics as the foundation for city-wide management processes and a platform for government innovation, using technology to update working procedures and control public space behaviours, reducing crime and increasing safety.

See: <https://portal.311.nyc.gov/>

Organizational innovation – focuses on the introduction of new management methods, delegation of tasks, responsibilities, service delivery, and flow of information within the organization and outwards

Under the [PILARES program](#),^{xxxi} Mexico City, Mexico established 260 new community centres in historically underserved areas where adolescents are most impacted by crimes and the lack of resources, introducing new government infrastructure and changing how services are delivered to the city's most neglected and unsafe areas.

See: <https://pilares.cdmx.gob.mx/inicio>

Conceptual innovation – focuses on challenging commonly held beliefs, generating new concepts, values and perceptions of the role of people in vulnerable situations in local governance

The City of Brno, Czech Republic introduced the concept of 'participatory budgeting' to allow citizens to propose and directly vote for the prioritization of urban interventions by employing the [Brno Participatory Budgeting](#) platform.

See: https://data.brno.cz/datasets/c6c612ed43324d73844bd8718bfa3fc6_0/about

The Dynamic Relationships of Building Blocks for Promoting Local Innovation for Inclusion of People in Vulnerable Situations

Promoting local innovation for social inclusion hinges on creating the opportunities for people to influence their lives and future by participating in decision-making and voicing their concerns. It comes with a commitment to provide people in vulnerable situations equal rights and leadership in the local economy, society and political decision-making^{xxxii} through people-centred^{xxxiii} public policies, societal attitudes and socio-political processes that empower them, which are also fundamental for sustainable development. To achieve those goals, local government must take organized actions, taking into consideration the dynamic relationships of the following key components illustrated in Figure 3. **People** (in the center), **Vision**, **Strategy**, **Process**, **Governance**, **Partnerships**, **Technology** and **Data** for Monitoring and Evaluation.

Figure 3. Building Blocks



Source: Illustration by author

People – Identify the stakeholders to be engaged in the processes: Individuals, households, communities, groups, leaders, influencers, talents, decision makers, entrepreneurs, disadvantaged populations and public servants are all important stakeholders in inclusive local innovation through knowledge sharing, enhancing diversity, changing attitudes and behaviours, and promoting good practices. People are central to the local processes and the most valuable source of innovation, especially those who are living in difficult circumstances. *Guiding questions: Who are the populations that should be empowered? Who should participate in the process? Who else can be brought on board to pool efforts and make a bigger impact?*

Vision – Construct a meaningful statement of the desirable future scenario and long-term results of the effort by inspiring and aligning it with inclusive values and goals: Imagine how local innovation could develop in the future. Vision statements are essential because they reveal a common goal and direction for all public servants and partners to act upon. *Guiding questions: Why are we promoting innovation for inclusion? What are we aiming to achieve? What will our future local society be like after the innovative intervention? What lies ahead for the people currently living through a vulnerable situation?*

Strategy – Define how to move from the current state to the achievement of the desired inclusive vision, including the moves, pace and phases, departing from a SWOT analysis and developing clear goals and objectives: A good strategy will help determine where to spend time, human capital, funds and other resources. *Guiding questions: What are the inclusionary goals and objectives to be achieved? How can they be achieved? What are the necessary resources? How can those resources be efficiently and effectively collected and managed? Who are the key decision makers to advocate for change?*

Process – Plan the steps to carry out the strategy and bring about the intended local transformation, including stages, procedures, protocols, agile operations, priorities, timing, sequence, and resources required to successfully accomplish each step in the strategy. *Guiding questions: What are the different steps in putting the strategy into action? What kind of process has the greatest potential to generate innovation? How can you assure the process itself is inclusive?*

Governance – Establish the required relationships with various governing institutions (state, market, networks, etc.) and stakeholders by developing, reinforcing or amending the local organized society's rules, norms, policies, contracts, and forms of authority and communication. Governance is inclusive when it effectively serves and engages all stakeholders in society, and therefore must be accessible, accountable and responsive to all. *Guiding questions: Which governance mechanisms or tools are missing or must be developed/adapted to execute the proposed strategy? How can you guarantee that people in vulnerable situations are represented and empowered within local governance?*









Partnerships – Identify and build a strong network of partners that will make the strategy work while encouraging a diverse and inclusive environment. Partnerships can be built through cooperation, co-creation, co-designing and advancing mutual interests. *Guiding questions: Who are the potential partners to promote the vision? What can each of the partners contribute to the initiative and how should the different roles be distributed within the partnership? Are people in vulnerable situations taking an active role in the partnership?*

Technology – Define what technologies will be likely employed in the process. Potential technologies include 5G, GIS, edge computing, cloud computing, mobile networking, inclusive digital platforms, big data analytics, non-biased AI, and assistive technologies, among others. *Guiding questions: How can ICTs be leveraged for this purpose? How do you ensure they are inclusive?*

Data for monitoring and evaluation – Develop a set of indicators and measurement strategies to evaluate the progress of the strategy implementation and the achievements of its visionary, innovative and inclusionary goals through targets, key performance indicators (KPIs), milestones and the SDGs. *Guiding questions: How can the promotion of local innovation for inclusion be evaluated and monitored? How can the respective data be collected and disseminated in an inclusive and participative manner?*

Table 1. Self-Assessment Exercise

In this exercise, you are invited to fill in the below table with i) current policies, ii) major challenges, and iii) priority areas of your local government/organization in each of the eight building blocks for promoting local innovation for inclusion of people in vulnerable situation.

	Current Policies	Major Challenges	Priority Areas
People 			
Vision 			
Strategy 			
Governance 			
Process 			
Partnerships 			
Technology 			
Monitoring and evaluation 			

Chapter 1

Strengthening Inclusive and Participatory Governance for Engagement of People in Vulnerable Situations in Local Policy Processes

Chapter 1: Strengthening Inclusive and Participatory Governance for Engagement of People in Vulnerable Situations in Local Policy Processes

People's active participation in policy processes is the foundation of democratic governance. Public participation provides local government an opportunity to involve citizens, including disadvantaged populations, in the processes of making decisions concerning the programmes and policies that affect their lives on a regular basis, not just during elections.^{xxxiv}

The slogan '[Nothing About Us Without Us](#)' (in Latin: 'Nihil de nobis, sine nobis') communicates the idea that no policy should be decided by any representative without the full and direct participation of members of the group(s) affected by that policy. The slogan is often used in response to ethnic or disability-based marginalization from political, social and economic opportunities. The 2030 Agenda for Sustainable Development also emphasizes the importance of the participation and empowerment of vulnerable people in decision-making processes (e.g. women in SDG Target 5.5; developing regions SDG Target 10.6)^{xxxv} and includes a call to "Ensure responsive, inclusive, participatory and representative decision-making at all levels" (SDG Target 16.7). This chapter proposes innovative strategies and shares cases and practical actions to strengthen the participation and engagement of people in vulnerable situations in local policy processes.

Key Challenges

Participatory governance is the process of empowerment whereby people move from being recipients of decisions and services and become partners in their creation through active participation in local governance decision-making and local leadership. The ability of governments to engage their local communities and respond in meaningful ways will determine their legitimacy. Some local authorities already benefit from an organized, involved, vibrant and demanding citizenry and well-developed communication networks that allow interaction among the various actors in local governance. That is not always the case, and when it is not, greater concern arises around people living on the margins of society. There may be a lack of legitimized or institutionalized mechanisms for citizen participation or a lack of disaggregated data, which makes it difficult to identify people in vulnerable situations. A lack of channels for political involvement of specific groups (due to informality, age, affordability, gender, geographic location, criminal record, or lack of awareness of rights) and a lack of capability to communicate due to language, literacy, disability, or infrastructure issues also impact participation.

There are multiple reasons why people in vulnerable situations may fail to be part of governmental involvement initiatives. People in vulnerable situations may present a low self-perception of their capability to comprehend public mechanisms and contribute to political processes. Trust concerns may trouble individuals who have been turned down or deceived by public institutions in the past, resulting in their disillusionment with the democratic process and as a result, making them less willing to participate in the political life of the community where they live (See: [HOW TO DEVELOP TRUST](#)). Some long-term 'invisible' populations who have never seen the local government reach out to them and learn about their pressing needs may live completely detached from public institutions. They may not understand the value of public services or may even fear that their situation may worsen as a consequence of interaction (See: [HOW TO UNDERSTAND PEOPLES NEEDS](#)). In most cases, the unwillingness to invest time and efforts in public engagement at the cost of substantial economic or domestic activities discourages people from attending public participation activities and forums.

Other challenges emerge at later stages, mainly relating to the effectiveness and continuity of the processes, that require innovation to remain attractive and meaningful. Local governments must assure that, during the whole participation process, the selection of people to be engaged is representative and inclusive. This will counterbalance the tendency to engage only educated and informed citizens with cultural capital and skills that can produce ‘better outputs’. There must be a clear commitment to implement the outcomes generated by broad participation to avoid ‘pseudo-participation’ in ways that may increase people’s distrust towards institutions and civic participation.

The Importance of Innovation in Strengthening Inclusive and Participatory Governance for the Engagement of People in Vulnerable Situations

Inclusive participation encourages all people to advocate for their legitimate interests. It improves the quality of public policy by increasing sensitivity to the best interests of the people involved in its design, implementation, and evaluation and taking into consideration all the factors that might place people in a vulnerable position. Innovation has a key role in achieving inclusive and participatory governance. This includes creative attempts to reach out and interact with vulnerable people differently and experiment with new engagement strategies, action plans, methodologies, platforms such as social media, data outputs, follow-up and feedback processing capacities, and improved accessibility, reach and flexibility to allow for greater and continued participation. Innovation for inclusive and participatory governance can be led through ‘top-down engagement processes’ initiated and operated by government. These range from passive data collection (e.g. data scraped from social media tweets to learn about citizens’ sentiments) to active involvement (e.g. innovative municipal channels where direct votes or communication inputs can be tracked and used for greater optimization of local policy and follow-up) to complete personalization (digital identity profiles, inviting people in vulnerable situations to engage in subjects of their choice or receive a feed of alerts). Innovation also can be led through ‘bottom-up engagement processes’ initiated by people/citizenry. (See: [Community-Based Participatory Action \(CBPAR\) toolbox](#).) Those rely on voluntary information (or open government data), mobilization channels and commercial technology platforms (including social media), by which citizens can strategize forms of collective action and promote the policies they want the government to adopt.

Approaches

Local governments are already experimenting with innovative forms of inclusive, open, public participation in decision-making. A variety of approaches are being used, including:

Deliberative approach: allows participants to receive and exchange information, discuss, and debate to critically examine an issue and come to an agreement that will inform decision-making. Innovative methods include online public hearings, civic lotteries, vigilance committees, participatory budgeting, forums for participatory planning and ballots. See: Box 8 CASE: ‘City Observatory’ Madrid City Council, Spain

Communicative approach: based on the exchange of information, ideas or feelings through conversations (ranging from individual conversations to posting/learning from a crowd). Methods include various communication channels (phone calls, e-mails, web contact, radio, television, conferences, VR), personal interviews, surveys, social media (e.g. data scraping, sentiment analysis), and crowdsourcing (See: Box 9 CASE: Solo Raya ‘E-government through social media use’ - Surakarta Metropolitan, Indonesia).

Collaborative approach: involves developing a joint project or network where public and private sectors work together. Within the collaborative process, face-to-face dialogue, trust building and developing commitment and shared understanding are important. Such efforts are more likely to succeed when focused on ‘small

wins'. Innovative methods include establishing innovation hubs, city labs, and experimental citizen initiatives, organizations or programmes with dedicated competencies and resources (See: Box 10 CASE: 2020 co-created adaptation Strategy - Milan, Italy).

Gender-responsive approach: includes specific actions to reflect the difficulties and needs of women in policies and services and reduce gender inequalities within communities around the fundamental aim of addressing its root causes (See: [Toolkit for more gender responsive action plans](#)).

Strategies

People are more inclined to embrace public policy if they have an opportunity to participate in the process of its design and formulation, even if their proposals are not favourably met. In general terms, local government can integrate innovation for social inclusion in all public participation and engagement procedures, personalize interactions, better inform citizens, embrace community-led action and collect data and analyse the results of the participation and engagement processes in innovative forms. Stages of policy processes in which people in vulnerable situations can participate include consultation, decision-making and implementation.

Innovative consultation strategies include:

- **Creativity-based:** Re-branding local government and attracting new citizens by turning processes into a playful and participatory experience using public art, interactive displays, storytelling, photo-voice methodology, drafting storyboards and fun outdoor activities to collect useful inputs from and about people (See: [Detroit City Institute](#)).^{xxxvi}
- **Pilot-based:** Inviting people being served to experience, test and evaluate proposed changes using a simulation or short-term, small-scale pilots before decisions are made, to collect feedback on whether the introduced change is likeable, helpful or successful.
- **Targeted advertisement:** Ads (printed or digital) can be customized to target people's interests and specific traits, inviting them to engage or respond to short surveys by advertising professionals who collect information such as browsing behaviour, profiles, habits and other basic demographic information. Targeting can be done geographically, through social media or website tracking, or by tracing behavioural or contextual patterns. This strategy is increasingly being used for election purposes, to target potential voters.



Image 1. Detroit Future City
Source: www.thecityinstitute.com
Adapted by author



Image 2. Cali Progress through Employment
Source: Interamerican Development Bank
Photo Gallery: Our beneficiaries and the pilot project iadbnetwork@iadb.org

Decision-making strategies include:

- **Participatory budget (also e-Participatory budgeting):** This type of citizen sourcing is typically designed to involve those who have been excluded from traditional methods of public engagement, such as low-income residents, youth, order persons and other marginalized groups. This strategy empowers participants to decide how to allocate a portion of a municipal or public budget through democratic deliberation, discussing and prioritizing public spending
- **Building on existing communication channels/networks:** Many municipalities have embraced social media, such as WhatsApp, Facebook and Twitter, as a civic engagement tool, using it as a critical component of their public safety and emergency communication strategy, as a talent recruitment strategy, and to promote parks and recreation events.

Implementation strategies include:

- **Inclusive participation platforms** such as free access dashboards inform people transparently about patterns in participation, diversity, engagement, special needs and reach. Visualization and real-time status updates of participation levels connect political attitudes and enable governments to reach out to those who have fallen behind (see: [Box 11 CASE: Calgary Engage: Meaningful Dialogue. Informed decisions](#) – Calgary, Canada).
- **Effective public oversight by fulfilling citizens' right to access information and government proceedings:** Advanced examples include publishing open government datasets (OGD), open data platforms and open source governance. Citizens who are well-informed are better able to seize opportunities, access services, exercise their rights, bargain successfully and hold state and non-state actors responsible. This strategy requires sophisticated data analysis skills (see: [HOW TO BUILD AN OPEN GOVERNMENT PROGRAM TOOLKIT](#)).
- **A Local (City) Action Plan** can aid implementation by laying out priority goals, interventions, timeframe and key performance indicators in a way that can be easily shared and coordinated across numerous parties. For instance, to advance the principle of inclusion, the city can invite different population groups to actively promote agreed-upon initiatives that serve this purpose. In return, local government can support these initiatives in a variety of ways, such as by making public spaces accessible to them, promoting them on social media, or even directly sponsoring them financially. See: [URBACT gender equality City festival](#) and [Fair Shared City: A Plan for Advancing Gender Equality in Tel Aviv-Yafo](#).

According to the UN E-Government Survey 2020:

Of 100 city portals surveyed:

79% provide links to '**social media networks**' such as Facebook, Twitter, YouTube and Flickr

- 72 per cent allow residents file complaints or share their opinions with their local government through websites (using different approaches) See: [HOW TO ENGAGE USING TECHNOLOGY](#).
- 45 per cent provide tools to engage people in deliberative and decision-making processes.
- Only 23 per cent give some indication of online public consultation having resulted in a policy decision, regulation, or service.

Box 1. Case: Self-reliant Solar Energy Community, Nong Ta Tam Subdistrict Administrative Organization, Thailand

2019 UN Public Service Award Winner

Target population: Households without electricity

Strategy: Inform citizens, promote citizen participation and embrace community-led action and empowerment





Approach: Collaborative





Many homes in the Nong Ta Tam subdistrict lacked access to basic electricity, which had a significant impact on the inhabitants' standard of living. Access to electricity had to be made possible, ideally in an eco-friendly manner. An independent alternative energy learning centre for the neighbourhood was established. Regions without the necessary intensity of solar radiation throughout the year were taken into account. The project's success was attributed to people being encouraged to mobilize and participate in discussions resulting in informed decision-making. Project implementation included monitoring, and evaluation. Citizen participation was key to the project being sustainable. Through the learning centre community, members were developed into technicians and the use of revolving capital was encouraged to buy solar energy equipment. Currently, the Nong Ta Tum subdistrict receives all its electricity from solar sources. For every 100 people, there are 5 community technicians. Within the subdistrict, there are three learning centres with revolving funds to guarantee equal access to public resources. Residents are educated about solar energy's practical applications as well as environmental sustainability and CO2 reduction.

See: <https://solaris.co.th/news/nong-ta-tam-community-wins-un-award-for-a-solar-energy-solution/>
<https://publicadministration.un.org/unpsa/database/Winners/2019-Winners/Solar-Energy-Community>

See more cases in the Annex 2 – Additional Cases – Chapter 1.









Actions/steps

Building block	Actions
<p>People</p> 	<ul style="list-style-type: none"> • Map the local entities that can contribute to and benefit from the process at its various stages, including those inside and outside of local government as well as vulnerable populations. Build an ecosystem around the new inclusionary vision and invite entities to take part in this important initiative. • Attract participants, including people in vulnerable situations, using innovative means and incentives that are suited to the specific populations (e.g digital targeting). Keep in mind that in some cases, word-of-mouth recruitment is still the most effective tool when done by community partners, volunteers, family, friends or peers. • Find participants who can help circulate information (e.g. influencers). Identify facilitative leaders to mentor community groups along the different stages of the process. • Support citizens with low confidence by building on the capacities and knowledge of those involved and offer easily accessible engagement activities. • Hire public participation agencies, consultants, experts and staff who have a strong innovation drive and are aware of the benefits of inclusion.
<p>Vision</p> 	<ul style="list-style-type: none"> • Develop a far-reaching, long-term vision of inclusive and participatory governance. • Develop the vision through a participative and inclusive process with the local community. • Make sure that the vision is disseminated throughout the organization and the local community and is well developed into an implementable strategy.
<p>Strategy</p> 	<ul style="list-style-type: none"> • Develop an innovative long-term strategy to implement the vision. Make sure the strategy is well adapted to the specific purpose/targeted population and the resources are available.
<p>Governance</p> 	<ul style="list-style-type: none"> • Examine and revise the existing governance mechanisms and tools to learn where and how inclusive participation and engagement, especially of people in vulnerable situations, can be introduced and even become mandatory in public policy processes. Keep in mind that minorities are frequently called upon to participate in issues relating to their special vulnerability when there is a wide range of thematic issues that are pertinent to them.

Building block	Actions
<p>Process</p> 	<ul style="list-style-type: none"> • Break the process into stages and actions that can be easily shared and followed by the local community. • Offer a welcoming and safe environment for diversity • Collect and analyse the inputs to enable data-based decisions • Always communicate to participants how their input affected decisions and policy processes • Beware of 'consultation fatigue', the cycle of being repeatedly asked the same questions without experiencing an improvement in policy outcomes
<p>Partnerships</p> 	<ul style="list-style-type: none"> • Find partners who care about the cause and can contribute to the process with expertise, funding, technology, social works, and connections, and can generate innovation, spread the word, and raise funds and generate support through spokespeople who will introduce the local inclusive vision to other sectors that may also support, join, donate. • Consider g strategic partners and pooling/bartering funding opportunities. For example, find technology partners to develop the necessary platforms or infrastructure to carry out participation and engagement activities via digital means.
<p>Technology</p> 	<ul style="list-style-type: none"> • Set an enabling technological environment for participatory governance, including the necessary communication platforms for participation. • Consider the levels of accessibility to technology and devices, connectivity and skills of the people involved in the process.
<p>Monitoring and evaluation</p> 	<ul style="list-style-type: none"> • Examine new forms of policy participation. • Make sure that evaluation includes monitoring of the levels of distrust and disengagement. • Keep a record of participants and slowly approach additional segments of population.

Exercise: Strengthening inclusive participation and engagement of a Roma

1. Watch the video: **'The Roma: The Road to Inclusion'**, which tells the story of a Roma community in Europe. Video available at: <https://www.youtube.com/watch?v=vEZ5ds79kdM> (script at: <https://www.un.org/webcast/pdfs/21century63.pdf>)
2. Describe the vulnerable situation the Roma people are facing. Try to anticipate what challenges local government will face in its effort to engage this segment of the population in inclusive public policy processes.
3. Propose an innovative practice to strengthen the Roma's participation and engagement in local policy processes using the building blocks framework. Refer to each of the eight components that needs to be addressed to achieve transformation. Use the following table.
4. Explain what makes your strategy innovative and how it contributes to advancing implementation of the SDGs.

Building-Blocks Framework for Organizational Transformation	
Objective: Promoting Innovation for Social Inclusion and the implementation of the SDGs	
	Steps/Actions
 People	Who are the stakeholders? Who needs to be empowered/included? Who must be involved?
 Vision	Write a brief 2030 vision statement for social inclusion and implementation of SDG's
 Strategy	Write key insights for a SWOT analysis, the principles and objectives to accomplish your vision
 Governance	List the main transformative governance tools necessary to promote your vision (e.g policy, laws,)
 Process	List agile operations necessary to achieve the vision: in-house, horizontally, vertically; and outwards
 Partnerships	Who are the partners and how will they be engaged in the process
 Technology	Describe employable technologies to promote your innovative vision for social inclusion
 Monitoring and evaluation	Define clear and measurable targets and propose tools to monitor your progress

Key takeaways

- Participation and engagement in local policy processes by people in vulnerable situations can yield meaningful input into the decision-making process and generate innovative ideas and contribute towards achieving the SDG 16 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels', specifically Target 16.7, which aims to 'ensure responsive, inclusive, participatory and representative decision-making at all levels'.
- Opportunities for vulnerable people to participate in decision-making are critical to ensure that use of limited public resources builds on local knowledge and priorities and brings about commitment to change. Inclusion and informed participation usually also require changing the rules to allow space for debate and engagement in local and national priority setting, budget formation and delivery of basic services.
- The exemplary cases demonstrate that cross-sectoral partnerships are the most important factor for a project's success. They allow for pooling of resources and expertise, expand freedom of action through collaboration, build new capacities, introduce advanced technologies, and support carrying out innovative strategies that strengthen inclusive and participatory governance.
- As a principle of good practice, it is important to always communicate to participants how their participation and input affected decisions and policy processes. Use feedback as an opportunity to assess participants' satisfaction with the participation process.

Chapter 2

Providing Inclusive Local Public Services

Chapter 2: Providing Inclusive Local Public Services

People in vulnerable situations rely on a variety of essential public services. These are based on a social consensus that services ought to be offered to everyone, regardless of their socio-economic situation. Service provision is instrumental in tying important elements of the population to the state^{xxxvii} and contributes to city-state-building through highly political processes: legitimacy, cohesion, territorial socialization, common culture, dispute settlement and the creation of political loyalty. Services are also a process where production and consumption occur simultaneously, turning recipients into active participants in the delivery of services. Therefore, people in vulnerable situations must be directly involved the design of inclusive services.

Local governments assume primary responsibilities for the provision of essential services such as education, healthcare, water and sanitation, housing, job creation, transportation, and safety. The type and quality of and access to (including affordability) services may differ across regions and sectors and in response to budgets, requirements, delegated powers, and public priorities (See: How to assess municipal services). Public service delivery, especially to the most disadvantaged segments of population, can be challenging and costly, turning innovation into a key factor in the constant search for greater efficiency, reach and satisfaction. In the age of digital government, daily services previously conducted through face-to-face interactions go online via websites, e-services for life-cycle events, CRM (customer relationship management systems) and other means, enabling agile response to an increasing number of service requests and providing the ability to personalize profiles and meet demands effectively. See: E-government Toolkit. For those living in precarious situations, some of these services may be lifesaving. Effective public service and the implementation of an inclusive public policy are necessary elements for achieving all the SDGs. This chapter introduces a variety of innovative strategies and concrete actions to deliver inclusive public services.

Key Challenges

Inclusive local services span many areas of local government responsibility and there is a growing mismatch between the fiscal capacity of local governments and the diverse responsibilities they are expected to deliver. In most cases, municipalities are not permitted to run deficits on their operating budgets and are forced to respond creatively through innovation, diversifying income sources and intensifying Public-Private-People Partnerships (PPPPs) oriented towards end-users. When the quality of local public services is poor, high-income groups may seek alternatives in the private sector, such as private education and private utilities. This widens service gaps, reduces public support for service improvement and excludes disadvantaged populations who cannot afford such private services. When local government struggles to meet growing demands, citizens label it as unresponsive and non-accountable. They mistrust it and are discouraged from communicating with local authorities. This communication is critical, especially in life-threatening situations, such as natural disasters, public health emergencies, and threat to safety. On the other hand, lack of awareness, misinformation, and prejudice among public servants also may cause discrimination in public services.

The difficulties in gaining access to local public services begin with the lack of trustworthy information about the services and extend through service delivery to all, including populations in rural and isolated areas. The kinds of public services that various populations could require might not be well understood. The provision of services could be insufficient or improperly tailored to the special needs of vulnerable in situations. (See: [Building public spaces for people](#).) The cost of adapting public infrastructure, buildings and open spaces to meet accessibility standards means that people with disabilities and older persons may be excluded. Some people may face difficulties in accessing digital e-service channels, increasing the risk that they will be further excluded from such public services. Although significant progress has been made in digitalizing services, these

frequently simply replicate the offline experience and rarely focus on users. Many urban poor in developing countries live in informal settlements with limited access to infrastructure services. Laws and regulations may make it illegal to provide services to those who cannot prove their right of tenure or produce a local residency document. In other cases, service delivery may be contingent on the recipient having an address, which may not exist in informal settlements. Missing attempts to position urban growth within the context of sustainable development, or the inability of local governments to control the pace of urban sprawl (a major consumer of infrastructure) and growing population (e.g., large immigration or rapid development), often result in informal or extra-formal development, which risks deepening marginalization and infrastructure service inequality.

Approaches

The delivery of local inclusive public services can be approached from a variety of innovative pathways that have become increasingly more technology-oriented. They can combine efficiency-centred (e.g., focusing on speed and volume of services) and effectiveness-centred service indicators (e.g., percentage of solved claims) with sensitive design and implementation to the best interests of the people involved and the vulnerabilities they are facing. These include:

- **'Inclusive by Design' Services:** known as 'universal design' or 'design for all', it is a design process in which a service, platform, public space or environment is designed to be usable for as many populations as possible, particularly groups who are traditionally excluded from being able to use an interface or navigate an environment. It provides services in multiple ways, designed with various situations in mind, maintains consistency and design conventions, creates a simple and intuitive design, collaborates to overcome personal biases, allows tolerance for user error and test and measuring. Examples include intuitive wayfinding, visual cues, stair safety, ramps (versus stairs), automatic doors, resting points See: [Inclusive design with children - Urban 95](#)
- **Identity packages:** This personalized service approach differs from the 'one-size-fits-all' approach or common 'age-based' service packages (e.g. older persons, youth, children, women/mothers, etc.) and 'geographic based' (neighbourhoods) service packages. This approach promotes individuality, understanding no two individuals are alike. It aims to personalize and customize services, most commonly through digital citizen profiles or digital identification credentials and allows users to build their own local services package from an existing list (or propose new ones). It is based on a deep understanding that vulnerability can be multidimensional. Personalized citizen service profiles allow the municipality to estimate the general interest in and demand for each service and use that information for budgetary and content planning purposes. For examples of such profiles, see: <https://www.os.city/>, <https://www.sinuna.fi/>, and <https://www.suomi.fi/frontpage>. In another example, Tel Aviv offers group packages through [Resident Cards DigiTel](#).
- **Citizens as users:** This approach was born with the 'shared economy' (e.g. co-working spaces, ride-sharing, bike-sharing, e-scooters and co-living) and in most cases also carries sustainability values. It moves populations from an 'ownership' economy to a 'usership' one through the provision of 'usership services'. Usership enhances inclusivity by making different devices and services accessible to people who cannot afford private ownership and creates a sense of community around shared belongings. Usership can provide affordable (for a symbolic user fee or some other form of social contribution) or free access to urban mobility, workshops, electric tools, enabling devices, toys and more. This is usually carried out through

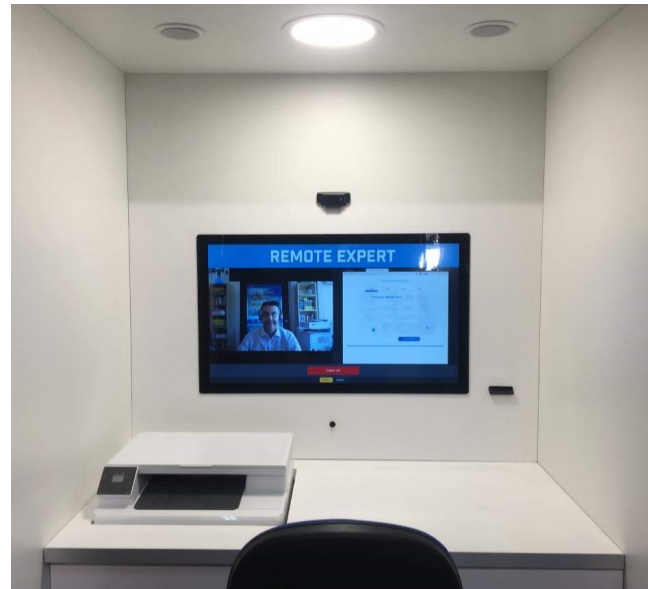


Image 3. Cisco remote expert station (photo by Michelle Oren)

cooperation between public and private entities or partners (philanthropic foundations). See: <https://www.shareable.net/how-municipalities-provide-for-the-sharing-economy/> and [Navigating the sharing economy A 6-decision guide for municipalities](#).

- **City as a service (CaaS):** This is a super fluid, integrated and inclusive government where core municipal services are delivered through digital platforms that are data-driven and accessible via personal devices with a seamless flow between the different services, conducted with an inclusionary lens. For example, in Helsinki, this cost savings and enriched citizen experience are already being realized where the local government representative (or chatbot) can be reached at any time within 'a click away'. In this approach, all people can be equally capable of contacting the authorities with the same ease, and any barrier would be looked at as a 'bug' in the system that must be resolved.
- **On-demand services:** This approach highlights the ability to serve citizens 24/7 upon their request and providing prompt delivery of services at their doorstep, in particular to people with special needs. On-demand services are already being widely used in [public transport](#), aid delivery, assistance with meals, health services, vaccines, companionship (for lonely older persons), and pest control through applications. See: [The On-Demand Services Changing Latin America](#) offering many innovative economic opportunities for greater social inclusion and opportunities to volunteer, care and contribute to the community and people in vulnerable situations or in need in all sorts of emergency or non-emergency states. Also see: Box 12 CASE: Seongdong District's HYO Policy, Seongdong District, Seoul Metropolitan Government, Republic of Korea.

Strategies

To overcome the challenges, local governance must adopt innovative strategies by means of policy, cooperation, performance measures, certification programmes or reward systems. Strategies include:

- **Co-designing and co-creating services through public consultation:** The delivery of services is a collaborative process between the service provider and recipient. Many of the challenges in providing inclusive public services can be solved by engaging people in vulnerable situations in the design process for services. This will improve user experience by adapting features to their capacities and needs and can reduce costs. There are many mechanisms to carry out the co-creation processes. One way is 'crowdsourcing', which is based on a distributed problem-solving production model. This has the potential to convert citizens into co-producers of public services through a participative activity performed by a group of individuals. Other tools include surveys, feedback, user journeys, design thinking and tracking behaviours.
- **Diversifying service channels to meet different needs:** Ensuring that services are accessible to all involves considering the different needs and capacities of a variety of population groups. To assure public services are inclusive and accessible to all, local government must provide services in a variety of channels: telephone, in-person, internet channels (e-mail, website, video, chatbots), social media, speech recognition software, remote service stations (see: Image 3 Cisco remote expert station) and re-think timing, timetables and the rhythm of services. Adopting this multi-channel approach to service delivery will enable local government organizations and services to be more available, more accessible and more transparent. Developing an inclusive Channel Assessment Tool (CAT) also is recommended for comprehensive and inclusive packages of channels in collaboration with people in vulnerable situations.
- **Adapting the mix of operational performance measurement to an inclusive vision:** Feedback and assessment are important instruments for monitoring the quality of services. Local government may already be using a scoring system to assess service satisfaction. It is important to ensure that the scoring system contains inclusivity criteria. These measurements also can allow continued policy interaction with vulnerable people, policy/service evaluation by receiving their feedback on public services.
- **Building a service culture that cherishes innovation for inclusion:** To foster innovation, it is essential to reward local inclusive service projects and behaviours that nurture a culture of innovation and inclusiveness.

It can be done through organized competitions such as innovation hackathons) or public award nominations for public servants, citizens, NGOs, schools, companies and people in vulnerable situations who have contributed to fostering innovation for inclusion.

- Publishing a service charter committing local government to inclusive service standards: This public document describes service information, sets expectations, and establishes procedures for the public to file complaints if agencies fail. People in vulnerable situations can be engaged in the drafting process of the charter. Examples of municipal service charters can be found here: [City of Joondalup \(Australia\)](#), [EUROCITIES INTEGRATING CITIES CHARTER \(EU\)](#), [City of Masvingo \(Zimbabwe\)](#), [Knysna municipality \(South Africa\)](#), [Medellin Charter \(Colombia\)](#).

Box 2. Case: Up-scaling Basic Sanitation for Urban Poor (UBSUP), Water Sector Trust Fund, Kenya

2019 UN Public Service Award Winner

Target population: People living in unsanitary conditions, women, children

Strategy: Partnerships around inclusive services and professionalizing service staff through service certification programmes




Approach: Citizens as users (usership instead of ownership)






Inadequate and unsustainable access to sanitation and water affected the hygiene and living conditions of residents living in low-income urban areas of Kenya. These issues most affected women, children and other vulnerable populations. To address those needs, this project funded by the Bill and Melinda Gates Foundation was designed to ensure safe and sustainable emptying, transport and treatment of toilet sludge through the construction of the decentralized treatment facilities (DTFs). The four-fold objectives of the project were to: provide sustainable sanitation for more than 400,000 people and safe water for 200,000 in the urban low-income areas in Kenya; develop and put in place a monitoring system for tracking access to safe water and basic sanitation facilities for urban low-income area dwellers, accessible to the public (i.e. an online database); build capacity to enable sector institutions, civil society organizations and small-scale private entrepreneurs to actively participate in the provision of basic sanitation to the urban low-income areas and promote cooperation with research institutes that results in improved sanitation options; and develop a sanitation up-scaling concept in line with sector reforms that ensures sustainable use of facilities and leads to the further development of the sub-sector. By December 2018, the initiative had provided 200,000 residents with safe access to water and sanitation.

See: <https://www.waterfund.go.ke/new/safisan-upscaling-basic-sanitation-for-the-urban-poor-ubsup/>
<https://www.youtube.com/watch?v=c-xc8nymLUY>

See more cases in the Annex 2 – Additional Cases – Chapter 2.

Actions/steps

Building block	Actions
<p data-bbox="326 736 430 772">People</p> 	<ul style="list-style-type: none"> • Identify the citizens who are lacking access to public services and what types of barriers they have been experiencing. Invite citizens, including people in vulnerable situations, to submit public service reviews and ask them if they have felt excluded in accessing public services. If so, how and whether they wish to be involved in upcoming public service design processes. • Engage people in vulnerable situations in public service design processes by consulting with them and requesting their feedback. • Encourage people in the local community, such as youth volunteers, for inclusive delivery of public services, for example, assisting people with disabilities or older persons in accessing and delivering last-mile and on-demand services. • Set up an innovation hub and think tank for inclusive services; Invite relevant stakeholders, including people in vulnerable situations, industry, experts and youth, to participate in generating and improving existing local public services by proposing new ways. • Work with different departments in local government to create value in inclusive service delivery. (See: Disability-Friendly Inclusive Municipality Model). • Set up a creative team that will advance social impact initiatives and recruit potential investors/partners for inclusive service delivery. • Professionalize service staff through inclusionary service certification programmes and enhance capacities and skills of public servants for inclusive public service delivery.
<p data-bbox="331 1338 425 1374">Vision</p> 	<ul style="list-style-type: none"> • Develop a local governance vision of inclusive public services. • Make vulnerable people part of the creation of a shared local and innovative vision of inclusive services, including the definition of shared values and objectives.
<p data-bbox="314 1598 444 1635">Strategy</p> 	<ul style="list-style-type: none"> • Adopt an inclusive and aware service culture throughout the organization. • Provide essential services in proximity to residential areas (a range of 15 minutes walking) to improve accessibility. Provide online services that can be available 24/7. Hybrid alternatives providing human services remotely can be designed, especially for use by older persons and other populations with special needs.

Building block	Actions
<p>Governance</p> 	<ul style="list-style-type: none"> • Promote innovative local legislation that advances inclusive service delivery. For example, legislation that sanctions discrimination in public services and a claims mechanism with an address to send complaints to those feeling excluded or unable to access local public services. • Establish agreed upon standards for inclusive services. Synergize with central government services, for example, by harnessing the data by national government/ agencies on vulnerable populations, status of public services, etc. and coordinating on budget and resource allocation for local service delivery. • Establish inclusive service codes and publish a clear policy. • Encourage the gradual adaptation of all public services to be inclusive, removing impediments Initiatives can be funded through partnerships with private entities looking for innovative social impact initiatives, associations and central government.
<p>Process</p> 	<ul style="list-style-type: none"> • Establish a roadmap to accomplish the local vision of innovative inclusive service by defining concise objectives and actions. • Innovate by adopting inclusivity by design and integrate accessibility considerations into various parts of the service design process.
<p>Partnerships</p> 	<ul style="list-style-type: none"> • Identify multi-sector partners to collaborate in different stages of public service designing and provision. It is important to engage and collaborate with various stakeholders, including civil society organizations, experts, ICT industry, private sector, academia, research institutes, from the early designing stage, through funding and development, delivery and monitoring and evaluation. • Inclusive service provision presents an opportunity to adopt Public-Private-People Partnership (PPPP) strategies, partnering around data collection or investing in a social impact project, experimenting with new service delivery technologies along with people in vulnerable situations.
<p>Technology</p> 	<ul style="list-style-type: none"> • Conduct research to find effective technological platforms for inclusive service delivery. If it doesn't exist, develop it in partnership with technology partners who have the relevant skills and expertise. • Adapt infrastructure, urban spaces and services to meet the needs of people in vulnerable situations. • Analyse the growing connectivity needs and prepare an intervention plan in collaboration with the private sector.
<p>Monitoring and evaluation</p> 	<ul style="list-style-type: none"> • Evaluate existing local public services using inclusivity indicators and publish the results openly. • Invite the general public and people in vulnerable situations to send feedback and rate public service, emphasizing inclusivity, and make participation in the evaluation available via multiple channels. • Turn services into a process of co-production by evaluating and learning from the provider-consumer interaction. • Use digital dashboards to communicate results. (See: Toronto service dashboard).

Exercise: Designing Inclusive Citizen Journeys

A 'citizen journey' is the roadmap of a person's complete interaction with a public service provider - from initiating contact through the actual delivery of the service to providing feedback and beyond. It is the overall experience a citizen has while communicating with local government, focusing on the user experience and how the citizen feels during and after the interaction (whether citizens were satisfied or disappointed, and whether issues were resolved). People in vulnerable situations may face a variety of barriers at all stages of service delivery. It is critical that local government understand and mitigate those barriers.

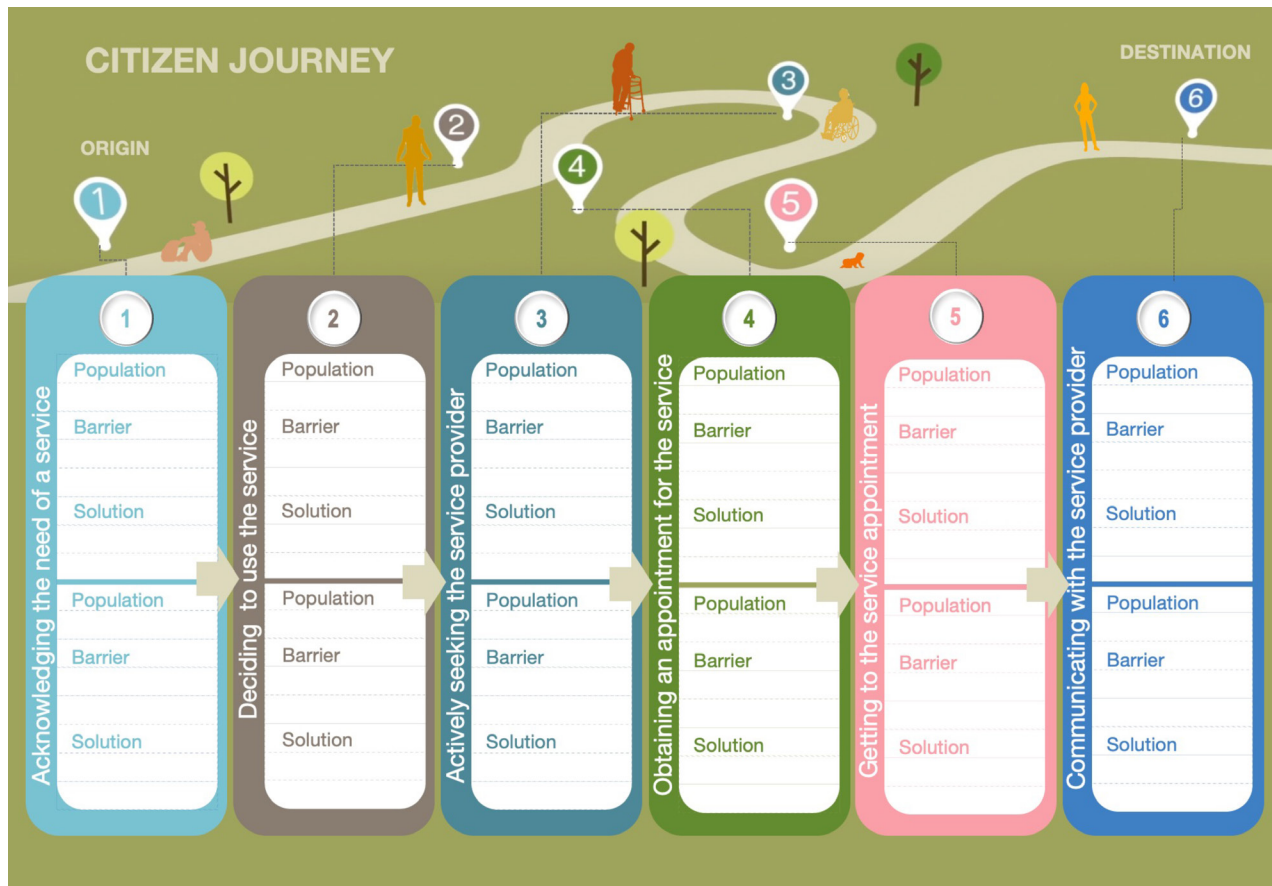


Watch this video by NHS England and NHS Improvement - **'Improving access for all'**. <https://www.youtube.com/watch?v=JcC20Bifl5k&t=269s>

The video presents journeys of people trying to access General Practitioner (GP) services and highlights a variety of barriers presented through six stages, from the moment a person realizes the need for a service up to the actual receipt of attention by the service provider.

After watching the video, fill in the chart below, pointing in each stage at two populations facing vulnerability. Identify a corresponding barrier for each and the proposed solutions. Note that while this video refers specifically to GP health services, 'Citizen Journeys' can be applied to all municipal services.

Exercise 2. Citizen Journey – flow chart



Key takeaways

- Unlike manufactured goods, services are produced through the interaction between service providers and their consumers, the latter being active participants in the production process and not solely consumers.^{xxxviii} People in vulnerable situations must be directly involved in the processes of designing and delivering local public services to ensure they are inclusive by bringing governments a better understanding of people's needs.
- Through such interactions with local governments and participation, people in vulnerable situations can contribute to the design of public services and become co-producers and agents of innovation.
- Digitization, user-centred services, user experiences, digital identities and smart platforms provide local governance the ability to serve larger crowds while maintaining a high level of personalization. This is very significant in the context of resource management supporting and subsidizing vulnerable people as well as in collecting data for evidence-based decision-making.

Chapter 3

Leveraging ICTs and Digital Government for Inclusion and Empowerment of People in Vulnerable Situations

Chapter 3: Leveraging ICTs and Digital Government for Inclusion and Empowerment of People in Vulnerable Situations

The increasing use of Information and Communication Technologies (ICTs) has spurred the expansion of digital government. ICTs opened new horizons for inclusive social, economic and political development and the empowerment of people in vulnerable situations, enabling their e-participation in policy processes (See chapter 1) and the provision of more inclusive services (See chapter 2). During the COVID-19 pandemic, many digital tools and applications notably improved the quality of service delivery and facilitated electronic interaction and online engagement of larger populations. Lockdowns and social distancing drove an increase in online interactions.^{xxix} At the same time, they resulted in further marginalization of the most vulnerable populations, such as the poorest, older persons, people with disabilities, children, youth, women, people residing in remote or rural areas, refugees and migrants, and indigenous peoples. People who are digitally excluded find it harder to participate in society, are unable to access important services and information, and can often suffer from increased socio-economic marginalization. Digital inclusion means people have equitable access to the Internet, the skills to use it, and an understanding of the potential it has for improving their lives.

The 2030 Agenda embraces the spread of ICTs as key to eradicating poverty and unemployment and to building a people-centred, inclusive and development-oriented information society, where everyone can create, access, utilize and share information and knowledge, enabling individuals and communities to promote sustainable development and improve their quality of life.^{xi} SDG 9, which calls to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation, cannot be attained without great ICT investments for local populations, especially in remote communities and for people in living in vulnerable situations. This Goal cannot be disconnected from other Goals such as the SDG 4 on quality education for all. People must learn how to use technology and information in ways appropriate to their needs and aspirations.^{xii} This chapter discusses the main challenges to doing so and proposes innovative local government strategies and concrete actions to leverage ICTs and digital government for inclusion and empowerment of vulnerable groups and the advancement of the SDGs.

The UN E-Government Survey 2020^{xiii} assesses the Local Online Services Index (LOSI) in 100 cities around the world and notes that a city's political will and strategic leadership play a big role in overcoming digital inequities, even more than financial resources or ICT infrastructure and skills competence.

Key Challenges

Challenges in effective harnessing of digital technologies for promoting social inclusion of people in vulnerable situations

Technology is advancing rapidly and unevenly. It is critical to ensure that disadvantaged communities are included in the development and use of ICTs. Many of design processes for digital services are carried out without involving people in vulnerable situations, and some technological products have built-in biases* or had been focused on converting offline procedures into online procedures without investing in user experience (UX) design.

Women and girls often have less access to technology and the Internet, which accentuates the gender digital divide at the local level. Socio-cultural norms may make it difficult for them to use and engage with technologies. Educational programmes that teach digital skills may not encourage female inclusion and lack of awareness among government policymakers and business leaders may contribute to such gaps^{xliii} See: [Gender Digital Divide Index](#)). Individuals of colour and those from the global South are also underrepresented in the digital access industry.^{xliiv}

Social disparities between groups and individuals impact their ability to access and use ICT. Those include the high expense of digital devices, language, age, low literacy, geographic restrictions, poor connectivity, lack of motivation to use technology and other systemic barriers such as high costs of deployment and application of assistive technologies (AT's) or the lack of capital investment in technologies and the implementation of digital government initiatives that serve minorities. The Internet remains inaccessible or difficult to access by people with a variety of impairments because of poor design of online resources, which could have major repercussions for its capacity to increase social inclusion. Older persons and people with disabilities have lower overall access to the Internet than the general population.^{xliv} For example, people with physical disabilities may not be able to operate the standard devices used for navigating the web.

In countries in special situations, including LDCs, LLDCs, and SIDS, even if e-services are available, fewer individuals can profit from them because Internet access is expensive, Internet penetration rates are low, and infrastructure continues to be a key roadblock to digital transformation and digital government growth at the municipal level. In some cases, underserved areas are not commercially viable for private companies. Government officials may not have the necessary skills and competencies (see Chapter 5) to manage complex ICT projects or supervise inclusionary aspects of technology or data privacy and security issues, thus exposing private information to risks of theft, fraud and sabotage** and generating new technology-related vulnerabilities.

*Some technological products taught using human-derived data can learn human biases, such as those on race and gender and make discriminatory decisions. The Center for Government Excellence (GovEx), the City and County of San Francisco, Harvard DataSmart, and Data Community DC have collaborated on a practical [Ethics & Algorithms Toolkit](#) to help understand the implications of using an algorithm, clearly articulate the potential risks, and identify ways to mitigate them. The tool leans on a risk management approach to lay out the risks and benefits of relying on algorithms for civic decisions, and to identify where automation and artificial intelligence (AI) may unfairly target certain citizens.

**According to the UN E-Government Survey 2020, fewer than half of 100 cities surveyed (46.5 per cent) have a privacy policy or statement available on their portal, which denotes insufficient attention to and consideration of people's privacy.

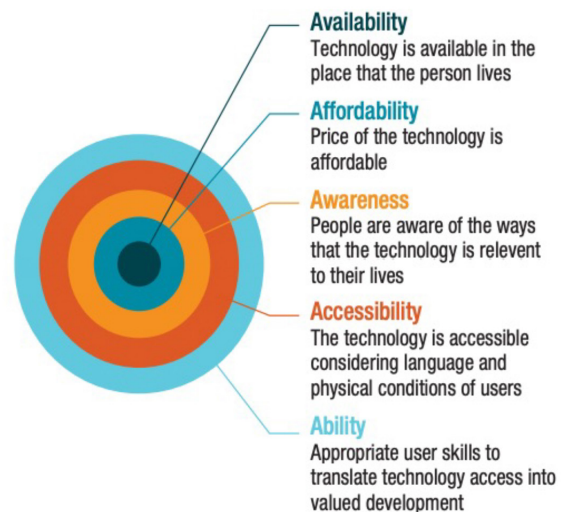
Ensuring universal access to the Internet should be a priority for all countries. In 2013, UNESCO issued its 'internet universality' norms. In 2016, the UN Human Rights Council issued a non-binding Resolution that declared Internet access a human right that should not be restricted by governments. This was derived from Article 19 of the Universal Declaration of Human Rights. Nonetheless, global Internet penetration rates have only just surpassed the 50% mark as of 2021, with the global South demanding greater equality in terms of gender, colour and representation.

Making ICTs inclusive for local governance and empowering people in vulnerable situations

The development and distribution of various technologies highly impact inequalities. The access to digital content has tangible implications for people in vulnerable situations, affecting their capacity to take part in local policy processes (see Chapter 1), engage in public service delivery (see Chapter 2), and access resources. Therefore, digital inclusion needs to be a top priority. Inclusive ICTs must comprise **all five A's**:^{xlvi} availability, affordability, awareness, accessibility and ability for effective use (see: Figure 4 Five A's of technology access). In many cases, innovative technologies are likely to benefit those who are more well off, since most companies develop new technologies and services focusing on wealthier consumers who can bear the higher initial prices and thus are the first to benefit and contribute to further development. As the societal risks posed by the digital divide become more widely recognized, central and local governments are adopting laws and policies to ensure that technology progress is made accessible to all (See: [US Digital Equity Act of 2021](#)).

According to the WHO,^{xlvii} 15 per cent of the world's population has a disability, including 20 per cent of the world's poorest people. In most OECD countries, women report more incidents of disability than men do. Access to digital technology that helps remove exclusionary barriers for people with disabilities must be seen as a right rather than a privilege. Assistive technologies including video descriptions, closed captioning, screen readers, optical character recognition (OCR), magnification software and voice recognition tools can improve the quality of life for people with disabilities, enabling them to perform jobs and participate in activities that they would not otherwise be able to do on their own. (See: [Web Content Accessibility Guidelines \(WCAG\)](#)). People with disabilities and older persons are not generally consulted in the commercial and public online design process (see: [Consulting persons with disabilities](#)). Local technology companies and web designers should be encouraged to develop inclusive ICTs, and disability funding should be made available for local assistive ICT support.

Figure 4. Five A's of technology access



Source: UNCTAD based on Roberts (2017) and Hernandez and Roberts (2018).

The Convention on the Rights of Persons with Disabilities (CRPD) ARTICLE 9 (1) – Accessibility commits State Parties to *“take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas.”*

Approaches

Local government can employ a variety of approaches to harness ICTs and digital government for social inclusion. The approach selected depends on financial and technological capacities, the kind of ICTs available, the composition of technological collaborations or partnerships, the local privacy policy, the levels of government-innovation public-support and the specific vulnerabilities that must be addressed.

- **Open data orientation** – Developing an inclusive environment of government transparency, without compromising privacy, by collecting, organizing and publishing data in a platform that is made available to everyone – ‘Open’ means anyone can freely access, use, modify and share content without discrimination against fields of knowledge or against persons or groups for any purpose, including data relating to finance, statistics, weather, culture and environment. This approach invites all kinds of innovative collaborations across sectors, often with the purpose of optimizing inclusive public services. According to the UN E-Government Survey 2020, only 36 per cent of 100 city portals surveyed worldwide had an open data policy and 33.8 per cent published information on usage or provided metadata.

- **Data-based/data-centric/data pooling/data scraping approaches** – Data collaboratives are a new type of approach in which data held by a private sector entity is leveraged in collaboration with another entity (from the public sector, civil society and/or academia) for public good. Much of the most useful, timely and comprehensive data that could help transform the way decisions are made resides with the private sector in the form of call detail records, online purchases, sensor data, social media data and other assets. By unlocking and reusing data, local government can realize the potential of data for inclusion and empowerment of vulnerable groups.

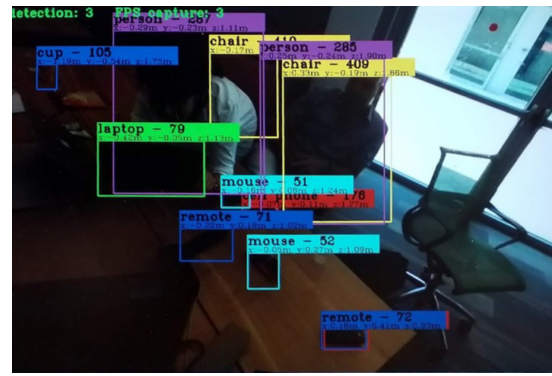


Image 4. VID I - AI based object recognition device for the visually impaired. (Photo: Michelle Oren)

Data can reveal patterns and needs of people that may not appear in surveys or interviews. (See: [Leveraging private data for public good.](#)) Some cities, including Barcelona, Boston and Bogota, own their own sensing systems and are capable of collecting their own data for social inclusion initiatives. Bogota, for example, has been collecting data on bike trips to promote gender equality, taking measures where needed to [increase safety in bike lanes for women and girls.](#)

- **Experimental approach** – Addressing societal challenges through evidence-based local experiments has become a growing movement in the [United States \(Indianapolis, St. Louis and the State of New Jersey\)](#) and the European Union ([European Network of Living Labs](#)) and there are some examples on other continents as well ([Medellin, Colombia](#)). Through partnerships (public sector insiders and outsiders), local governments are establishing small-size bench-test laboratories for incubating ideas and demonstrating their viability on a municipal scale. Those democratic laboratories rely heavily on national/federal/EU funding in the form of research grants. They consider inclusive innovation as a collective social endeavour, learning-by-interacting through invention. Entrepreneurial municipal leaders are putting forward proposals that cut across partisan and ideological lines. This emphasizes the significance of having high calibre skill sets in the public sector. See: [Experimental Governance and Territorial Development.](#)
- **Platform integration of online and offline multi-channel delivery** – This holistic approach promotes a superfluid government where all the different local government tools are integrated smartly with a good inner communication system, enabling people in vulnerable situations to choose between a variety of service channels, equally online or offline (omnichannel), improving accessibility. ICTs can maximize the use of IoT, sensors, AI, bots, robotics, and automatization and at the same time provide smooth human interfaces for populations that have difficulties accessing online services. Current studies show conflicting

efforts with duplicated services and high spending. However, there are reports of positive experiences. For example, in 2018, [Shanghai established a Municipal Big Data Center](#) as a one-stop-shop service platform for cross-level, cross-department, cross-system and cross-service data sharing that has improved efficiency.

- **Assistive technologies approach** – This method investigates a range of disabilities and vulnerabilities that hinder equal access to municipal services and infrastructure, focusing on assistive technologies, AI, IoT, plug-ins, tech partnerships and policy tailored to specific requirements to develop new solutions. This is likely the largest approach to inclusiveness and also is the most sectoral. Such approach requires that an elected board be established dedicated to assuring ‘accessibility to all’ and the acquisition of assistive technologies that can be supplied through an association or partially subsidized as a community service. A range of external AI devices such as [Orcam](#), [Vidi](#) or [Milbat](#) can provide a real alternative to lengthy infrastructure adaptations and ensure everyone can equally enjoy what city life has to offer.
- **Gender responsive approach** – ICT has the potential to alleviate some of the barriers faced by women. It can be a powerful catalyst for their political, social and economic empowerment and increase their access to the public space, particularly for those who for different reasons are not participating in public or social life. On the other hand, ICTs are also an arena in which women experience violence. This needs to be tackled with digital security tools to protect them. A gender responsive approach supports efforts that create content that reflects women’s needs and voices through safe and secure online spaces at the local level as part of the innovation efforts. See: [Gender toolbox](#) <https://cdn.sida.se/publications/files/-gender-and-ict.pdf> and <https://genderit.org/node/4222>.
- **Co-creating digital government and innovative ICT solutions with vulnerable populations** – ICT is one of many tools for co-creation and has been linked to the promise of improving broader stakeholder and user access to knowledge, service innovation platforms and participation in co-creative activities of service improvements and innovation. Without community involvement, standardized solutions (those developed outside the community) have been found to be notoriously inaccurate because they reduce reliance on local knowledge and skill, limiting people’s flexibility to solve problems. Local government can harness the potential and skills of youth, who frequently have higher digital orientation and access to the Internet, in creating local digital policies and developing innovative and inclusive services, fostering innovative solutions at the local level. See examples at: <https://sola.kau.se/cosie/project-level-findings/open-data-and-social-media-good-or-bad-for-co-creation/>.



Image 5. Orcam - Text through audio feedback device for the visually impaired.

Source: Orcam MyEye – www.orcam.com

Strategies

Innovating for inclusion and empowerment of people in vulnerable situations by leveraging ICTs and digital government can be promoted through several strategies:

- **Adopt accessible-tech legislation/policy** – Making inclusivity considerations and technological adaptations to various needs a mandatory practice by establishing that all the technologies acquired or used by all service providers (public or private) must be accessible to all.
- **Establish inclusivity criteria to tech acquisition tenders** – Every public ICT-related tender should include inclusivity criteria and request descriptions of how the technology contributes to social inclusion.
- Retrofit ICTs to people in vulnerable situations’ needs as a public duty or in partnership with companies providing or auditing similar services.
- **Engage people in vulnerable situations in TOR drafting and acquisition or development processes for ICTs**

- **Strengthen digital literacy and targeted ICT skills across the local government**, among existing and potential employees who are essential for e-services provision -- Organize trainings and open meetups to the public by partnering with educational institutions, industry, organizations and citizens who can give introductory talks about inclusive ICTs to familiarize others with the new generation of tools and propose useful and inclusive applications.
- **Appoint a local governance ICT advisory committee** – To take advantage of local entrepreneurial expertise, set up a local governance advising committee that will be involved throughout decision-making, evaluating the introduction of inclusive technology in all aspects. The committee can include local technology experts (volunteer citizens), representatives of people in vulnerable situations and youth willing to be involved in local Internet governance/AI governance.
- **Establish local inclusive innovation hubs/accelerators/living laboratories** – invite companies to experiment by introducing innovative and inclusive ICT applications in your local authority as Beta sites; promote pilots for social inclusion and become recognized as an inclusive ICT innovation capital.
- **Set high inclusive connectivity targets** – raise the bar for Internet access and set more ambitious policy goals for digital development.
- **Run frequent digital/web accessibility audits** to establish how well the local e-governance environment performs in terms of access and ease of use by a wide range of users, including people with disabilities and other populations in vulnerable situations, followed by efforts to improve deficient points.

In 2021, a UN-Habitat team surveyed representatives of cities, civil society and non-profit entities representing or operating across the UN regions. Results are published in the UNHabitat 2021 assessment of the digital divide (https://unhabitat.org/sites/default/files/2021/11/assessing_the_digital_divide.pdf; page 61). More than half of respondents (67%) said their city has taken steps to increase access to the Internet, digital skills or devices for residents. The most frequently cited offerings by which cities addressed the digital divide in their communities were: digital skills training (39%), another activity (26%), last mile connectivity (26%) and subsidized Internet access (21%).

Box 3. Case: ICT Integration into Teaching and Learning (e-Thuto) North East Region Ministry of Basic Education, Botswana

2019 UN Public Service Award Winner

Target population: Children, school students, all people pursuing education; teachers and education staff

Strategy: Inclusive local digital transformation




Approach: Platform integration






In the school system in the northeast of Botswana, data was being processed and stored manually and there was a low uptake of ICT use for learning and administrative purposes. The region innovated by integrating ICT into teaching and learning and developed a web-based interactive platform (e-Thuto) consisting of e-learning and data management modules. The e-learning module targets teachers and learners (the latter with parental participation). The data management module administrates the regional staff and student information. The initiative resulted in the creation of a single virtual office where all regional data is housed and managed along with information on individual learning performance. The system also offers the school principal/head and regional director access to all school data. The system created an effective learning environment that fosters lifetime learning opportunities for all while ensuring inclusive and equitable quality education.

See: https://publicadministration.un.org/unpsa/database/Winners/2020-winners/ICT_integration

See more cases in the Annex 2 – Additional Cases – Chapter 3.

Actions/steps

Building block	Actions
<p>People</p> 	<ul style="list-style-type: none"> • Invite people in vulnerable situations to participate at different stages of local ICT projects to get their input and understand their specific challenges and limitations. • Appoint voluntary representatives or consultants from a variety of marginalized population groups to take part in a local 'equity, diversity, inclusion' experts committee to review and comment before the local government council on the possible impact and prospects of local ICT projects. • Appoint volunteer inclusive ICT experts to assist local government in understanding the social impacts of local ICT projects and how they can better serve populations in vulnerable situations. Consider appointing an analytics ombudsman as a spokesperson for external tech stakeholders who may want to raise issues and a Chief information officer (CIO), Chief Data Officer (CDO), or the senior-level executive responsible for governance and oversight of inclusive technology and possible bias in training data and model outputs. • Ensure diversity on your local ICT development and analytics teams. If they are outsourced, establish diversity as a condition in the agreement with the company. • Invite tech savvy populations, such as youth and students, to volunteer assisting, teaching and developing ICT learning material for people in vulnerable situations (e.g. older persons, people with disabilities, women, children). • Reinforce peer-support for digital skills.
<p>Vision</p> 	<ul style="list-style-type: none"> • Develop your local inclusive ICT vision together with the local community, especially by involving people in vulnerable situations.
<p>Strategy</p> 	<ul style="list-style-type: none"> • Promote initiatives that focus on solving a variety of digital divides, including gender, socioeconomic, demographic, cultural, literacy and connectivity gaps. • Promote a 'universal access' policy that supports the development of digital skills and content development. • Update or establish efficient Universal Access and Service Funds to direct funding to underserved areas and programmes. • Lend electronic devices and provide training in local ICT community centres to raise awareness, especially among marginalized groups, on the benefits of being connected.

Building block	Actions
<p>Governance</p> 	<ul style="list-style-type: none"> • Adopt comprehensive, well-integrated regulations; implement solid security and privacy strategies and protocols; and utilize appropriate technical approaches and reliable tools to address the data security and privacy protection issues generated by emerging technologies. • Develop and communicate a clear set of analytical ICT practices and standards that are codified and adhered to with an empirical review of outcomes to detect any unintended bias. • Include specific network rollout duties as criteria for awarding licenses in underserved areas that are not commercially viable for private enterprises. To cut costs, encourage network infrastructure sharing and mutualization among operators. Use public-private partnerships to split expenses of various services.
<p>Process</p> 	<ul style="list-style-type: none"> • Throughout the process of developing ICT projects, be aware of privacy concerns (e.g. Portland face recognition ban) and algorithm bias (e.g. Pittsburgh Task Force on Public Algorithms) and give particular attention to those most likely to be affected by algorithms.
<p>Partnerships</p> 	<ul style="list-style-type: none"> • Reduce costs for users and strengthen e-government development through increased collaboration with the private sector. • Foster data partnership between public and private sector (also PPPPs). • Support social enterprises that provide training on digital skills to unemployed and underqualified people.
<p>Technology</p> 	<ul style="list-style-type: none"> • Access to e-services can be facilitated using existing public facilities such as libraries, city halls, educational institutions and kiosks, and Wi-Fi access can be provided or expanded in public spaces such as transport stations, parks and hospitals. • Use multimodal/multi-channel platforms including communication features for the digitally excluded, (e.g phone support line for all) to increase physical access to connected devices and Internet and assistive-tech.
<p>Monitoring and evaluation</p> 	<ul style="list-style-type: none"> • Centralize efforts to systematically identify and prioritize the highest-impact use cases, support them with funding, and communicate progress, lessons learned, and professional standards across the entire agency to improve effectiveness. • Develop a framework to assess public sector use of ICT for openness, integrity, transparency; public sector information accessibility and disclosure.

Exercise: Assessing the local digital divide

How deep is the digital divide in your local authority? In this exercise, we invite you to answer a 50-question questionnaire to find out. The questionnaire evaluates five dimensions of the digital divide: ICT infrastructure, human resources, external environment, information, and internal organization of local government.^{xlviii} Each dimension is scored from 0-2, and the final sum is a rough indicator of the current depth of the digital divide.

For additional assessment tools see:

UN DESA's 'Digital Government Capability Assessment' <https://unpan.un.org/capacity-development/otc/self-assessment-tools/digital-government-capability-assessment>.

UN Habitat's 'Assessing the Digital Divide: Understanding Internet Connectivity and Digital Literacy in Cities and Communities' https://unhabitat.org/sites/default/files/2021/11/assessing_the_digital_divide.pdf.

Dimension	Criteria			
ICT infrastructure	Cost of system deployment, updates, and maintenance (percentage from annual budget or compared to other areas)	low	medium	high
	Bandwidth and connection quality	low	medium	high
	Information security – Government has deployed an Information Safety Management System (ISMS)	low	medium	high
	Information privacy	low	medium	high
	Connectivity of IT systems and architecture	low	medium	high
	Hardware and software	none	basic	professional
	Multiple channels to access e-services	single	some	variety
	ICT integration	none	some	well integrated
Human capital	Trust in ICT or ICT providers from users	low	moderate	high
	Trust in government	low	moderate	high
	Information literacy	none	basic	high
	Participation of ICT professionals	none	low	high
	Participation of people in vulnerable situations	none	low	high
	Users' autonomy in the use of ICT technologies (average)	poor	very disparate	good
	Users' knowledge (average)	poor	very disparate	good
	Users' experience in Internet technologies	poor	very disparate	good
	ICT inclusivity policy	none	not updated	updated

Dimension	Criteria			
External environment	Opportunities in the use of technologies required by job functions	none	some	multiple
	Participation from core ICT industry players	none	some	high
	Complementary and cooperative opportunities for ICT services in the local government	none	some	multiple
	Participation of local organizations	none	some	high
	Promotion of e-services via advertising	none	some	frequent
	Support of relevant social resources	none	some	frequent
	Government policy directions and willingness	none	some	high
	Sophistication of ICT usage environment and economic stability	no	some	sophisticated
	Diversity of user ages	low	medium	high
	Diversity of user income	low	medium	high
	Diversity of user gender	low	medium	high
	Users' geographic location	low	medium	high
Information	Usefulness of online information	low	medium	high
	Prevalence of the content of e-services on website	low	medium	high
	Information response speed	none	slow	fast
	Quality of information content	low	medium	high
	E-services for the people with disabilities	none	some	multiple
	E-programmes for women	none	some	multiple
	Development of e-communities	none	some	multiple
	Cost of using e-services (user fees)	expensive	symbolic	free
	Availability of user guidance material	none	some	multiple
	Friendliness and convertibility of data representations	none	moderate	practical
	Percentage of e-services users	none	low	high
	Consistency and accuracy of information	inaccurate or unavailable	moderate	well updated
	Multilingual services	none	bilingual	multiple
	Availability of assistive technologies	none	some	multiple
UX/Universal design	none	problematic	well designed	
Internal organization	Capabilities of using and managing information services	none	moderate	capable
	Staff education and training	none	some	well trained
	Organizational culture – tech and innovation oriented	not	somewhat	very
	Strategic planning in ICT	none	not updated	updated
	ICT Financing resources	none	some	meaningful
	ICT Partnerships	none	few	many

Key takeaways

- Digitalization greatly facilitates two-way interaction and can therefore play a key role in strengthening the relationship between local governments and other stakeholders, particularly people in vulnerable situations. The integration of emerging technologies in digital government processes allows city residents to participate in decision-making, identification of local resources and other aspects of local governance.
- To leverage ICTs and digital government for the inclusion of people in vulnerable situations, local government must invest in developing people's minimum capacities to explore, access and participate through digital environments. This involves a variety of educational programmes to develop abilities, awareness-raising projects, a variety of cross sector and volunteering collaboration, sufficient resources including connectivity and devices, and direct involvement and participation of people in vulnerable situations in the design and adaptation of accessible ICTs and digital government services.
- Bridging the digital divide requires developing advanced infrastructure and support systems, enabling ubiquitous connectivity where possible, and accessible hotspots within reasonable proximity in restricted or highly problematic areas, assuring that every child and adult has some form of Internet access and the opportunity to participate in digital-government policy processes and access public services such as online education and health services.
- Emerging technologies have great potential to help solve issues and prevent future risks through timely data-based forecasts and augmented assistive capacities for people in vulnerable situations. Local governments can explore those technologies using a variety of approaches.
- The digitalization of local government services improves efficiency (e.g. reducing errors and the time spent on repetitive tasks). Providing information, allowing users to apply 24/7 for official certificates and permits, facilitating the submission of social aid, and accepting electronic payments are only a few of the ways local government can make services more accessible and save resources. In providing those services, local authority must make sure that there are other channels for services for those who are not yet tech savvy and for people with disabilities.
- The expanded access to direct channels of communication is likely to contribute to the development of new types of collaborative partnerships between government bodies and residents, such as Open Government and Open-by-default Data policy by local government that can promote better informed participation for the benefit of vulnerable populations.

Chapter 4

Fostering Innovative Partnerships for Inclusion of People in Vulnerable Situations at Local Level

Chapter 4: Fostering Innovative Partnerships for Inclusion of People in Vulnerable Situations at Local Level

Local partnerships aim to bring together all the key players who can contribute to improving a certain condition by pooling financial and other resources and bringing new perspectives to decision-making processes. Multi-sector partnerships have become an increasingly important mode of governance as a means of overcoming social divisions, promoting more inclusive policymaking, and monitoring and reporting on progress to satisfy the needs of residents, especially those living through vulnerable situations. (See: [Voluntary Local Review \(VLR\) Toolbox](#)).^{xlix} These partnerships often involve stakeholders beyond the public sector, including civil society organizations, academia, research institutes, local communities, youth groups and IT industry developers. By working together, partners from all sectors can advance the gathering of vital information, the distribution of humanitarian aid and the improvement of climate change adaptation. Partnerships also address the following SDGs: mitigate unemployment and stimulate job creation (SDG 8), create opportunities for affordable housing (SDG 11), end discrimination, increase ethnic and racial diversity (SDG 10), reduce gender inequality (SDG 5), improve access to high-quality education and health care (SDG 4), and provide clean water and sanitation (SDG 6).

The primary topic of SDG 17 is partnerships. Partnerships also is one of the five key themes in the United Nations Member States' aspirational plan of action for a sustainable and resilient global development, speaking specifically to underrepresented groups, including women and young people. This chapter introduces key concepts, strategies and actions to foster innovative partnerships for inclusion of vulnerable people locally.

Key challenges

In the current economic climate of finite resources, increased service demand, and complex community expectations, local governments are unable to appropriately address society's issues on their own. Instead, they require partners. It is not always clear how to make use of the full range of alternatives accessible to, with, and for people in vulnerable situations due to the stark disparities between cities and regions. While some cities successfully function as centres of economic and cultural activity, other populated areas hardly provide for their own health and primary education or rely on far-off regional facilities. Few settlements actually have tech industry headquarters or academic institutions nearby with which they can collaborate. In rural areas, residents may not be organized in ways that allow them to connect and collaborate as a community to deal with complex vulnerabilities. Common difficulties experienced include not knowing where to begin, the local landscape of potential partners, or who to contact to start a partnership (see Figure 5, "wh" questions: McQuaid dimensions of partnerships), lack of knowledge of the types of partners that might be attracted to working together, and inability to recognize and target weaknesses and "pain points" that can be addressed through partnerships.

Additional challenges include the lack of mechanisms, strategies and frameworks to collaborate and carry out partnerships and the lack of human resources necessary to manage the initiative or related fundraising, which may heavily depend on external grants, subsidies or matching funds. Those fundraising efforts can involve daunting application processes, and success is not guaranteed. Specifically, when collaborating with the public sector, technical constraints may arise in terms of bids, contracts and procurement regulations, since existing local government regulations, initially approved to protect the public sector's integrity, may block all sorts of creative contractual engagements. The reasons public administrative procedures frequently conflict with private corporate or other stakeholder organizational cultures include: lack of clarity regarding the boundaries and responsibilities of the various parties, the failure to proactively establish a strategic agenda around the collaboration, and inconsistencies in how data is organized and used to measure success. In partnerships involving public data, the public sector may be reluctant to reveal data and assets if they believe they will lose control over how those are utilized.

Long-term partnerships are a challenge since enthusiasm tends to fade. More than half of strategic partnerships fail due to unrealistic expectations, failure to agree on objectives and lack of commitment, trust or communication.

The dimensions of partnerships

Partnerships can vary¹ across multiple dimensions according to their purpose, the stakeholders involved, time and location or conditions in which they are developed, how they operate and the expectations to be met through the partnership (see Figure 5. McQuaid (2000) six dimensions of partnerships).

Local partnerships are more likely to continue or grow in situations where:

- There is a greater recognition of their benefits across many policy areas;
- They build upon ideological factors that are easy to relate to;
- They involve collaborative community planning; and
- The partnership provides a publicly funded service that is implemented by private or not-for-profit bodies.

Approaches

Innovative partnerships for inclusion of people in vulnerable situations can be promoted using the following approaches:

- **Knowledge-based approach: ‘Helix model of innovation’ⁱⁱ** – builds on knowledge ties with different sectors, including research centres, universities, think tanks, consultants and other organizations to create new technological solutions for local and regional needs and lift people from vulnerable situations. Each helix represents a sector that contributes knowledge. A triple helix includes universities, industries and governments; a quadruple or quintuple innovation helix framework includes university-industry-government-public-environment interactions. See: [THE PENTA HELIX MODEL OF INNOVATION IN OMAN](#)

Figure 5. McQuaid (2000) dimensions of partnerships

- **What** the partnership is seeking to do, i.e. its purpose and whether it is strategic or project driven
- **Who** is involved, i.e. the key actors and the structure of their relationship in the partnership
- **When** i.e. the timing or stage of development of the partnership process and changing relationships and activities over time
- **Where**, i.e. the spatial dimension
- **How** the activities are carried out, the implementation mechanisms
- **Which** are the expectations from the partnership

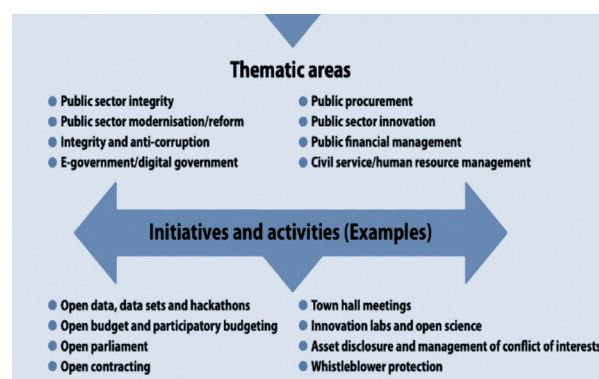
Figure 6. Helix model of innovation



Illustration adapted by author

- **Open government partnerships (OGP)**
 - This approach capitalizes on innovative and sustainable public policies and practices inspired by the principles of transparency, accountability and participation, fostering a culture of democratic governance and inclusive growth with social purpose. Open government usually involves publishing public data (fiscal, performance, protocols) and giving citizens and civil society organizations, including people in vulnerable situations, a role in overseeing and shaping governments, improving the relationship between people and their government. Reformers inside and outside governments build broad coalitions to achieve change through mobilizing, supporting and engaging people. See: <https://www.opengovpartnership.org/ogp-local/> and Kaduna State, Nigeria, Eyes and Ears project
- **Co Design-based approach** – Also known as collaborative value creation (CVC), this framework capitalizes on the mechanisms of interplay and collaboration between service providers and recipients, resulting in experienced value for the parties that emphasizes the importance of the co-design process. Multiple stakeholders come together to develop new practices that traditionally would have only emerged top-down by encouraging interactions and reconsidering how the pooled resources can be redistributed to better serve the local community. This approach introduces new roles and generates new patterns of governance. See: Use of the health baraza in counties in Kenya also <https://www.ampathkenya.org/news-blog-feed/2021/11/24/ampath-partners-receive-three-5-year-hiv-cooperative-agreements-from-pepfarusaidd>
- **Attracting innovation approach – ‘Emerging Places of Social Innovation (POSI)’**– This approach capitalizes on external innovations drawing partnerships around solutions (often as shareholders or investors) to mitigate vulnerabilities or support marginalized populations in need while reviving local manufacturing and tailoring development to the local identity. Successful urban centres leverage public-private collaborations to catalyse innovation and the green economy to take advantage of new federal funding. These initiatives require local and state support, national foundation funding and a commitment to community engagement and vision. Initiatives may include competitions, awards, bids, calls, grants, pilot testing, and development funds. See: Racehill Community Orchard, a food advocacy organization in the United Kingdom that partnered with permaculture specialists to develop the largest community orchard in East Brighton. The exemplary project served as a template for ‘Harvest Brighton & Hove’, a development programme that produced more than 50 growing spaces citywide.

Figure 7. Open Government Partnerships (Source: OECD, 2016)



Strategies

Promoting innovation for the inclusion of people in vulnerable situations is far too complex for individuals or organizations to address alone or in silos; it requires expertise, abilities and collaboration with other programmes, agencies, local governments, citizens, multiple stakeholders across policy arenas, and the active participation of people in vulnerable situations. Keep in mind that a growing pool of institutions and enterprises are looking for opportunities to collaborate and are willing to invest in social impact projects or test new technological solutions, even in remote areas. Reach out and show that you are ready to partner to address complex socioeconomic issues in your area. Outreach can be done through public statements, invitations to national and international foundations, and encouraging corporations to work with you.

The following are some localized strategies to encourage creative alliances for the inclusion of disadvantaged people:

- **Develop a local ecosystem for inclusive innovation** – Attract the best minds in the field globally and engage the entire local community in the production of an innovation ecosystem. An innovation ecosystem is an interconnected network of entities, including companies, startups and others, that co-evolves capabilities around a shared set of technologies, knowledge or skills, and works cooperatively and competitively to develop new products and services. Local governments can develop their own local innovation ecosystem where creative problem-solving experts jointly develop a network of individuals skilled in bringing new inclusivity promoting ideas, cultivating ICT talent, attracting leading companies and inspiring the development and adoption of technologies to meet vulnerable populations’ needs. See: [Glasgow’s Innovation Ecosystem](#).^{liii}
- **Establish a Social Impact Bond (SIB)** – This innovative financial instrument invites private investors to join efforts with the government to carry out social projects. Through this mechanism, the government and private investors establish a set of goals for the impact they want to achieve and select an intermediary, usually an NGO or company, to run the project.
- **Develop a platform for partnerships** – Multi-stakeholder online platforms or hubs can systematically bring together companies, government, international organizations, civil society, and population groups, including people in vulnerable situations. The platforms align interests and support innovative collaborative action to achieve both business and development goals. For example, the UN Partnership Platform is a global registry of voluntary commitments and multi-stakeholder partnerships made by stakeholders in support of the implementation of the Sustainable Development Goals (SDGs), through thematic action networks. All stakeholders are encouraged to register their partnerships and voluntary commitments that support the implementation of the SDGs into the platform. See: <https://sdgs.un.org/partnerships>.

Figure 8. Local startup innovation ecosystem adapted from startupcommons.org

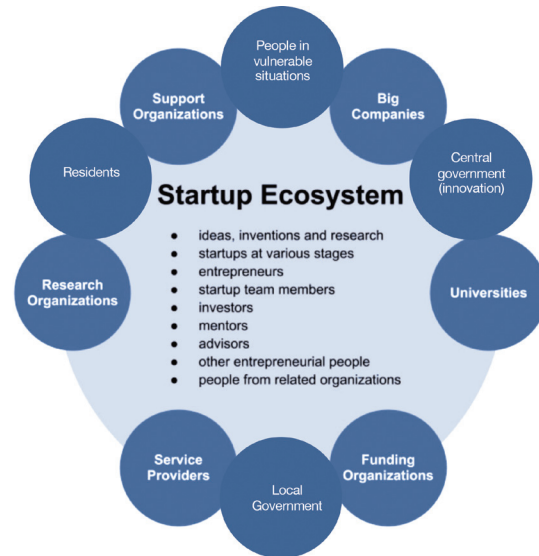
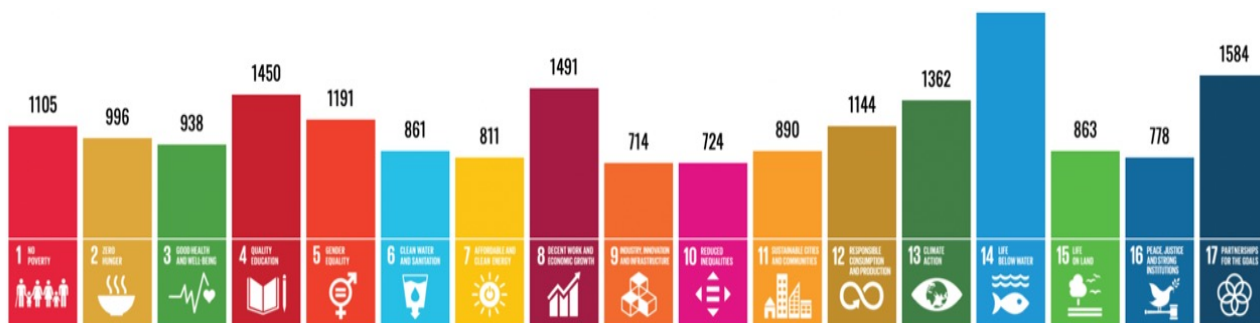


Figure 9. Registered partners by field of interest (SDG)



Source: UN DESA PARTNERSHIPS PLATFORM (2022)

- **Engage in cross-border/regional collaborations** – Cities increasingly engage on a global scale through international and regional interaction (inside the country and across countries). These new linkages provide opportunities to communicate concerns and local responses, share experiences and innovative practices, and work together to tackle risks that threaten people in vulnerable situations. Since developing solutions for a single local authority can be expensive, local governments can cluster regionally to develop scalable solutions, such as developing emergency apps, educational programmes, or resilience plans, that can serve the entire region. For example, C40 is a network of mayors of nearly 100 world-leading cities collaborating to deliver the urgent action needed to confront the climate crisis. See: <https://www.c40.org/>
- **Welcome corporate social responsibility (CSR) initiatives** – CSR is a self-regulating business model that drives companies to make sound social and environmental decisions and contribute to the local community. CSR promotes responsible, diverse and inclusive work environments, increases environmental awareness, encourages community cohesion and provides job opportunities for people who may struggle to find work by employing people with physical impairments or mental health issues who can contribute their skills and services and add value to businesses. Local governments can serve as exemplary institutions by using socially responsible procurement and personnel recruitment practices. See: City of Amsterdam <https://www.iamsterdam.com/en/business/amsterdam-impact/features-and-insights/csr-principles-for-your-business>.
- **Establish a local hybrid organization** – Hybrid organizations usually provide an alternative to the lack of traditional sources of philanthropic funding to carry out local social or environmental impact initiatives. Hybrids often exhibit qualities of both non-profit and for-profit enterprises. Compared to local governments, they tend to be more flexible and well equipped to facilitate partnerships, to pursue long-term strategies, and to respond to the opportunities and shifts in priorities that arise during partnership programmes. Hybrid organizations are not bound by public procurement regulations or municipal charters, which makes it easier for them to adapt their work to the specific settings of different stakeholders.
- **Establish a local business and community association** – Create a municipality-led nongovernmental association of community members, including local businesses, with the goal of aiding persons in vulnerable situations in the neighbourhood. Communities can be neighbourhoods, villages, condos, cooperatives and groups of homeowners or property owners in a defined geographic region. The association raises finances and arranges for volunteers to help with social duties such as food distribution and house painting for those in need.
- **Barter (or share) resources** – Barter is a non-monetary trading system in which members directly share commodities, information or services. Neither side has a competitive advantage over the other, and both are free to exit the deal at any moment. Local governments may wish to share physical infrastructure, software or human resources such as cyber security specialists, database administrators or data scientists, and take advantage of economic development strategies, such as making data centre space or dark-fibre rings available to commercial companies. Typically, physical infrastructure sharing takes the form of mutual agreements to share data storage rack space for backup or disaster recovery facilities; cable ducts with other public sector bodies to avoid road disruption; or a centre of excellence, sharing human resources.

Box 4. Case: Gwangju-type Job Creation Project – Gwangju, Republic of Korea

Target population: Unemployed, Small businesses

Strategy: Promoting a new socially integrated and solidarity-based model for employment

Approach: Design based – Co-creation

This Public-Private-People Partnership (PPPP) project was promoted through a partnership between Gwangju City, Labour Management Civil Affairs Council, Hyundai Motors, Labour Groups Gwangju Global Motors (GGM), Gwangju residents and other stakeholders. The aim was to implement a new socially integrated and solidarity job model based on social dialogue that realizes cooperative labour-management relations and breaks away from the existing confrontational labour-management relations. It is a model where a company can employ workers at an appropriate wage level and create jobs based on profitability and competitiveness; a stable company operates through social consensus while national and local governments guarantee an improvement of real income and quality of life of workers through the **Community Welfare Program**, which provides them housing, culture, welfare and childcare facilities. During the project, a new car factory was established, creating momentum for re-emergence of the local automobile industry, contributing to revitalizing the local economy and creating jobs for young people. The car factory contributed to creating 100,000 local jobs.

The core elements of the Agreement on Win-win Development included:

- **Appropriate wages:** the average annual salary of all workers to be at least KRW 35 million
- **Appropriate working hours:** basic work type to be 8 hours/day, 40 hours/week
- **Mutual growth:** (1) establishment of a win-win cooperation system, (2) cooperation for fair trade, and (3) closing the unreasonable job gap
- **Communication and transparent management:** labour and management to actively communicate to realize a win-win situation.

The Corporate Operation and Management Plan was based on three principles:

- **Flexibility** – Establishment of a production line system capable of multi-model response; Securing cost competitiveness through process optimization; automation facilities; and a worker collaboration system;
- **Digitalization** – Proactively using big data and AI in processes; real-time process management implementation through IoT platform construction and application of facilities for operator convenience; and
- **Eco-friendly** – Establishing an energy management system for eco-friendly factories.

See: <http://gwangjucjob.org/english/index.php?cate=006001&menu=5&sub=1>

http://www.gwangjuguide.or.kr/view.php?bo_table=eng_gw6&wr_id=144&sst=wr_datetime&sod=asc&sop=and&page=8&m=

See more cases in the Annex 2 – Additional Cases – Chapter 4.



Table 2. Gwangju-type Job Creation Project – PPP Roles of partners

Gwangju City	Labour Management Civil Affairs Council	Hyundai Motors
<ul style="list-style-type: none"> • Coordination and support of Gwangju-type Job Creation Projects • Support for stable labour management relations through the operation of the Labour Management Civil Affairs Council • Establishment of a corporation through investor recruitment • Policy support for the Community Welfare Program (<i>contains housing, culture, welfare, and childcare facilities for the workers</i>) • Support for investment attraction subsidies, taxation, and more • Guidance and supervision of the city’s investment and management agency (e.g., Green Car Promotion Agency) • Cooperation for the success of Gwangju-type Job Creation Project 	<ul style="list-style-type: none"> • Establishment of a co-prosperity culture and support for labour management relations • Coordination and arbitration of labour management relations from a public interest perspective • Role of the Council as described in the Agreement on Win-Win Development (appropriate wages, appropriate working hours, mutual growth, and communication and transparent management) • Cooperation for the success of Gwangju-type Job Creation Project 	<ul style="list-style-type: none"> • Capital investment • Exercise of shareholder rights • Factory construction support • Vehicle production consignment • Free supply of vehicle parts • Vehicle production technology support • Sale of vehicles produced • Cooperation for the success of Gwangju-type Job Creation Project
Labour Groups	Gwangju Global Motors (GGM)	Other Shareholders
<ul style="list-style-type: none"> • Parties to the Agreement on Win-Win Development • Consultation on labour management opinions on the Gwangju-type Job Creation Project • Cooperation for the success of Gwangju-type Job Creation Project 	<ul style="list-style-type: none"> • Factory construction • Automobile consignment production • Establishment and implementation of corporate operation and management plans. • Composition and operation of the Labour Management and Development Council • Appropriate wage setting and compliance with the standards stated in the Agreement on Win-Win Development • Establishment of labour management and co-prosperity culture and system • Cooperation for the success of Gwangju-type Job Creation Project 	<ul style="list-style-type: none"> • Capital investment • - Exercise of shareholder rights • Cooperation for the success of Gwangju-type Job Creation Project

Source: Gwangju City

Actions/steps

Building block	Actions
<p>People</p> 	<ul style="list-style-type: none"> • Let diversity reflect in your partnerships by actively inviting a variety of stakeholders (different sectors, cultures, areas of expertise), including people in vulnerable situations. • Be open to invite unconventional partners (including social artists, entrepreneurs, researchers, youth, minorities, neighbours, inclusion organizations, cross-industry, cross-technology partners who can solve a variety of pain points) that find value in local social impact projects. • Include upper-level management that can fund projects, leaders who have had success with past innovations, technical experts, and external consultants that can help build strong partnerships.
<p>Vision</p> 	<ul style="list-style-type: none"> • Build partnerships with stakeholders around a shared vision. • Include people in vulnerable situations when developing the vision of inclusive partnerships. • Develop a clear, concise written statement that defines the partnership's core values and benefits.
<p>Strategy</p> 	<ul style="list-style-type: none"> • Maintain respect for the uniqueness of each partner's organizational culture and adopt strategies that work within and across those differences. • Build a social network, community or ecosystem around the partnership, mailing updates or publishing updates on a website or social media or in newsletters, making calls and engaging with people. Volunteer bloggers or interns may be willing to support this task.
<p>Governance</p> 	<ul style="list-style-type: none"> • Develop the institutional arrangements and mechanisms for promoting multi-stakeholder partnerships, including the legal and contractual environment.
<p>Process</p> 	<ul style="list-style-type: none"> • Raise personal awareness of inequities and commit to actively working to eradicate them within the partnership. • Assign project directors to serve as the lead representatives of the partnership effort within their respective organizations. • Hold regular meetings and events to connect people and groups to bring together, engage and exchange innovations and innovative social inclusion experiences with a variety of groups working on creative initiatives.
<p>Partnerships</p> 	<ul style="list-style-type: none"> • Find partners who can assist in the creation of partnerships, for example, well connected people or members of professional associations.

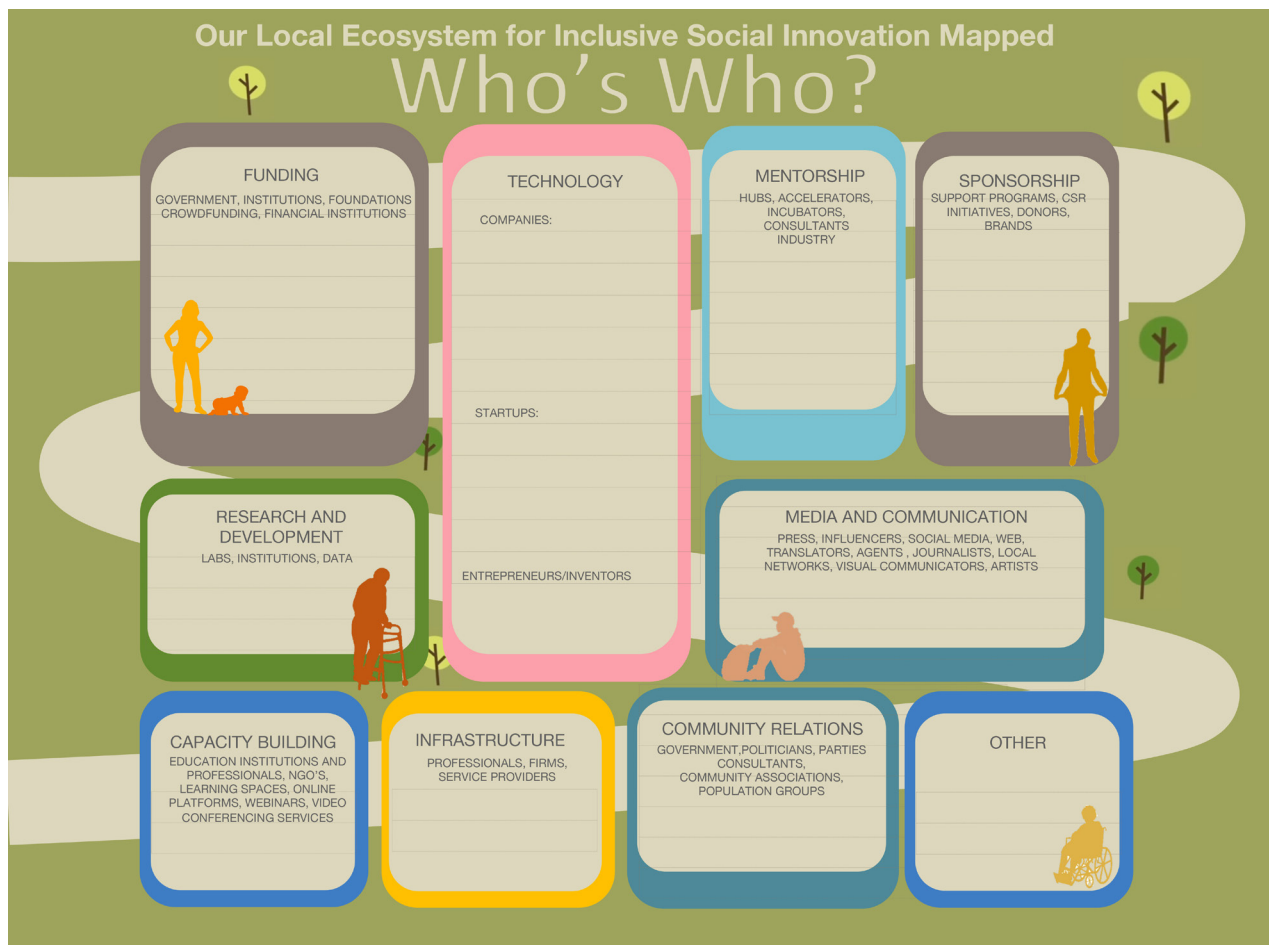
Building block	Actions
<p>Technology</p> 	<ul style="list-style-type: none"> • Explore different platforms, software and online management or design tools to build partnerships, communicate, exchange ideas, engage, share, manage and evaluate.
<p>Monitoring and evaluation</p> 	<ul style="list-style-type: none"> • Measure the partnership's social impact and inclusionary aspects such as female representation and the number/variety of minorities involved or assisted through the partnerships.

Exercise: Mapping the local ecosystem for inclusive social innovation

In this exercise, we invite you to use the format provided to map your local innovation ecosystem for inclusive social innovation as part of the process of evaluating possible partnerships and partners for upcoming projects and initiatives.

An INNOVATION ECOSYSTEM is an interconnected network of multidisciplinary entities made up of actors from diverse backgrounds, cultures and areas of expertise. They have no formal ties, but certain dynamics govern interactions and binds them together through personal or professional relationships. The actors in the ecosystem co-evolve capabilities around a shared set of technologies, knowledge, or skills, and work cooperatively and competitively to develop new products and services or combine their individual offerings into coherent, customer-facing solutions^{iv} (Adner, 2006, p. 2). Actors in a local innovation ecosystem could include: companies, startups, entrepreneurs, investors, individuals, firms, organizations, associations, agents, government agencies, decision-making and regulating institutions, physical spaces, programmes, talent providers, research institutions, service providers, community agencies, and others involved in entrepreneurial processes in the region.

An **ecosystem map** helps aspiring entrepreneurs navigate the constantly evolving local innovation network to realize their goals. It describes relationships between species or thematic areas in the system and communicates 'who's who'. Ecosystem maps make visible a network of activity that often occurs below the surface. Think, who are the potential actors in your Innovation ecosystem based on your goals, offers, and key stakeholder groups? Which value is proposed for each partnering group? (e.g, sponsorship, mentorship, technology, funding, validation, or impact partnerships). Start mapping your current relationships, including all local groups you can recall.



Key takeaways

- Partnerships have become an increasingly important mode of local governance. They are critical, considering current and future challenges and the escalating implications and risks caused by climate change and other vulnerability-inducing situations.
- Through partnerships, civil society organizations, resident groups, enterprises and governments at different levels work together to design area-based strategies, adapt policies to local conditions and take initiatives consistent with the inclusion of groups in vulnerable situations and other shared priorities, to improve the quality of life of all residents, especially marginalized populations.
- There are a variety of partnership configurations. They can differ according to their purpose, time, location, conditions in which they are developed, how they operate and the expectations to be met. Inclusive partnerships should reflect diversity and be empowering of people in vulnerable situations.
- Local governments can harness outside expertise and abilities, working with residents and other programmes, agencies and stakeholders across policy arenas to advance social and environmental goals, transitioning from a siloed approach to a comprehensive collaborative approach. Some proposed strategies to attract partnerships include:
 - › Developing a local ecosystem for inclusive innovation and attracting the best minds in the field globally, engaging the local community in the production of innovation
 - › Building partnerships through multi-stakeholder online partnership platforms or hubs bringing together partners with aligned interests and supporting innovative collaborative action to achieve both business and development goals

- › Initiating hybrid organizations (public-private-people) or community associations to carry out social projects
- › Welcoming Corporate Social Responsibility (CSR) initiatives, by driving local companies to make sound social and environmental decisions and invest in the local community
- › Bartering resources such as knowledge, infrastructure, utility spaces and municipal property (work spaces, event halls and open spaces, storage, parking, libraries etc as long as it serves the public interest)
- Partnerships for local inclusionary social innovation can be generated using a variety of approaches. Each capitalizes on a different value:
 - › Knowledge - Generating Innovative multisectoral collective knowledge (helix models)
 - › Openness - Promoting transparency (Open Government Partnerships - OGP models) by sharing public data to generate innovative mechanisms for overseeing and shaping local governance (e.g. digital apps or platforms)
 - › Process - Emphasizing the collaborative process through co-design with the local community (Collaborative Value Creation - CVC models)
 - › Innovation - Partnerships that build upon attracting external innovation through constant activity and organization of bids, calls, competitions, awards, grants, pilot testing and other means (Places Of Social Innovation - POSI models).

Chapter 5

Building Inclusive Mindsets and Developing Capacities of Local Government Officials and Other Stakeholders

Chapter 5: Building Inclusive Mindsets and Developing Capacities of Local Government Officials and Other Stakeholders

Public administration systems must be fit for purpose, capable of meeting the demands of a highly interconnected world and the rapidly changing global challenges and of advancing the SDGs and promoting inclusive social innovation. To achieve these goals, it is crucial that public employees and other stakeholders build inclusive mindsets and develop their capacities. This calls for going beyond serving people of different racial, ethnic, gender and generational backgrounds and instead emphasizing the importance of exposing people to a variety of beliefs and experiences and remaining alert to any potential bias or prejudice.

Mindsets are important because they affect the way we think, see, frame reality and act. They shape the way people behave and conduct themselves, especially towards others. The purpose of this chapter is to introduce the necessary mindsets and competencies to advance local innovation for the inclusion of persons in vulnerable situations and leaving no one behind based on the framework developed by UN DESA and propose mind-changing strategies for local government officials and other stakeholders.

Key challenges

In a reality of 'wicked problems' where trust in government has reached record lows, local governments are dealing with a crisis of legitimacy.^{iv} Legitimacy is the broad reservoir of support that allows governments to deliver beneficial outcomes for people. It is deeply connected to the capacities and behaviours of government officers.

Public institutions tend to become goal-oriented service-delivery organizations where public servants, government officials, lawmakers, accountants, and others constantly engage in optimization, efficiency, measurements, and objectives (a delivery mindset). These often come at the cost of investing less in building strong connections with people. People in vulnerable situations often struggle through acute social-economic problems, such as homelessness, loneliness, substance misuse, mental health care and elder care. They require special attention as these people are often invisible to the institutional eye. In some cases, they may be perceived as consumers with whom the government conducts transactions, which is fundamentally different from developing a sense of community, belonging, dignity, support, respect and environmental connection. Trust and public legitimacy can be fostered by treating people with dignity and respect.

To empathize with people facing difficulties, government officials and other stakeholders must understand the concept of social inclusion. The concept touches almost all dimensions of life, both individual and societal. Poverty eradication strategies, for example, demand interventions in a wide range of areas that require specific knowledge and preparation. Cross-cultural impediments regarding communication difficulties produced by a lack of cultural understanding and intercultural communication skills can manifest through anxiety, uncertainty, stereotyping and ethnocentrism. Public servants may not know how to deal with racial or gender-based sensitivities using the correct communication styles. They may lack incentives or willingness to learn to act differently. They may underestimate the value of diversity and respect for diverging views, traditions, cultures or geographic origin. Social conservatives may see traditional social values, often rooted in religion, as being threatened by secularism and moral relativism. This leads to deeper challenges where institutions compete with long learned values that a person has assimilated throughout a lifetime about themselves, others and the world around them.

Changing mindsets in an institution, including the underlying beliefs, consolidated behaviours, codes of conduct and informal constraints, is difficult. Traditional forms of training, aimed at imparting knowledge and skills, do not always produce the expected change in public servants' behaviour because the type of change needed is at a much deeper level, including personal values, thoughts, and emotions (UNDESA, 2021). People are not always aware of how their beliefs influence their behaviour. There is a tendency to search for information that confirms pre-existing beliefs. Despite their good faith efforts, government officials, in their best performance, can still fall into bias.

The importance of inclusive mindsets and capacities of local government officials and other stakeholders

The previous chapters in this handbook emphasized the importance of participation and engagement processes (Chapter 1), trust building, service co-design and co-production processes (Chapters 2 and 3), and partnerships (Chapter 4) in empowering populations in vulnerable situations and building stronger inclusive institutions. To carry out these complex processes, local government officials, private sector leaders, and other stakeholders must be given the legitimacy to lead and manage them. Success depends largely on people's (in vulnerable situations) contribution, will, motivation and self-worth. Government's role is to assist in creating the conditions under which good results are more likely to arise; to provide an atmosphere in which individuals can work together, initiate partnerships, feel valued, and participate to improve results. All of this helps establish an environment in which brilliant ideas can arise and values guide public servants' behaviours and actions in delivering services and spearheading programmes to improve the quality of life of all people, without discrimination.

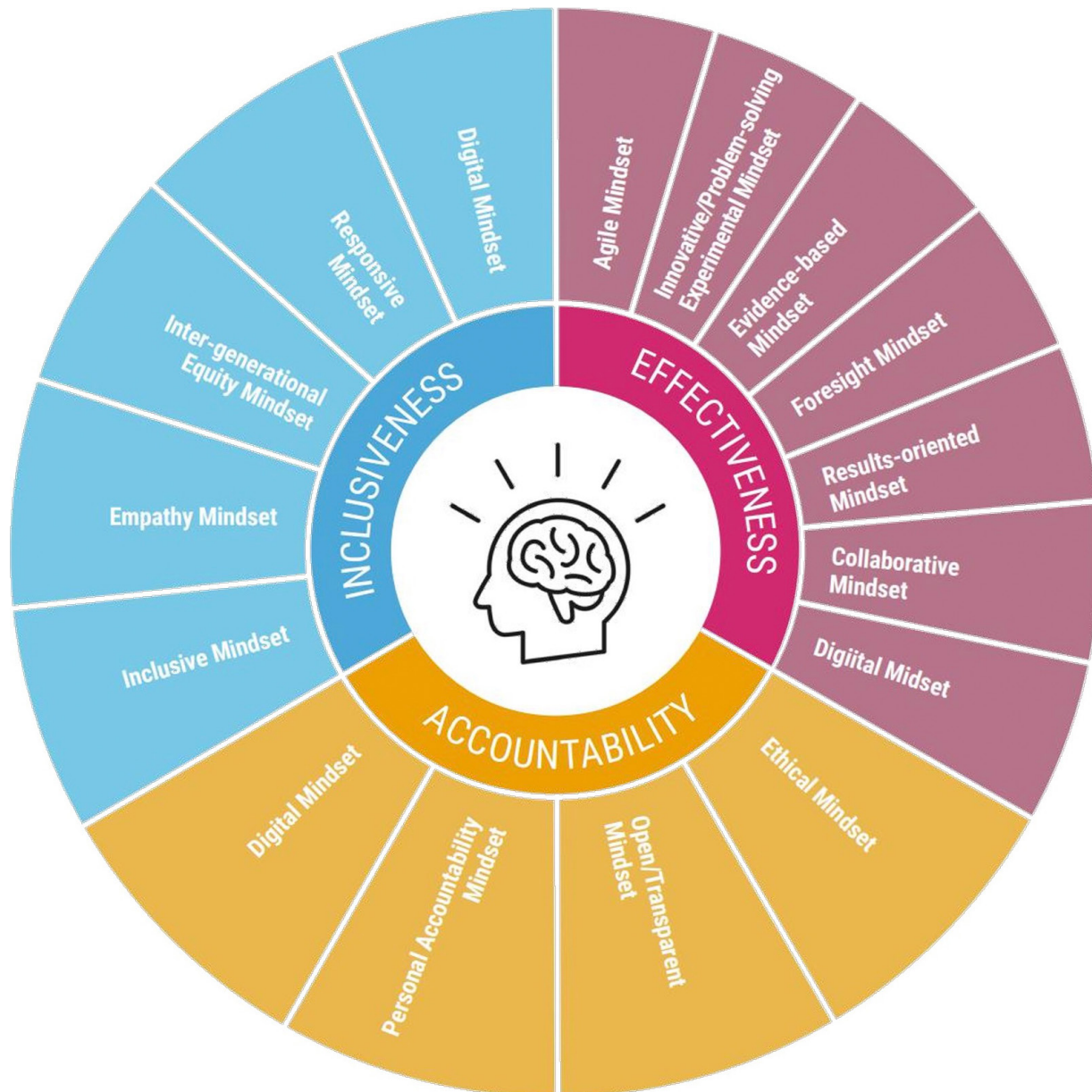
Local government officials and other stakeholders need inclusive mindsets and capacities on three levels: **Individual**—being open to new individual skills, knowledge and performance gained through training, experiences, motivation and incentives; **Organizational**—improving organizational openness and inclusivity through strategies, plans, rules and regulations, partnerships, leadership, and power structures; **Institutional and societal**—opening systems, processes, roles, and policy frameworks to foster inclusivity (UN DESA, 2021).

A typology of inclusive mindsets of local government officials and other stakeholders

UN DESA's Division for Public Institutions and Digital Government (DPIDG) developed a companion document to the [Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development](#), which is part of the Curriculum on Governance for the Sustainable Development Goals.

UN DESA, in collaboration with schools of public administration, identified key mindsets and associated competencies as critical to moving forward with the realization of the SDGs, framed around the principles of the 2030 Agenda and the three components of effective governance (efficiency, accountability, inclusivity). See Figure 10: Mindsets for SDG implementation (Source: UN DESA (2021) Changing Mindsets to Realize The 2030 Agenda for Sustainable Development, which describes the desired skills and attributes for public officers to build a new organizational culture and meet future challenges.


Figure 10. Mindsets for SDG implementation (Source: UNDESA (2021) Changing Mindsets to Realize the 2030 Agenda for Sustainable Development)







The framework proposes five desirable mindsets to promote institutional inclusiveness: inclusive, empathy, intergenerational, responsive and digital. Each mindset consists of desired beliefs and attitudes (worldview). A belief is what is held to be true, a conviction that does not necessarily correspond to reality but influences a person's interpretation of and response to events. Attitudes are a settled way of thinking or feeling about someone or something, typically one that is reflected in a person's behaviour, how he or she interacts with the world. Mindsets must go in hand in hand with new competencies, which call for specific knowledge, skills, and attributes.

Table 3 presents the rationale behind each of the inclusiveness mindsets (along the respective beliefs and attitudes) and the required competencies.

Table 3. Inclusive Mindsets and Competencies [Source: Adapted from UNDESA (2021) Changing Mindsets to Realize the 2030 Agenda for Sustainable Development]

MINDSET	RATIONALE	COMPETENCIES
<p>Inclusive mindset</p> <ul style="list-style-type: none"> • Beliefs: All people are equal in dignity and rights and deserve equal opportunities for a better life • Attitudes: Committed to treating everyone with dignity and respect, empathy, tolerance, solidarity, and no discrimination 	<p>Public servants need new capacities to ensure that no one is left behind and to foster inclusive societies; decision-making at all levels needs to include all voices and perspectives for empathic and responsive service delivery in support of leaving no one behind, non-discrimination, participation, subsidiarity, and inter-generational equity.</p> <p>Governments (including local) need to:</p> <ul style="list-style-type: none"> • Promote a diversified workforce in the public sector, including people from different backgrounds • Have the capacity to better interact with all groups in society, particularly vulnerable groups • Be encouraged to spend time with the poor and in the natural world to strengthen people-centred and planet-centred mindsets 	<ul style="list-style-type: none"> • Respect for diversity and non-discrimination to promote public sector workforce diversity, and in line with SDG 16.7, ensure responsive, inclusive, participatory and representative decision-making at all levels • Inter-generational equity to ensure prosperity and quality of life for all, noting especially the needs of today's children and how current actions may jeopardize the basic needs of future generations • Empowerment, participation and awareness of their own and their communities' beliefs, values and expectations to ensure a culture of caring • Negotiation and facilitation to find solutions to a shared problem; Successful negotiators will analyse a problem, identify the interested parties, and reach a consensus. Communication, persuasion, planning, strategizing, and cooperating are essential skills of negotiation and facilitation.

MINDSET	RATIONALE	COMPETENCIES
<p>Empathy mindset</p> <ul style="list-style-type: none"> • Beliefs: Understanding the experience and feelings of others is crucial to making decisions that leave no one behind • Attitudes: Attentive and focused on understanding the feelings and needs of others, particularly vulnerable groups, and those that are left behind, and takes actions to address their needs 	<p>Empathy/Relational Mindsets are critical to support emotional intelligence and socially conscious leadership to safeguard people, the planet and prosperity for all.</p> <p>Socially conscious leaders contribute more positively to people-centric development.</p>	<ul style="list-style-type: none"> • Emotional intelligence is the ability to recognize, manage and communicate with emotional regulation and respond appropriately to the emotions of other people. • Socially conscious awareness and responsibility allow public servants to develop an awareness of their own beliefs, values and expectations and those of their communities, and ensure a culture of caring, being flexible to recognize people's different needs. • Collaboration competencies – Allow public servants to collaborate with stakeholders from different backgrounds.
<p>Inter-generational equity mindset</p> <ul style="list-style-type: none"> • Beliefs: All generations, young and old, deserve to live on a sustainable planet and have their needs met • Attitudes: are compliant with the principle of environmental, social and economic equity 	<p>An inter-generational equity mindset will help promote prosperity and quality of life for present and future generations. This rests in part on a planet-centred mindset. Instilling and internalizing people-centred and planet-centred mindsets are essential components of an inter-generational equity mindset.</p>	<ul style="list-style-type: none"> • Abilities to construct administrative acts that balance the short-term needs of today's generation with the longer-term needs of future generations • Skills in management and planning are critical for long-term public debt management, long-term territorial planning, spatial development and ecosystem management. • Skills in assessing the impact of the SDGs are critical for the decision-making process.

MINDSET	RATIONALE	COMPETENCIES
<p>Responsive mindset</p> <ul style="list-style-type: none"> • Beliefs: Public Institutions exist to respond to people's needs and protect human rights and fundamental freedoms for all • Attitudes: putting people first by effectively anticipating and responding to their needs and creating an enabling environment for sustainable development 	<p>A responsive mindset is needed to create people-centric services with a special focus on vulnerable groups, and to co-create services.</p>	<ul style="list-style-type: none"> • Abilities to respect, protect and promote human rights and fundamental freedoms for all and ensure equitable access to public service delivery provided on general terms of equality (without distinction of any kind, as to race, colour, sex, language, religion, political or other opinions, national or social origin, property, birth, disability, or other status)
<p>Digital mindset</p> <ul style="list-style-type: none"> • Beliefs: If properly leveraged, digital technology can help address a multiplicity of challenges • Attitudes: are focused on leveraging the advantages of technology in support of governance transformation while also addressing its risks 	<p>A digital mindset means embracing not just the ability to use and leverage new technologies but also a set of behaviours and attitudes around them, along with new competencies needed to implement technological developments.</p>	<ul style="list-style-type: none"> • Change of public institutions' capacities is needed to keep abreast of technological developments and understand the applicability (benefits and risks) of digital technologies to solve complex problems (digital literacy) • Digital transformation requires abilities to apply technology to appropriate tasks within government, seeking effectiveness and transparency of government processes, reorganization of work, and continuous training. • Public servants need to be conversant with different communication channels integrating online and offline communication. • Digital skills and access to infrastructure and Internet connections are needed to close the digital divide. • The ability to secure sensitive data is essential.

SOURCE: ADAPTED FROM UN DESA (2021) Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

The publication *Changing Mindsets to Realize the 2030 Agenda for Sustainable Development*^{vi} emphasizes **leadership by example** as a means of setting both the tone and the standards of behaviour. A demonstrated genuine and authentic leadership is critical to guide a mindset change.

Developing competencies and capacities for social innovation among local government officials and other stakeholders

Innovation leadership is the ability to inspire productive action during times of creation, uncertainty, ambiguity, and risk. Such leadership is a key competency to promote mindset shift, inspiring communication of thoughts and beliefs. It is necessary for organizations that hope to develop truly innovative services and act to mitigate vulnerabilities. Socially conscious leaders visualize societies, articulate opportunities and challenges, initiate solutions, and overcome barriers they encounter to bring about change. They exhibit strong personal empathy and commitment to a cause. Innovating for greater inclusion requires knowledge, abilities, and traits that go side by side with new mindsets. Governments may need to invest in retooling public services and training civil workers with new knowledge and skills to foster inclusivity and give the workforce more freedom and creativity to allow for innovation within the organization. When higher levels of government take all the decisions, impose conditions and guidelines, give budgets bestowed conditionally and removed if an error is made, there are lower chances for inclusion and innovation to thrive. Greater competencies can be achieved by changing the traditional development framework from economics-driven to one that is more inclusive and supportive of notions of inclusion and sustainable development, moving from top-down decision-making to more bottom-up participative processes of policymaking.

Capacities for social innovation are defined as *the ability of people, organizations and society to manage their affairs successfully* (UNSDG).^{vii} Local government officials must adopt a vision that is broader than an inner scan of the organization (what people do we have, what money do we have, what skills, processes, etc.) that includes the capacities of all the bodies working in the community determining who is most suitable to work with a certain community to solve a specific problem. Innovation emanates from this new view on capability that widens the notion of what and where capability exists, to include not only inside the local government structure but throughout the community. Such an approach involves thinking synergistically about the broader ecosystem and its different parts, how they interact with one another, and how information, knowledge, data and ideas travel among the different stakeholders and horizontally between organizations.

Strategies

Changing mindsets is an individual responsibility and a journey that takes time and practice. A whole-of-government approach must be adopted, encompassing behavioural changes at the individual, organizational and institutional levels. Innovative strategies associated with the principle of competence include:

At the individual level:

- **Instilling meaning and an understanding among public servants of the required mindsets and related behaviours** – This can be done by circulating codes of practice (through presentations, booklets, general meetings, seminars), and frequently repeating the core values of the organization. It is also important to meet with people in vulnerable situations and hear their relatable stories and internalize the meaning of such values (e.g. equality, diversity, dignity).
- **Encouraging greater closeness to the local community** – Provide more opportunities to engage with the local community (including people in vulnerable situations) through outdoor and volunteer activities. This will

help public servants develop new attitudes, sensitivity, skills, and behaviours and foster multi-stakeholder dialogue that empowers grassroots organizations. This means shifting focus from internal processes towards social impact and better understanding the context in which different people live.

- **Training civil servants** – Training includes exposing civil servants to diversity practices and teaching them about root causes of vulnerability, risks, special needs, and communication styles. This can be practiced through group simulation game sessions, where public officers pretend to serve a variety of particular cases and their response and reactions are evaluated by the group. An expert in inclusionary behaviour can supervise the session and share the correct ways to address the issue. This enhances problem solving skills. Peer advice can be requested when necessary. Civil servants sometimes also may need emotional and professional support when they have to deal with difficult cases.
- **Nurturing champions of change in the public sector** – Find role models for inclusive mindsets and behaviours that will support change. Reward civil servants with desired personal qualities. Government can establish or submit initiatives to programmes at the national and local levels to help uncover champions of change. For example, nominating a project for the [UN Public Service Awards](#), which is the most prestigious international recognition of excellence in public service, can help promote champions of change and disseminate information on successful national initiatives worldwide.

At the organizational level:

- **Promoting a diversified workforce** – Employ people with different backgrounds. That will enhance the ability of local government officials to better interact with all groups in society. Marginalized groups must be included in the recruitment processes (e.g women, LGBTIQ+, people with disabilities, various ethnicities, languages spoken).
- **Promoting a professional public sector workforce** – Employ workers with academic, professional or practical experience working in diverse environments and promoting inclusion (e.g people who have worked for NGOs or have experience with community work). If possible, appoint a professional ‘diversity officer’ to manage inclusion programmes within the organization and the community.

At the institutional level:

- **Leadership development** – Develop socially conscious leadership skills where leaders or change agents steeped in values of social consciousness also possess the empathetic qualities that prepare them to engage with communities and empower them to define their own agendas of change. Such leaders can challenge injustices, mobilize people and translate values of social consciousness into problem diagnosis, engaging communities to formulate policies and strategies that address their needs in a participatory and empowering way. See: [Changing Mindsets to Realize the 2030 Agenda for Sustainable Development](#) (pp. 41-47).
- **Building skills and upskilling** – A local government with the right competencies and values to foster inclusion to fundamentally reinvent itself and invest in the skills civil servants need. A whole-of-government transformation of institutional governance must include updated job profiles and human resources management, including working methods, culture, and mindsets to drive aptitudes that support inclusivity, diversity and equality . Some of those skills can be built through training and exposure.
- Promoting local behavioural research and leveraging technology to promote augmented inclusionary capacities: Modern technologies support interconnectedness, can increase speed of services, and help address complex problems in an increasingly complex world. Technology may be helpful in locating and organizing knowledge as well as warning of potential bias issues. For example, machine intelligence in the form of concept recognition and natural language processing can quickly analyse and sort large volumes of content to categorize it according to an established taxonomy. In the age of e-government, technology also can offer the means to categorize problems within systems and enable monitoring of the fluid interrelationships mapped to actual developments as they happen, to better understand local governments’ responses to vulnerabilities, follow-up

inclusionary policies, and any potential consistency that may be interpreted as systematic discrimination by government officials or public policy/laws. See: GovLaBPHL City of Philadelphia also at <https://www.govtech.com/dc/government-is-using-algorithms-are-they-assessing-bias.html>. The Philadelphia Behavioral Science Initiative was established in 2016 as a partnership between the City of Philadelphia and academics from local institutions. In addition to piloting low-cost interventions, the initiative works to further the use of evidence-based practices across city government and provide more support for city agencies who use data.

Approaches

There are multiple approaches to carry out the above-mentioned strategies. In general terms, because the fundamental mindset component can be a little abstract, local government must investigate, define and practice mindsets in terms that can be translated to concrete, observable behaviours and capacities that support the goals of public servants' work. Adoptable approaches that can help local governments frame mindset change include:

- **Out-of-the-box thinking and innovation:** promoting an inclusive mindset as an innovative, transformational change, made to 'modernize' the institution with pluralized ideas
- **Social consciousness:** promoting mindset change as a social duty, with a strong sense of empathy to social injustices followed by visualization and conceptualization of pathways for change
- **Experimental approach:** promoting inclusive mindset change as a ground-breaking social experiment, to solve local challenges and serve as a pioneering example to others
- **Exemplars:** promoting evidence and data-based mindset change towards inclusion, based on social-economic studies and successful cases, to replicate inclusive policies; Mitigating vulnerabilities to strengthen society as whole by implementing policies that have been successful elsewhere
- **Engaging relevant skills:** promoting change by engaging public servants who already possess the relevant skills in the transformation, empowering them to lead.

Box 5. Case: Gender-Based Analysis Plus, City of Edmonton, Alberta, Canada

Target population: Public officers, senior leaders in the city administration, City Councilors

Strategy: Changing organizational culture by internalizing inclusive values and beliefs

Approach: Empathy/social consciousness






In 2017 the City Council of Edmonton, Alberta, Canada passed a motion (CR4189) to implement mandatory **Gender-based Analysis Plus (GBA+) e-learning training** for senior leaders in the city administration and for City Councilors. The training had to be completed by the end of 2018. It utilizes a customized version of the Canadian Federal government's e-learning tool. The City Council also directed that staff in role-specific positions, predominantly in the areas of research, policy and programme development, human resources and communication, receive in-depth training.




GBA+ is an analytical process that provides a rigorous assessment of systemic inequalities. It also provides a means to assess how diverse groups of women, men and gender diverse people may experience policies, programmes and initiatives. GBA+ considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between those factors influences the way government policies and initiatives such as parental leave, medical treatment, and primary Inspection kiosks upon returning to Canada are experienced.

See: https://webdocs.edmonton.ca/siredocs/published_meetings/120/677815.pdf
<https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html>

See more cases in the Annex 2 – Additional Cases – Chapter 5.

Actions/steps

Building block	Actions
<p>People</p> 	<ul style="list-style-type: none"> • Promote leadership development for inclusiveness and leadership by example. • Appoint departmental heads of inclusion – individuals in the organization who possess the necessary inclusive mindset and skills, capable of assisting the process of change. • Find staff and facilitators who can lead inclusive mindset capacity building. • Invite the community (especially people in vulnerable situations) to take part in the training process by hosting meetings and sending feedback. • Invite other stakeholders who may be able to contribute to the process to participate.
<p>Vision</p> 	<ul style="list-style-type: none"> • Develop a vision of the desired inclusive mindsets and capacities, including the values, beliefs and behaviours that are desired in an inclusive institution inspired by the principles of the 2030 Agenda.
<p>Strategy</p> 	<ul style="list-style-type: none"> • Foster values and an organizational culture of inclusiveness at organizational and institutional levels.
<p>Governance</p> 	<ul style="list-style-type: none"> • Make inclusive mindset training a requirement for local government employment. • Make diversity an official requirement for employee recruitment, composition of committees, and public participation efforts. • Establish sanctions for public functionaries who do not act according to the new mindset parameters (e.g. discriminatory behaviour).
<p>Process</p> 	<ul style="list-style-type: none"> • Incorporate staff training and mindset transformation activities in the institution's annual workplan. • Provide government officers an opportunity to innovate through greater personal autonomy, diversity of thought, participatory and empowering processes. • Build cross-organizational networks/forums to discuss inclusion. • Develop incentives and reward mechanisms to recognize excellence in inclusive behaviour.

Building block	Actions
<p>Partnerships</p> 	<ul style="list-style-type: none"> • Co-create government training programmes with the community, meeting with people in vulnerable situations to learn through collaboration about the risks that threaten them and the various aspects of inclusion that need to be addressed. • Partner with civil society organizations that have expertise in mobilizing for social causes to organize field visits, collaborations methods, cultural events. • Partner with academia and invite experts and researchers (e.g. behaviouralists) to take part in the mindset transformation, developing tools and solutions.
<p>Technology</p> 	<ul style="list-style-type: none"> • Use technology to train the workforce, including E-learning, online workshops, and online forums where innovative and inclusive ideas can be fostered, letting government officials and other stakeholders become part of a meaningful learning community and inclusive culture. • Technology can be used to record service calls and analyse meeting protocols to supervise inappropriate behaviour.
<p>Monitoring and evaluation</p> 	<ul style="list-style-type: none"> • Periodically monitor inclusive mindset training executed by the institution. • Run a personal evaluation of every public servant's 'inclusive service performance' to assess the quality of the service delivered by requesting feedback from the person receiving the service; If any discriminatory issues arise, use this as a learning case for the entire organization. • Create a performance feedback mechanism for local government officers on various inclusivity aspects of service delivery; Periodically publish the achievements of each department; encourage enhanced transparency and integrity in government behaviour and equality and inclusivity in service.

Exercise: Developing an inclusive mindset

The first step to changing mindsets is to identify and be aware of one's own limiting beliefs. This requires recognizing that mindsets and worldviews shape actions. Personal beliefs, assumptions and biases about the world need to be uncovered through diagnostic self-assessment methodologies. It is important to understand what beliefs are holding public servants back in pursuing the institutional goals related to the 2030 Agenda.

The following exercise invites you to assess your own mindsets, competencies, and capacities as well as those of your organization, using the set of desired mindsets proposed in this chapter. Each mindset category includes five statements. The first three are personal. The last two relate to your organization. Read them carefully and decide if you agree, disagree or partly agree with it. Results will be shown on the following page, based on your responses.

MINDSET	Mark your answer
Inclusive mindset	
1. Personal – Public servants possess the capacities to generate solutions to all societal challenges.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
2. Personal – Ensuring prosperity and quality of life for children, noting especially the needs of today's children and how current actions may jeopardize the basic needs of future generations, is more important than caring for the older persons and people with disabilities.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
3. Personal – Government officials should have the capacity to better interact with all groups in society, particularly people in vulnerable situations.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
4. Organization – Our local government encourages officials to spend time with the poor and in nature to strengthen people-centred and planet-centred mindsets.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
5. Organization – Our local government promotes a diversified workforce in the public sector, including people from different backgrounds.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
Empathy mindset	
6. Personal – I have the ability to recognize, manage and communicate with emotional regulation, and respond appropriately to the emotions of other people.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
7. Personal – I am able to collaborate with stakeholders from different backgrounds.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
8. Personal – I often try to understand the experiences and feelings of others because it is crucial to make decisions that leave no one behind.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
9. Organization – Our local government allows public servants to develop an awareness of their own and communities' beliefs, values and expectations and ensures a culture of caring, being flexible to recognize the different needs of employees and the people.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
10. Organization – When making professional decisions, our local government often requires us to ignore the experience and feelings of others.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree

MINDSET	Mark your answer
Inter-generational equity mindset	
11. Personal – I believe short-term needs of today’s generation must be balanced with the longer-term needs of future generations.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
12. Personal – I believe young women with children should be prioritized and are more deserving to live in a sustainable planet and have their needs met than unemployed, homeless men and older generations.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
13. Personal – My decisions are often more goal-oriented than people-centred.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
14. Organization – Our local government balances short-term needs of today’s generation with the longer-term needs of future generations.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
15. Organization – Our local government invests considerably in long term planning, including long-term public debt management, long-term territorial planning, spatial development, and ecosystem management.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
Responsive mindset	
16. Personal – I believe that ensuring equitable access to public service for all should be the local government’s priority.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
17. Personal – I believe equitable access to public service must be provided without distinction of any kind as to gender, race, sex, language, religion, political beliefs, national or social origin, property or disability.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
18. Personal – I believe co-creation of services cannot be carried out with people in vulnerable situations because they often lack the knowledge and understanding of public service delivery.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
19. Organization – Equitable access to public service is our local government’s priority.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
20. Organization – Our local government has committed to respect, protect and promote human rights and fundamental freedoms for all.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
Digital mindset	
21. Personal – I understand the applicability (benefits and risks) of digital technologies to solve complex problems.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
22. Personal – I believe digital technologies are being unnecessarily employed to deliver services to people who will never learn how to use them. There is no better alternative than offline communications.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
23. Personal – I don’t believe digital skills and access to infrastructure and Internet connection are important or that they should be made available to everyone.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
24. Organization – Our local government has successfully implemented a digital transformation, applying technology to appropriate tasks within government.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree
25. Organization – Our local government has used digital transformation to achieve greater effectiveness in the reorganization of work and continuous training of public employees.	<input type="radio"/> Agree <input type="radio"/> Disagree <input type="radio"/> Partly Agree

Answers:

Inclusive mindset	Agree	Disagree	Partially agree
1-P			
2-P			
3-P			
4-O			
5-O			
Empathy mindset	Agree	Disagree	Partially agree
1-P			
2-P			
3-P			
4-O			
5-O			
Inter-generational mindset	Agree	Disagree	Partially agree
6-P			
7-P			
8-P			
9-O			
10-O			
Responsive mindset	Agree	Disagree	Partially agree
16-P			
17-P			
18-P			
19-O			
20-O			
Digital mindset	Agree	Disagree	Partially agree
21-P			
22-P			
23-P			
24-O			
25-O			

How many answers correspond to the highlighted cells?

On a scale from 0-10 How strong is your inclusive mindset?

On a scale from 0-10 How inclusive is your organization's mindset?

For additional exercises:

Psychologists at Harvard, the University of Virginia and the University of Washington created 'Project Implicit' to develop Hidden Bias Tests—called Implicit Association Tests, or IATs,—to measure unconscious bias in the academic world. For details, see: <https://www.learningforjustice.org/professional-development/test-yourself-for-hidden-bias> and <https://www.learningforjustice.org/professional-development/webinars/confronting-implicit-bias>. To take the test, see: <https://implicit.harvard.edu/implicit/takeatest.html>.

Key takeaways

- Inclusivity is one of the most difficult mindset shifts to adopt, considering the multiple challenges and unconscious bias that may exist. Inclusive mindsets often compete with long learned beliefs that shape the way people behave, how they act or conduct themselves, especially towards others.
- Building inclusive mindsets of government officers and other stakeholders implies developing at least five mindset directions and competencies (proposed in a framework by UN DESA in 2021: Changing Mindsets to Realize the 2030 Agenda for Sustainable Development). Those mindsets are: inclusive, empathy, intergenerational, responsive and digital.
- Mindsets can be changed at the individual, organizational, institutional and societal levels. Strategies to do so include changing organizational culture by internalizing inclusive values and beliefs, encouraging greater closeness to the local community, building inclusiveness skills and teaching and training employees on how to handle and cope with diversity and the corresponding sensitivities. Strategies also include promoting a diversified workforce, updating job profiles and human resources management to assure new employees have inclusive mindsets compatible with the values of the organization, and using technology to supervise and promote an inclusive and enabling mindset.

Summary & Recommendations

Summary & Recommendations

This handbook on 'Promoting Innovation for Local Inclusion of Vulnerable Populations and Leaving No One Behind' is being published at a tumultuous moment, amid worldwide economic, environmental, humanitarian and public health crises, with widening social-economic divides caused by the COVID-19 pandemic. It aims to strengthen the capacities and skills of local government officials and other key stakeholders and contribute to building more inclusive and resilient local communities and the advancement and the implementation of the 2030 Agenda for Sustainable Development. It introduces diverse innovative approaches, strategies, tools, practices/cases from around the world and policy recommendations for concrete policy actions on key themes and policy issues related to the local inclusion of populations in vulnerable situations.

Inclusion is a vital element for building healthy and resilient communities. As a driver for long-term success, it is a process that improves the circumstances under which individuals and groups participate in society, boosting the ability, opportunity and dignity of people who are marginalized. This marginalization encompasses a wide range of factors, including race, age, ethnicity, geography, occupation, gender, sexual orientation, physical ability, political beliefs, ideological or religious convictions and socioeconomic situation.

Social inclusion is a fundamental driver for prosperity and success that is emphasized across all the Sustainable Development Goals. To achieve social inclusion, local governments must innovate and act beyond access and participation efforts and commit to the empowerment of the disadvantaged. Innovation targeted at strengthening the inclusion of people in vulnerable situations in local governance can be carried out in different areas of public policy, including the creation of new institutions, changes in the organization, and innovation in how processes are carried out at the conceptual level with new forms of governance.

This handbook provides five main local government themes to strengthen the inclusion of people in vulnerable situations in public participation, public services, ICTs and digital government, partnerships, and the development of an inclusive mindset and capacity among government officers and other stakeholders. This is as stipulated in SDG 16, 'Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels' target 16.7, 'ensure responsive, inclusive, participatory and representative decision-making at all levels.'

The main action points from each chapter are provided here:

Chapter 1: Participation and engagement of people in vulnerable situations in local policy processes

- People in vulnerable situations can provide meaningful input into decision-making processes and generate innovative ideas and contribute towards achieving the SDGs. It is a mistake to exclude them.
- Actively involving and engaging people in vulnerable situations directly connects decision-making agencies with the populations affected by the decisions. This connection can be vital to all parties, as it may serve as an early warning system for public concerns, a means through which accurate and timely information can be communicated and can contribute to decision-making both in daily tasks and in times of emergency.
- There is no one-size-fits-all approach to including people in vulnerable situations in participation; there are numerous alternatives and approaches chosen must be sensitive to local cultural norms.
- To ensure that the use of scarce public resources builds on local knowledge and priorities and inspires commitment to change, it is essential to give vulnerable people the opportunity to participate in decision-making. However, inclusion and informed participation typically also require changing the rules to create space for discussion and engagement in local and national priority setting, budget formation, and the provision of basic services. Organizations must build capacity and train employees to do so effectively.

- As a principle of good practice, always communicate with participants in public participation forums how their input affected decisions and policy processes.
- Use feedback as an opportunity to engage; assess public satisfaction with and outcomes of participative processes.

Chapter 2: Inclusive local public services

- Services are processes. The production and consumption of services occurs simultaneously and cannot be separated. Unlike manufactured commodities, services are co-created via interactions between service providers and customers, with the latter acting as an active participant in the production process.
- To be inclusive and accomplish an effective and efficient design of inclusive services, direct involvement of people in vulnerable situations is required.
- People in disadvantaged situations can contribute to the design of public services by interacting with local governments; they can become co-producers and innovation agents, providing a greater understanding of what is needed.
- Some people in vulnerable situations have little or no connection with local government or have negative experiences. Local government must therefore establish constructive communication with them, using the channels that are most appropriate for each demographic group.
- Digitization and user-centred services, digital identities and smart platforms provide a means to serve larger numbers of people while also maintaining a high level of personalization. This is significant in the context of resource management for supporting vulnerable people and in collecting data for evidence-based decision making.
- While there has been significant progress in digitizing services, they rarely focus on people's user experience. Instead, they often replicate the offline experience. To facilitate public service access to all, local governments must be mindful of how diverse users experience service delivery, if they can experience it at all.
- Local governments must ensure that privacy is not compromised when providing inclusive online local public services. They must ensure safe data storage and take cyber security measures.
- For the successful administration of city operations, bridging the digital gap requires the development of modern infrastructure and support systems for the instant transmission, analysis and processing of data obtained through novel technologies such as Artificial Intelligence, IoT, Autonomous vehicles, and Virtual Reality.

Chapter 3: Leveraging ICTs and Digital Government for Inclusion and Empowerment of People in Vulnerable Situations

- Promoting access for all to ICT education, information, technology and know-how is an essential means to enhance communication and participation in modern civil, political, economic, social and cultural life, and to ensure respect for civil, political, economic, social and cultural rights.
- The digitalization of local government services improves efficiency in many ways, principally by reducing potential for errors and the time spent on repetitive tasks.
- The rapid evolution of technology creates the potential for innovative services and the possibility to better manage data to aid people in vulnerable situations and forecast/foresee possible risks, but it also risks widening existing digital divides, including those related to gender.
- To leverage ICTs and digital government for the inclusion of people in vulnerable situations, local government must invest in developing people's minimum capacities to explore, access and participate through digital environments. This involves educational programmes to develop abilities, awareness-raising projects, cross-sector and volunteer collaboration, sufficient resources (including for connectivity and devices),

and direct involvement and participation of people in vulnerable situations in the design and adaptation of accessible ICTs and digital government services.

- Local governments must also invest in assistive technologies and investigate a range of disabilities and vulnerabilities that hinder equal access to municipal services and infrastructure, focusing on AI, IoT, plug-ins, technology partnerships and policy tailored to specific requirements to develop new solutions. This is likely the widest approach to inclusiveness while also the most sectoral. Such an approach will require establishing an elected board dedicated to assuring 'accessibility to all' and the acquisition of assistive technologies that can be supplied through an association or partially subsidized as a community service.
- Emerging technology applications such as AI-driven chatbots can help local governments improve service delivery for residents, businesses and visitors and can also be used to streamline internal workforce operations and management.
- Local governments must ensure that AI, and other automated voice or image-based recognition systems are not biased.
- Online services offer opportunities for increasing resident satisfaction when they are inclusive.
- Local governments can use technology to make public services more efficient and accessible in many ways, including providing information and allowing users to apply for official certificates and permits at any time of day or night; facilitating the submission of social aid applications; and accepting electronic payments, to name just a few.
- By making two-way communication easier, digitalization may help enhance the relationship between local governments and numerous stakeholders. Residents can engage in decision-making, resource identification, and other areas of local governance by incorporating new technology into e-government procedures.
- When delivering digital services, local governments must ensure that there are alternative avenues for individuals who are not yet technology literate or who are unable to use computers.
- To bridge the digital divide, advanced infrastructure and support systems must be developed that enable ubiquitous connectivity. This includes accessible hotspots within reasonable proximity in restricted or highly problematic areas and assurances that everyone has some form of Internet access and the opportunity to participate in e-government policy processes and to access public services such as online education and health services.

Chapter 5: Building inclusive mindsets and developing capacities of local government officials and other stakeholders

- Inclusivity is one of the most difficult mindsets shifts to adopt. There are multiple challenges to doing so, including: competing with long-learned values shaping the way people behave, how they act or conduct themselves; lack of interest/effort; anti-affirmative action laws; outdated ideas around gender issues; lack of same-sex benefits and protections; denying racism; fear of change; and a lack of understanding regarding the multiple dimensions of inclusion, since social inclusion touches almost all dimensions of life, both individual and societal.
- Commonly used strategies associated with the principle of competence include: promoting 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.
- Additional strategies include: changing organizational culture by internalizing inclusive values and beliefs; building skills and upskilling with a whole-of-government transformation of institutional governance; promoting a diversified workforce; using technology to promote an inclusive and enabling mindset among government officials and other stakeholders; and adapting the legal and regulatory framework.

Annex

Annex

Annex 1. The Principles of Effective Governance for Sustainable Development

Principle		Commonly Used Strategies
Inclusiveness		
Leaving no one behind	To ensure that all human beings can fulfil their potential in dignity and equality, public policies are to take into account the needs and aspirations of all segments of society, including the poorest and most vulnerable and those subject to discrimination	<ul style="list-style-type: none"> • Promotion of equitable fiscal and monetary policy • Promotion of social equity • Data disaggregation • Systematic follow-up and review
Non-discrimination	To respect, protect and promote human rights and fundamental freedoms for all, access to public service is to be provided on general terms of equality, without distinction of any kind as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth, disability or other status	<ul style="list-style-type: none"> • Promotion of public sector workforce diversity • Prohibition of discrimination in public service delivery • Multilingual service delivery • Accessibility standards • Cultural audit of institutions • Universal birth registration • Gender-responsive budgeting
Participation	To have an effective State, all significant political groups should be actively involved in matters that directly affect them and have a chance to influence policy	<ul style="list-style-type: none"> • Free and fair elections • Regulatory process of public consultation • Multi-stakeholder forums • Participatory budgeting • Community-driven development
Subsidiarity	To promote government that is responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level	<ul style="list-style-type: none"> • Fiscal federalism • Strengthening urban governance • Strengthening municipal finance and local finance systems • Enhancement of local capacity for prevention, adaptation and mitigation of external shocks
Intergenerational equity	To promote prosperity and quality of life for all, institutions should construct administrative acts that balance the short-term needs of today's generation with the longer-term needs of future generations	<ul style="list-style-type: none"> • Multilevel governance • Sustainable development impact assessment • Long-term public debt management • Long-term territorial planning and spatial development • Ecosystem management

Source: Economic and Social Council E/2018/44-E/C.16/2018/8, para. 31

Annex 2. Additional Cases

Chapter 1: Strengthening Inclusive and Participatory Governance for Engagement of People in Vulnerable Situations in Local Policy Processes

Box 6. Case: Waste Collection Programme – Municipality of Jabotão dos Guararapes, Brazil

Target population: Waste collectors, including women, HIV-positive people, former offenders, former drug addicts and others

Strategy: Community-led action

Approach: Collaborative

Waste collection in Jabotão dos Guararapes, Brazil was an informal activity that exposed the waste-collectors to an open-air dump yard ('Lixão da Muribeca'). This made them vulnerable to diseases, exposed them to toxic gases and fumes, and compromised their social and economic growth. In 2009, the dump yard was closed and the municipality implemented a new scheme to formally employ and empower some of the former waste collectors and street cleaners. The initiative promoted social inclusion of waste collectors from Muribeca, through training and continuing education. Recycling co-operatives were established, providing decent work and a sustainable source of income. The programme offered training courses, technical and infrastructure support, all aimed at promoting the environmental benefits of proper waste collection. The programme prioritizes women and other groups in vulnerable situations, such as HIV-positive people, former offenders and former drug addicts, and encourages entrepreneurship and self-management of cooperatives.

See: <https://publicadministration.un.org/unpsa/database/Winners/2019-Winners/Waste-Collection-Program>
<https://www.youtube.com/watch?v=ln6yE3uotwQ>.

Box 7. Case: The Victorian Rabbit Action Network (VRAN)' – Victoria, Australia

2019 UN Public Service Awards Winner

Target population: Land managers, traditional landowners, residents affected by the rabbit infestation

Strategy: Community-led action

Approach: Collaborative

The project was established in 2014 in response to a publicly funded research project to support community-led action in rabbit management policy (the 'rabbit project') following a severe rabbit infestation in Victoria that caused extensive damages to property and agricultural produce. It has been estimated that rabbits cost Australian agriculture more than US\$200 million in lost production every year. In Victoria and Tasmania alone, it is estimated at US\$30 million in lost production. The rabbit project applied a systems-strengthening, democratic, participatory approach underpinning sustainable strategies created by the people most affected. Victorian residents and workers affected by rabbits – public and private land managers, scientists, government officers and others – were invited to engage in a participatory planning process. It included one-on-one interviews, a workshop and follow-up consultations to nurture critical enquiry, listen and learn skills of participants, advance understanding of the problem from a range of perspectives, acknowledge and engage differences and tensions, generate collective options to guide future decision-making, and encourage community-led collective action with a location-specific nature of solutions and the critical role of coordination in long-term, landscape-scale change. These ideas were further developed using complex systems and rich picture maps. The project provided the engagement tools and established the network through which it continues to support and facilitate collaboration.

See: <https://vran.com.au/> and <https://epress.lib.uts.edu.au/journals/index.php/ijcre/article/download/6496/7172?inline=1>

Box 8. Case: 'City Observatory' - Madrid City Council, Spain

Target population: Everyone

Strategy: Transforming a government body

Approach: Deliberative

The City Observatory established in 2015 was a meeting forum of governing politicians and civil servants created to analyse data about citizens' opinions that had been collected through traditional means such as opinion polls and focus groups. In January 2019, the Madrid City Council, in partnership with Participa Lab, New Democracy Foundation, and other experts in the field of deliberation, decided to transform the forum into an innovative, permanent deliberative body accessible to all, by giving the observatory members the power to send citizen proposals to a local referendum for a citizen vote, opening meaningful opportunities for participation both in setting the agenda and having a say in decision making and empowering populations in an inclusive manner. The City Council randomly selected 49 citizens to meet and deliberate citizen proposals eight times per year. The effort aimed to combine digital democracy, deliberative democracy and direct democracy in an innovative way. The deliberative City Observatory was brought into question following local elections, and in February 2020, the Observatory reverted to its original composition and function, considering that there are different instruments for citizen participation and that its legal nature is that of a body in charge of disseminating and informing citizens of the results of the evaluation of municipal management, and evaluating citizen proposals submitted through the 'Decide Madrid' digital participation platform, where a [digital space for public debates was opened](#). Although this project did not specifically address people in vulnerable situations, it did provide the setting to enable their representation in the forum.

See: <https://participedia.net/case/6895>

<https://www.madrid.es/portales/munimadrid/es/Inicio/El-Ayuntamiento/Observatorio-de-laCiudad/Presentacion/?vgnextfmt=default&vgnextoid=ed1925eae8975710VgnVCM2000001f4a900aRCRD&vgnnextchannel=ec38d941c9b25710VgnVCM2000001f4a900aRCRD>

Box 9. Case: Solo Raya ‘E-government through social media use’ - Surakarta Metropolitan, Indonesia

Target population: Urban-peripheral populations, low-income populations, peasant communities

Strategy: Making use of existing social media platforms

Approach: Communicative

Surakarta Metropolitan, known locally as Solo Raya, is one of Indonesia’s fastest-growing regional based-urban areas, with an imbalanced growth pattern that leads to peripheralization.^{lviii} A relatively large in-migration has been drawn to the periphery of the area, resulting in a new urban-rural society landscape and social gaps between the centre and periphery. The influx of middle-class people into rural areas has exacerbated social polarization. Peasant populations have been sidelined and many have taken up residence elsewhere. Some of them remain, resulting in social hybrids that aren’t entirely integrated. Communicating with the dispersed population became a real challenge for local government. In 2017 a group of seven regencies in Surakarta Metropolitan decided to test a means of communication that could accommodate and stimulate people’s participation while maintaining a democratic climate and fostering an interactive citizen-government relationship. They recognized that society could now engage with the government from anywhere (ubiquitous) and hoped to better connect with the periphery inhabitants. The regencies aimed to engage all individuals with local government through existing social media such as Facebook and Twitter, converting the free access platforms into important channels for e-government. The seven regencies proceeded to develop a user page, targeting the audiences and uploading messages by tagging. They monitored conversations on the social media feed, answered questions and addressed comments, and posted questions for user response. The audience’s input was collected and analysed as feedback for policy development/improvement. Three core objectives were defined: Effectiveness - building support and legitimizing the programme; Responsiveness - finding out the citizens’ needs and responding to them; and Accountability - explaining government services.

The project was not successful in accomplishing the objectives. Although social media was favoured for providing feedback, it was not regarded by the public as a primary or formal source. According to a study, although Facebook and Twitter were the most widely used social media by local government in Solo Area, the local public did not use social media extensively enough to participate in governmental affairs through the indicated channels. Residents, especially the targeted population, either lacked access to the social media outlets or were unaware of local government’s intended use of social media. Solo Raya still uses social media accounts to share public information, for programme socialization, and local income and expenditure budget transparency.

See: <https://ieeexplore.ieee.org/document/8350763>

Box 10. Case: 2020 Co-created Adaptation Strategy – Milan, Italy

Target population: People affected by COVID-19; older persons, people vulnerable to disease, children and teens affected by isolation, women caring for their children alone without the support of schools

Strategy: Making use of existing social media platforms

Approach: Collaborative

As the city of Milan, Italy prepared to re-open following the COVID-19 emergency, local government decided to prepare a local-scale strategy to return to full normalcy in the shortest time, while also preparing for the likely scenario of 'post lockdown containment' and any future crises. Throughout the process, local government led a broad dialogue with both the administration and citizens, with the goal of improving the city's strategy and decision making towards a Milan that is more inclusive, flexible and participatory, with quick and effective interventions to improve people's quality of life, and special concern for populations affected by isolation. Local government opened up conversations to allow people express their needs and expectations, with a goal to improve both policy design and service delivery. The extensive consultation with citizens resulted in an active and useful submission of proposals, through online and offline channels, on a variety of subjects, including sustainability (e.g. expanding bicycle lanes), services (e.g. increasing green areas), and labour (e.g. smart working). A key principle was ensuring the participation of everyone who is part of the city's social fabric, involving local institutions, representatives, non-profits, citizens' associations and self-employed individuals.

The local government strategy included carrying out an analysis on the connectivity needs and broadband diffusion throughout the territory and appropriate interventions in collaboration with the private sector to assure that even under lockdown everyone had an equal access to connectivity. The city's spaces were gradually and safely reopened to children and young adults, including squares, gardens, parks, sports and cultural venues, as well as school spaces, as places of learning and socializing. An 'Open school' policy was adopted as a continuous collaboration between schools and the community, building a permanent educational community, no matter what teaching method is in place and mapping households with major hardship and educational poverty in order to intervene in a targeted way with support.

See: https://uil.unesco.org/system/files/milan_2020._adaptation_strategy_v5.pdf

<https://www.comune.milano.it/documents/20126/7117896/Milano+2020.+Adaptation+strategy.pdf/d11a0983-6ce5-5385-d173-efcc28b45413?t=1589366192908>

Box 11. Case: Calgary Engage: Meaningful Dialogue. Informed Decisions – Calgary, Canada

Target population: People with disabilities

Strategy: A barrier-free municipal experience for all

Approach: Communicative

The City of Calgary introduced a barrier-free municipal experience for all policy covering citizen participation, events and activities. Public engagement events are made accessible to ensure that all Calgary residents, including anyone living with a disability, are welcome to participate and enjoy city events, services and programmes. Captioning, sign language interpreters, assistive listening devices and other services are available to accommodate needs. Residents contact 311 by phone or online to request an accommodation or service for any city engagement sessions. Two weeks' advance notice is needed to coordinate the service.

The city prioritizes online engagement for all city projects. Such adaptations are provided through the Engage portal, an online space to learn about and participate in city projects and initiatives. The city encourages everyone to get involved and provide input online or in person and stay connected to all projects of interest that are open for public input. Purposeful dialogue between the city, citizens and stakeholders is encouraged to gather information and influence decision making. The Engage portal provides a space for feedback on projects open for input and publishes that feedback; informs about upcoming in-person public engagement events; informs on progress of ongoing projects and on final decisions on projects that had public involvement.

See: <https://engage.calgary.ca/>

Chapter 2: Providing Inclusive Local Public Services

Box 12. Case: HYO Policy – Seongdong District, Seoul Metropolitan Government, Republic of Korea

2020 UN Public Service Awards Winner

Target population: Older persons

Strategy: Introducing an inclusive service policy

Approach: On demand services

The Republic of Korea has an aging society. The population of older persons is expected to exceed 46.5 per cent of the country's total population by 2067. The country is witnessing a shift in responsibility for older persons' care from the family to the government. This presents challenges on how to ensure care. Seongdong district in Seoul has a high concentration of people aged 65 or older. The project introduced the 'HYO Policy' to make healthcare services more accessible to older persons suffering from acute economic poverty, frailty, accessibility barriers and social isolation. The 'HYO Team', composed of doctors and nurses, provides home health visits to older persons, including health checkups, chronic disease management, depression and dementia management, and financial support for medical bills. In 2018, an 'intensive care for old-old with frailty issues' programme was added, which involved socialization to combat isolation and depression and increased the physical accessibility of welfare services through the building of a medical welfare network. Those efforts were made possible through partnerships with private clinics, welfare services and care providers at various services points. In 2020, 24.2 per cent of the older persons registered to the programme, including 6.8 per cent in the intensive programme group. Of those registered, 75 per cent of them with diabetes have controlled the disease and their social relationship rating has risen from 23.9 to 31.6 per cent, while their depression rating has been reduced from 19.6 to 17.7 per cent.

See: https://www.youtube.com/watch?v=qoHMuWQ_vul

https://publicadministration.un.org/unpsa/database/Winners/2020-winners/Seondong_HYO#:~:text=Solution%3A%20Seongdong%20District%20introduced%20its,%2C%20frailty%2C%20and%20social%20isolation

Box 13. Case: Ontario's Multi-Year Accessibility Plan for the Integrated Accessibility Standards Regulation (IASR) – Ontario, Canada

2020 UN Public Service Awards Winner

Target population: People with disabilities

Strategy: Set out a roadmap to accomplish the local vision of innovative inclusive service

Approach: 'Inclusive by Design' Services

Ontario Public Service (OPS) committed to creating an accessible organization by removing barriers for people with disabilities, implementing the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) laws, standards and action plan, and by collaborating with businesses, organizations, communities and all levels of government to become accessible for people with disabilities by 2025. The project included the development of accessibility standards in five key areas of daily living: customer service, information and communications, employment, transportation and design of public spaces. The programme requires that all public transportation vehicles bought with provincial funding be accessible and that public transit offers audible on-board announcements. Employers provide accessible job and accommodation information by partnering with SPARK Ontario, a portal that allows people to search for volunteer opportunities across Ontario and supporting the EnAbling Change Program, which provides not-for-profit organizations with funding to develop AODA-related projects that promote accessibility across sectors, support accessibility compliance provide education about accessibility requirements. The programme also includes funding for the Discover Ability Network, a free online tool that provides Ontario businesses with practical resources on how to hire, retain and accommodate people with disabilities, establishes an Employers' Partnership Table that creates employment opportunities for people with disabilities and makes Ontario's curriculum more inclusive and accessible through increased collaboration between the Ministry of Education and Ministry for Seniors and Accessibility. In 2019 the Advancing Accessibility in Ontario framework was launched, making the elementary school Health and Physical Education curriculum more inclusive, identifying accessible educational resources and setting a consistent standard for schools across the province, requiring them to offer materials in accessible formats. In January 2020 the Rick Hansen Foundation launched an Accessible Certification programme to help remove barriers in buildings, implemented through Ontario - Towards an Accessible Province - Zero Barriers Project.

See: <https://zeroproject.org/policy/pol183082can-factsheet/>
<https://www.ontario.ca/page/accessibility-in-ontario>
<https://www.ontario.ca/page/about-accessibility-laws>

Chapter 3: Leveraging ICTs and Digital Government for Inclusion and Empowerment of People in Vulnerable Situations

Box 14. Case: Project Isizwe and DigiMbizo – digital-technology initiative – Municipality of Johannesburg, City of Tshwane, South Africa

Target population: Low income

Strategy: Promote an inclusive local digital transformation

Approach: Data-based/data

Two complementary projects – providing WiFi connectivity and a consultation platform

Isizwe is a community-owned WiFi and advisory services effort aiming to empower low-income communities to build and own WiFi Zones within walking distance of every home. Governments need to move with the times and understand that Internet connectivity must be treated as a basic service delivery, especially as populations become younger and more reliant on it. Isizwe believes that local communities can benefit most when they themselves own the Internet connectivity infrastructure. Isizwe has connected tens of thousands of people from all corners of South Africa to the Internet in a manner never seen before. The project created 600 Wi-Fi connectivity spots by 2021, offering coverage to more than two million people. See: <https://isizwe.com/>

DigiMbizo is an inclusive platform for engagement and services that bridges the digital divide using innovation to improve people's lives. It is a digital version of Izimbizo, the chief meeting that national government holds across the country to communicate face-to-face with communities. DigiMbizo allows Tshwane communities to have an Imbizo with the mayor from the comfort of their own homes. Community members are able to use Twitter to pose their questions or concerns using the hashtag #DigiMbizo or #AskRamokgopa and get an immediate response. Through DigiMbizo, the municipality is able to reach social groups that normally do not attend traditional forums, and is able to monitor public sentiment, which enhances the speed of resolving issues.

See: <https://www.vukuzenzele.gov.za/innovative-solutions-effective-local-government>

<https://journals.co.za/doi/pdf/10.10520/EJC183089>

https://www.academia.edu/19634077/Digimbizos_in_Tshwanes_Digital_urban_Life

Box 15. Case: Coatzabierto: Integral strategy of open government and intelligent city – Coatzacoalcos Municipality, Veracruz, Mexico

2021 UN Public Service Awards Winner

Target population: Everyone

Strategy: Promote an inclusive local digital transformation

Approach: Platform integration

The municipality of Coatzacoalcos modernized its ICT infrastructure and provided a comprehensive citizen platform that lays the foundation for transformation to a smart and sustainable city. The ICT infrastructure was developed to put technology at the service of all citizens. Through downloadable apps, citizens can access public services and information 365 days of the year, 24 hours a day. This enables people who work during normal government office hours make transactions and receive services after hours. Previously most public services were delivered offline, meaning citizens experienced long processing and operating times, having to travel to respective offices to carry out and access basic services. The municipality achieved an estimated reduction of 40 per cent in processing times for both the citizens and the government.

See: <https://tramites.coatzacoalcos.gob.mx/>

<https://publicadministration.un.org/unpsa/database/Winners/2021-winnerscoatzabiertoEJC18>

Box 16. Case: Digital Inclusion in the City of Sunderland, England

Target population: Digitally marginalized populations

Strategy: Strengthen the digital literacy and the acquisition of targeted ICT skills

Approach: Experimental approach

Sunderland City Council joined forces with a consortium of local authorities, a leading educational charity and an expert management consultancy to deliver the CCIN Policy Lab: Understanding the Digital Divide. Tackling social inequality and maximizing digital inclusion are key drivers for Sunderland City Council's strategy to tackle the digital divide and avoid individuals in the most affected communities across the city being left even further behind. By building a more robust data picture of who is experiencing digital exclusion, including insights into where they are, the barriers they face in accessing services and social contact online, and the interventions that would most effectively support them to become more digitally engaged, Sunderland City Council and the consortium of partners are paving the way to better understanding the digital divide and tackling digital poverty.

That understanding of the current digital divide has led to establishment of a set of key outcomes that take a consultative approach to deepening the understanding of the current problem surrounding digital skills and the uptake of digital technology. They include: a resident consultation, **entitled 'Let's Talk Digital', with questions available to be reproduced, informing future delivery and strategic planning; and an improved understanding of** available data on digital exclusion and exploration of further data gathering exercises. Outcomes also include learning and intelligence to inform adult learning within future digital inclusion programmes and to inform targeting of access to digital learning within community venues. A 'lessons learned' report will be created to enable sustainable, cost-effective and long-term solutions. It will include a case study on the use of data to locate one cohort (e.g. the unemployed) and the application of learned remedies to their digital exclusion in a given borough. Solutions will be sought to enable residents to access ICT equipment, working with businesses to maximize social value contributions. A key outcome managed by Sunderland City Council is a grant being developed with Protech, a local business, to set up a Reuse ICT scheme that will involve the use of existing associates of the city's digital network, such as charities, who will act as 'donation points' for the Council, businesses and individuals to drop off laptops and desktop computers. The donation point or charity digital hub will assume responsibility for storing the equipment in a secure location until it is collected by Protech, which will wipe the system clean and prepare it to be upcycled.

See: <https://www.sunderlandoursmartcity.com/news/bridging-the-digital-divide/>

Box 17. Case: ASET – Automatic Social Energy Tariff – Administrative Modernisation Agency and the Directorate-General of Energy and Geology, Portugal

2020 UN Public Service Awards Winner

Target population: Low-income

Strategy: Promote an inclusive local digital transformation

Approach: Data-based/data-centric/data pooling/data scraping approaches

The project aimed to address the low uptake rate of the 'Social Energy Tariff' programme since 2010 that allows for reduced energy consumption fees for low-income populations, using automated tariff adjustments. Previously, consumers were either unaware of the entitlement or were deterred by the administrative application burden. The new process was implemented via a platform developed in 2016 that automates the tariff application process, cross checking data from several government entities to identify the consumers who are entitled to the 'Social Energy Tariff'. Through the service, the Government proactively checks for eligibility and automatically attributes the social tariff allowed. This helps to bridge the technology gap and ensure all families in need have the financial support they are entitled to for their energy services. According to evaluations, automating the process increased the percentage of beneficiaries from 4 per cent to approximately 20 per cent, representing an overall discount of more than 85 million euros on their invoices.

See: <https://www.ama.gov.pt/web/english/citizen-portal>

<https://www.youtube.com/watch?v=SVAhJy6ukQ&t=1s>

Chapter 4: Fostering Innovative Partnerships for Inclusion of People in Vulnerable Situations at Local Level

Box 18. Case: ACI mobility information system Luceverde, Automobile Club d'Italia, Italygreen

2021 UN Public Service Awards Winner

Target population: Daily commuters affected by traffic incidents and people with disabilities

Strategy: Engaging in cross-border/regional collaborations

Approach: Open government partnerships (OGP)

The project is an inclusive public-private stakeholder collaboration to provide real-time information on mobility, traffic and road conditions in urban areas to help citizens plan their daily travel, save time and avoid possible road accidents. It integrates all modes of transport, paying particular attention to daily commuters and seasonal issues related to tourism. It uses real-time, GPS-based information for multi-modal mobility through channels including web radio, apps, social media a manned contact centre. The project has created 'Place for me', a module reserving parking spaces for people with disabilities, using a sensor that emits an acoustic signal when non-authorized drivers park there.

See: <https://infomobility.aci.it/wp-content/uploads/2021/11/Traffico-Bologna-informazioni-in-tempo-reale-su-Luceverde.pdf>.

Box 19. Case: Public Sanitary Pads Support Policy – Seoul Metropolitan Government, Republic of Korea

2019 UN Public Service Awards Winner

Target population: Women and girls

Strategy: Running a local hybrid organization Seoul Municipal Health Center for Teen Girls (SMHC)

Approach: Co-creation/co-design/co-production

Teens and women from low-income population rarely have access to affordable sanitary pads. Public bathrooms generally do not have vending machines for sanitary pads for purchase. There was a need to make safe and hygienic menstruation practices available to all women in public facilities and improve reproductive healthcare. A master plan was designed in 2018 for the installation of emergency sanitary pad dispensers in public locations, maximizing convenience in partnership with shelters for runaways, girl-care pharmacies, out-of-school youth support centres, local children's centres and the sanitary pad industry. After trial operations in 11 public locations, promotional videos, manuals and incentives have been used to encourage additional institutions to participate. The project reached approximately 992 facilities in 2017, even before the master plan was completed. Seoul Metropolitan Government has increased the information and care provided through the Seoul Municipal Health Center for Teen Girls (SMHC). SMHC operates 250 'Girl Care' pharmacies and has designed an informational website and notebook on menstruation. Seoul Metropolitan Government also is implementing diverse projects to improve public perception of menstruation, such as events and festivals in which corporate employees and celebrities participate. Gangnam-gu, a district in southern Seoul, was the first to offer free sanitary napkins. The project has expanded to become a national project.

See: <http://www.pad4u.co.kr/> <https://english.seoul.go.kr/seoul-promotes-public-sanitary-pad-accessibility-campaign/>

<http://www.koreaherald.com/view.php?ud=20190507000567>

<https://publicadministration.un.org/unpsa/database/Winners/2019-Winners/Public-Sanitary-Pads-Support>

Box 20. Case: Cape Town Tech Ecosystem – Cape Town, South Africa**Target population:** Promoting an inclusive society**Strategy:** Developing a local ecosystem for inclusive innovation**Approach:** Knowledge based – Helix models of innovation

Cape Town made the top 30 global Tech Cities Index, the only African city on this list. Cape Town's success in this sector is thanks to the City's partnerships with organizations such as the Cape Innovation and Technology Initiative (CiTi). CiTi is dedicated to building a future-fit, inclusive society through innovation and technology. It is Africa's oldest tech start-up and incubator. CiTi has been instrumental in supporting more than 3,000 entrepreneurs over two decades. Cape Town's venture capital network is highly developed. A total of US\$88 million of investment into the tech sector, spanning 46 deals, was recorded in 2020. The City of Cape Town works hard to create an environment conducive to technological innovation, welcoming start-ups and other businesses in the tech and digital spaces. Infrastructure needed for those sectors to grow and thrive has been prioritized. The city has one of the largest open access fiberoptic networks in Africa, with an internet take up of 63 per cent. The government also puts a lot of money into tech incubators and other organizations that support the city's economic ecosystem. The City of Cape Town funds two training programmes for all through CiTi. Over the past three years, 1 726 people have been trained through city-funded programmes facilitated by CiTi.

See: <https://www.citi.org.za/>

<https://finmark.org.za/knowledge-hub/blog/cape-town-tech-ecosystem-strengthening-inclusive-innovation-in-a-divided-city?entity=blog>

Box 21. Case: Integrating Business CSR with Local Development Programmes – Indonesia**Target population:** Employees, their families, the local community and society at large**Strategy:** Becoming a home to corporate social responsibility (CSR) initiatives**Approach:** Helix models of innovation

The possible alignment of the public good outcomes of corporate social responsibility (CSR) activities with public sector priorities has led developing country governments to view CSR activities as a means to enhance sustainable development strategies. They also are seen as a component of national competitiveness strategies to compete for foreign direct investment and to position exports globally, and to improve poverty-focused delivery of public policy goals. Indonesia was one of the first countries in the world to implement legislation mandating businesses to undertake CSR activities. CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve quality of life in ways that are both good for business and good for development. The Indonesian legislation mandates CSR to business in the country. Through various laws and regulations, the mandates provide an alternative source of funding for local government for the development and provision of basic services in their area. However, the process of integrating business CSR with local development programmes must consider the perception of all relevant stakeholders, namely local government officials and staff and company managers of CSR programmes. Business CSR activities are often placed as an instrument for companies to achieve their interests, such as to obtain a social license, enhance reputation or increase security of business.

See: <https://ideas.repec.org/a/mth/jpag88/v10y2020i2p108-122.html>

<https://www.macrothink.org/journal/index.php/jpag/article/view/16611>

Chapter 5: Building Inclusive Mindsets and Developing Capacities of Local Government Officials and Other Stakeholders

Box 22. Case: EcCoWell – Cork City, Ireland

UNESCO Learning Cities Award Winner

Target population: Migrants

Strategy: Building skills and upskilling

Approach: Empowering

The population of Cork has changed significantly over the past few years, due mainly to a dramatic increase in the number of people coming from Africa and Eastern Europe. Integrating those migrants into the city's life constitutes a significant challenge for local authorities. The city therefore has taken comprehensive steps to improve the quality of life for all citizens, including its migrant and refugee populations, and to tackle the causes of social exclusion, such as poverty and unemployment. Cork was the first Irish city to become a member of PASCAL international Exchanges (PIE), an organization which emerged from work done on lifelong learning by the OECD. This led to the adoption of the EcCoWell concept, which promotes creative means of integrating thinking and planning across the fields of economics, the environment, health, learning and social inclusion. While exploring ways to apply those concepts and thinking to current developments in the Cork City region, the city organized professional seminars, international conferences and day trips, linking to the UNESCO lifelong learning (UIL) initiative to train government officials and other stakeholders and promote the concept of learning cities throughout the organization and the city. The city's Lifelong Learning Festival, hosted yearly since 2011, is a symbol of its long-standing commitment to inclusive learning. It includes a wide variety of intercultural workshops and courses targeting migrants based on the belief that 'migrants from all parts of the world bring richness and diversity to the city'.

See: [https://corkhealthycities.com/projects/eccowell/#:~:text=EcCoWell%20is%20about%20integrating%20strategies,\(PIE\)%20on%20lifelong%20learning](https://corkhealthycities.com/projects/eccowell/#:~:text=EcCoWell%20is%20about%20integrating%20strategies,(PIE)%20on%20lifelong%20learning)

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<https://uil.unesco.org/city/cork>

Box 23. Case: Online training for municipal employees with accessibility functionalities for people with disabilities – Massachusetts Government, United States

Target population: People with disabilities

Strategy: Promoting a diversified workforce

Approach: Engaging relevant skills

The Massachusetts State Ethics Commission fosters integrity in public service in state, county and local government, to promote the public's trust and confidence in that service, and to prevent conflicts between private interests and public duties by conducting ongoing educational programmes, providing clear and timely advice, and fairly and impartially interpreting and enforcing the conflict of interest and financial disclosure laws. Every two years, all municipal employees must complete online training. New municipal employees must complete this training within 30 days of beginning public service, and every two years thereafter. The course is fully narrated, and a complete transcript is available. It includes functionality to make the course more accessible to people with disabilities. Various types of physical disabilities that impact user interaction on the web are addressed, including vision loss, hearing loss, limited manual dexterity, and cognitive disabilities. Each has a different means by which to access electronic information effectively. Reasonable efforts have been made to accommodate all users including with enabling software or assistive technology.

See: <http://www.muniprogram.eth.state.ma.us/> and <https://www.mass.gov/how-to/online-training-for-municipal-employees>

<http://www.muniprogram.eth.state.ma.us/AccessibilityInformation.pdf>

Box 24. Case: Diversity and Inclusion learning and resources for municipal employees – British Columbia, Canada

Target population: People in vulnerable situations/indigenous populations

Strategy: Using technology to promote an inclusive and enabling mindset among government officials and other stakeholders

Approach: Exemplars/universality

Examples of training sources made available to local government employees in British Columbia include:

- **Diversity and Inclusion Resource Center on MyHR:** includes pages on Indigenous Initiatives; Accessibility; Learning and Resources; and Community.
- **Learning System:** includes courses such as Diversity and Inclusion Essentials, Building a Respectful Workplace, and courses offered through the House of Indigenous Learning.
- **Health & Well-Being on MyHR:** highlights programs and services to support optimal health.
- **Employee & Family Assistance Services (EFAS):** our service provider, Morneau Shepell, offers both immediate crisis telephonic counselling support and short-term counselling.

See: <https://www2.gov.bc.ca/gov/content/careers-myhr/about-the-bc-public-service/diversity-inclusion/learning-resource>

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